



Re direla setšhaba



Moses Kotane Local Municipality



**Draft Five Year IDP for 2022/2027
Financial Year**

2022/2023

Council Resolution No: 96/03/2022



Re direla setšhaba



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Foreword by: The Mayor - Cllr Nketu Nkotsoe



Local Government Municipal Systems Act (LGMSA) 2000 (Act 32 of 2000) requires a municipality to develop a five-year Integrated Development plan which must be reviewed annually. The financial year in question is 2022/2027 and subsequently we started with the first review of 2022/2023.

The year 2022/2023 is the better year unlike 2021/2022 where our communities were struck by the pandemic. The pandemic forced us to re-evaluate and redirect the way we deliver services, which hindered implementation planned per Service Delivery and Budget Implementation Plan (SDBIP).

Throughout the process of managing the pandemic, we continued to maintain productive relationships with all our external stakeholders, who continued to provide support in the Municipal programmes. We manage to conduct all our Intergovernmental Relation (IGR) meetings despite the pandemic and the restrictions around gatherings were always observed.

This term 2022/2027 Integrated Development Plan is the fifth-generation plan amended to work to address the Auditor General's (AG) recurring Qualified Municipal Audit opinion. In our five-year term, we need to ensure we leave community legacy and ensure implementation of all our planned and funded projects as promised to our communities, and ensure that, no roll overs will ever happen in our term of office. The present leadership as a team will ensure services are delivered to all planned wards and villages.

The present Council were sworn in office on the 22 November 2022. The Speaker, Mayor and Single Whip, MPAC Chairperson, and Executive committee were all elected to ensure services and plans are rendered to various 107 villages, 2 urban areas and all 35 wards after Local Government Elections. It is with great pleasure to inform all our stakeholders and Municipal Officials that our Theme: "*Re Direla Setshaba*" must be in us daily as we plan to come to our offices daily.

Let me once again also take this opportunity to applaud and thank all the Role-Players, Communities, and Municipal Officials who supported us during our first engagement with our communities when we embarked on collecting needs and updating our long needs wish list developed from the Fourth Generation Council.

Through your support we now know and see that we will All serve communities of Moses Kotane Local Municipality diligently. That together as a team to ensure delivery and perform on our mandate to provide basic services to all our residents.

Let me also take this opportunity to remind all our communities that, we might be nearing the end of the pandemic which lasted almost two years, and await final response by the Minister Nkosazana Dlamini Zuma. We also need to continue to fight for reduction of the spread and follow protocols set of wearing our masks inside during our meetings and be free when we are outside. Let us all continue to honour the non-pharmaceutical protocols such as regular washing of hands or sanitizing our hands, keeping social distance and wearing our masks correctly at all times.

Re a Leboga / We Thank You/ Baie Dankie



In terms of Section 34 of the Local Government: Municipal Systems Act (LGMSA), 2000 (Act 32 of 2000) each municipality is required to develop a five-year Integrated Development Plan (IDP) and review it annually to assess its performance against measurable targets and respond to the demands of the changing circumstances.

Through our public participation programmes, 107 villages, 2 urban areas and 35 wards of the communities of MKLM have reaffirmed their needs prioritised, which include but not limited to the following: water and sanitation, roads, and storm water, Local Economic Development, Reduction of unemployment, functional health services in rural areas, better and safe educational facilities, SMME empowerment and support, sports and recreational facilities in rural areas to be developed and maintained with various sporting code to avoid drug reduction by youth and many other need to be highlighted in the IDP processes.

Communities need to realize that, some of the identified needs do not fall within the functions of Moses Kotane Local Municipality, but engagements will continue and communities will differentiate between Local and Sector Departments, (Provincial and National) Government responsibilities. To ensure that needs of local communities are met, this therefore demands for integrated planning are better coordinated/ integrated with Provincial and National Government, to ensure we implement the District Development Model (DDM)

The IDP should be seen as a central tool for three spheres of Government in achieving the aim of accelerated service delivery to our communities. This IDP is aligned with the National Development Plan 2030 vision, and it is therefore a stepping stone towards advancing the goals of the National Development Plan. The approval of the draft five-year IDP will therefore lay foundation for consultation process with various key stakeholders and more importantly, communities to collectively own and participate in the development of their wards.

The IDP document which will be implemented in the five-year term of existing New Council from 2022 to 2027 Financial Year after November 2021 Local Government Elections. Let me also take this opportunity to thank the Council of Moses Kotane Local Municipality for having saw it fit to bestow me with the honour and responsibility to lead the administration for the past financial years. Since my arrival here in October 2017, I have obviously engaged various stakeholders who have given me the sense and idea of what the municipality is about.

This review session is a first of its kind where we end our planning with the end of ending COVID 19 restrictions, where most of resources, financial and human resource had to be redirected in order to assist our communities. We continuously resolved, reflect and report on progress made to date and also to continue to adjust our targets in accordance with our changed vision, mission and values. We will successfully ensure that the newly elected Council members and the Executive Committee continue into power and ensured continuous service delivery to our 35 wards.

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

We believe in a collective effort and that local government is governed and is in the hands of all communities we serve. When Council Adopts the Final IDP in May 2022, the council together with management will translate it into effective service delivery for all, by end June 2022. That as a team with Council's commitment – we need to accelerate and ensure implementation of the annual IDP review. The reviewed IDP will be a plan that guides the actions and allocations of resources.

Once again, we continue to thank all Strategic Partners, Municipal Officials, and value every contribution made by all stakeholders who are together in moving the municipality forward, by ensuring they engaged and participated in preparation this IDP review.

A special word of acknowledgement goes to the Mayor, Speaker, Single Whip, Executive Committee and Council for the commitment shown during Public Participation hearings leading to the development of IDP processes.

Ke a leboga ka dinako tsotlhe

Section A

1. Introduction

The development of the Fifth Generation IDP for financial 2022/2027 is informed by Local Government Elections held on the 01st November 2021. The new Council was sworn in on the 22 November 2021 where the Speaker, Mayor, Single Whip and Council Committees were elected, with 35 Ward Councillors and 34 Proportional Representatives (PR). Assuming office, they found Fourth Generation Council has already adopted both the IDP/PMS/Budget Process Plan Council Resolution no: Resolution no: 15/08/2021 on the 31 August.

The IDP/Budget 2021/2022 was adopted by Council Resolution no: 129/05/2021 on the 26 May 2021. However, on the 10 December 2021 Council set and Readopted the two documents Council Resolution no: 53/08/2021, to affirm continuation of developmental work for service delivery purposes. During the process of implementation highlight was brought that they need to ensure that opportunities are availed for MKLM Communities, Emphasis during IDP Public Participation was that they are here to ensure sustainable development, to care, curb debt and promote safe and clean city to all residents in 107 villages, two urban areas. MKLM has developed its five-year IDP for 2022–2027, also supported by the Medium-term Revenue and Expenditure Framework (MTREF) for 2022–2025 financial years.

2. 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.

In line with the **Municipal Systems Act (MSA)** and the Municipal Finance Management Act, 2003 (Act 56 of 2003), prescribes that Section 21 (1) of **Municipal Finance Management Act, 56 of 2003 (MFMA)** 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) At least 10 months before the start of the Budget year table in the Municipal Council a time schedule outlining key deadlines for: -
 - i. The preparation, tabling and approval of the annual budget;
 - ii. The annual review 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 its 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.

Regulation 2(3) **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).

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 drafting, implementation and review of the IDP on an annual basis is mandatory for all municipalities in terms of the relevant legislation, and 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..."

The process below is informed by the Municipal Systems Act 32 of 2000, Chapter 5 and Section 26, which defines Integrated Development Plan as a core component of Municipal Planning. The same act will guide the direction and content of potential development within Council and the IDP must be reviewed annually. That an Integrated Development Plan must reflect:

Municipal Council's vision for the long-term development of the Municipality with special emphasis of the Municipality's most critical development and internal transformation needs, an assessment of the existing level of development which must include an identification of communities which do not have access to basic services. Additionally, to relook on the mission and values of strategic component.

The process continues to be informed by the Strategic Planning session held from the 08-11 and continued on the 14 March 22 to finalize on Departmental Strategic Objectives and Action Plan. The drafting of the IDP is in line with both legislative requirements: Local Government Municipal Systems Act and the Municipal Finance Management Act. Further the study funded by Anglo Platinum Amandelbult (AA) Mine to support planning as part of Municipal Capacity Development Programme (MCDP). The programme is a collaboration between Anglo Amandelbult (AA) and Co-operative Governance and Traditional Affairs (CoGTA) aiming to support service delivery at municipal level.

Further, the process is informed by adoption of new Municipal Regulation to be implemented by July 2022. This also an impact on the review of Municipal Organizational structure in ensuring alignment of job descriptions, identifying skill required and cascading of Performance Management Systems to lower levels within the Municipality.

The review of the IDP is also informed by Public Participation held on the 08 – 12 January 2022, where needs were collected and prioritized to inform planning of various department to integrate our plans and implementation of District Development Model (DDM). The same framework was also endorsed by the Fifth Generation Council when they readopted the Process Plan. The continuation of the 14 March 2021 also needs to engage further with politicians to allow for strategic reviews.

3. Municipal Vision; Mission and Values

Vision Statement

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

Mission Statement

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

Values

Integrity	Honesty	Transparency	Accountability	Excellence	Human Dignity
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4. Integrated Development Plan Alignment

Key to the plan was the development and consolidation of a draft five-year plan for the financial year 2022/2027. To ensure alignment and identify inter - departmental alignment and that the adopted IDP focused on the year in to be implemented and reflect proposed key projects and allocation is done for the Medium-Term Revenue Framework (MTREF) 2022/2025. That the developed IDP will deliver on the mandate of the present Council focusing on economic growth, improve on efficiencies highlighted like lack of SMME's and to deliver on the promises per needs analysis collected. That the unit is to ensure communication of programmes are implemented as legislated, and in finalizing the draft the document, we further need to engage with all relevant stakeholders through public participation to ensure we solicit their views on and inputs for credible IDP.

The main focus is the impact on the plans made and delivery promised to our communities which caused delays in project implementations and roll overs before the approval of May 2022. Project readiness is going to be critical for projects to be funded for implementation. The review is to ensure that we deliver basic services to our communities. The same plans need to find reflection in our budget to ensure we align budget, IDP and identify the risks per department.

5. Budget Steering Committee

The committee need to sit to ensure evaluation of the proposed 2022/2027 Medium Term Revenue Framework. The purpose will be:

- ✦ To ensure that resource allocation respond to fifth Generation's priorities as requested by communities
- ✦ To ensure that the operational budget respond to the critical operations and maintenance of basic infrastructure;
- ✦ To ensure that capital projects are feasible, budgeted and ready to develop plans for implementation to avoid recurring roll over of the past five years.

The plans to be taken to the communities need to be clear, funds allocated and fair, transparent reports to be given to communities where they will also understand the challenges the Municipality face unlike us hiding information and not being ethical or

diligent in what we do and promised to deliver to our communities. A transparent Financial Plan to be availed for broader stakeholder engagements.

6. 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-centered 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. Within MKLM we have seen on the news were this matter are rife and re the Municipality ensured that the Fifth Generation Council noted the circular and that office of the Mayor to ensure monthly reporting on the matter. On the 21 June 2021, BPDM with CoGTA workshopped IDP on legislative amendments to be shared and Council to resolve where MKLM new Council item 53/12/2021 was noted.

7. Growing Slowly and Poorly

Demographic pressures, growth happening in various villages governed by Traditional Leaders and water challenges are all putting unprecedented pressure on existing water resources. Noting payment done for Magalies water, while we encounter illegal connections and non-payment of services. Being water Services Authority, we were supposed to be growing and providing water supply efficiently to our communities.

Let us take into consideration unrest that happened in Mogwase around 11 January 2022, caused by lack of water supply while reservoirs, are constructed, millions spend on projects that does not serve the purpose of water supply.

Our communities are losing hope and touch with the Municipality specially during IDP Public Participation, the morale is now low. The second part of unrests were due to mining houses not compliant with Social Labour Plans. Recently communities of Bakgatlha in Lesetlheng embarked in riots 14 March 2022, where court orders are not considered but those who mine continue without proper consultations and development and alignment of Social Labour Plan and IDP.

Other mines are trying but robust engagement to reduce unemployment in MKLM is required as we have mining houses operating in our area but not benefitting our communities. Mining houses are not compliant and wonder how DMR continue to renew licenses, while communities remain poor. Issues of HRD, Employment opportunities, SMME development, capacity and mentorship not engaged on. Ignoring owners of the land and benefits thereof, is a serious challenge where mines operate.

IDP is dictated by law and must comprehensively guide the municipal budget and activities over a 5-year period, in this case 5th Fifth Generation IDP 2022/2027. MKLM is the Centre of Tourism and Mining in North West within the government of South Africa. Its population of year 2021 was 242 551,9902 and presently per below graph and studies made with the help of Anglo Platinum Amandelbult, and 2021 was 244 817,5592 people based on the research done by CSIR on Anglo Platinum Study of MCDP.

The majority of people residing within the town are black population, and mostly rural in nature and depended on being workers and civil servants. Still today people travel enormous distances to work each day, with buses travelling over 50km on bad gravel roads to other settlements in the Gauteng Province and to Limpopo Province in the Mines, to seek better lives for their families. About 107 people live in villages where incomes are lower, unemployment rate very high and social facilities are thinly spread for communities to access and realize their talent in various ways.

8. COVID 19

President Cyril Ramaphosa updated the National Working Committee (NWC) on the work of the National Coronavirus Command Council (NCCC). The NWC also received a report from NEC subcommittee on Education, Health, Science and Technology making recommendations regarding the lifting of National State of Disaster and the introduction of vaccine mandates. These reports will be considered by the next NEC meeting. The NWC reiterated its call to all who live in South Africa to ensure that they are vaccinated and adhere to public health protocols designed to contain the COVID -19 pandemic. It is two years now which expired on the 15 February 2022 and month extension given to 15 March 22.

The impact of the COVID-19 Pandemic has delayed project implementation and as we near the second year with the disaster which was proclaimed on the 15 March and 15 March 22 marked 2 years where disaster is extended to another month ending April 22. We need to be proactive and ensures that project implementation is not delayed this time around by putting mechanisms in place.

9. Ukraine Russia War 22

The National Working Committee (NWC), expressed appreciation for the efforts by President Cyril Ramaphosa to engage various parties to the conflict between Russia and Ukraine, It noted the ongoing discussions between Russia and the Ukraine, and reaffirmed the conviction that differences are best resolved through negotiations, dialogue and compromise. In supporting calls for negotiations and dialogue, the NWC reaffirmed its commitment to human rights and condemned the human suffering inflicted on civilians by the conflict. It also expressed its concern regarding the plight of South African students in Ukraine affected by the conflict.

10. Reaffirmation of the Review

The five-year term of office 2022/2027 need to be the term of office where we revisit our vision, mission and values. The chapter concludes by giving a summary of the contents of each of the chapters as discussed during the IDP review. There are critical issues raised where as an institution need to focus on:

- ✓ To ensure all the departments deal with how to assist in revenue enhancement (Debt Collection)
- ✓ To ensure alignment of programmes with economic development by creating conducive environment not only LED but i.e. learner ships and internships programmes etc.
- ✓ To deal with issues of low morale amongst staff members and outstanding labour matters
- ✓ To ensure delivery of quality basic service to our communities

1. Introduction

The phase aims to provide to provide a high-level picture of demographics, some key socio-economic information, age analysis and settlements received from reports or study done by Anglo Amandelbult (AA) Mine, CSIR and CoGTA where we will be guided in planning processes and assesses the level of services and highlights the backlogs on service delivery. The reports provide for MKLM in context as the City and provides a high-level summary of certain socio-economic information to guide planning and development. The socio-economic information as contained in the 2022-2027 IDP has been updated from 2011 to 2021 statistics.

Moses Kotane Local is a Category B Municipality established in 2000 in terms of section 12 of the Local Government: Municipal Structures Act, (Act 117 of 1998), through the integration of Mankwe and Madikwe, after re-demarcation of municipal boundaries and subsequent municipal elections in 2000. The municipality has a predominantly Black African population, with fewer Indian, Coloureds and White groups, mostly residing in Sun City residence and Mogwase Unit 2. The type of economy is owed to its location within the major tourism and mining belt of the North West Province, Pilanesberg and Sun City. The Municipal **Area:** 5 726km² and comprised of two town Mogwase and Madikwe.

Moses Kotane Local Municipality is classified as Category B4 Local Municipality which is predominantly rural in nature, depended on grant funding and with communal tenure. The municipality has two towns in its are but bordered by Sun City International which is less that 15km drive from Mogwase where Municipal Civic Offices are based and near Rustenburg which is 60km drive. Sun City Resort is the best holiday resort in South Africa for a good reason when it was opened in 1979, it is a home of the Valley of waves and is sprawled along the borders of Pilanesburg National Park.

2. Geographical Context

Moses Kotane Local Municipality is classified as Category B4 Local Municipality which is predominantly rural in nature, depended on grant funding and with communal tenure. MKLM consists of an impoverished population which depends on traditional forms of living such as crop farming, mining, tourism and agriculture for a living. Moses Kotane Local Municipality is strategically located on President Street. MKLM is one of the five local municipalities constituting the Bojanala Platinum District Municipality (BPD) classified as category C1. Moses Kotane Local Municipality is bordered by:

- ✓ Rustenburg Local Municipality in the East (Bojanala Platinum District Municipality, NW) which lead to R510 from Rustenburg to Thabazimbi
- ✓ Thabazimbi Local Municipality in the North, which is situated in Waterberg District Municipality of the Limpopo Province, which uses R511 to Brits in Madibeng
- ✓ Madibeng Local Municipality in the East (Bojanala Platinum District Municipality, NW) which leads to N4 to Rustenburg and to Kgetleng
- ✓ Kgetleng river Local Municipality in the East (Bojanala Platinum District Municipality, NW) and
- ✓ Ramotshere Moiloa Local Municipality in the West (Ngaka Modiri Molema District Municipality, NW)

We have a number of rivers and dams covering our area of demarcation i.e. Vaalkop Dam, Molatedi Dam, Kgetleng River which provide water to the nearby and far communities. Culture and Heritage remains the main kind of tourism that attracts visitors within MKLM and we have Traditional Museum in Bakgattha Ba Kgafela and other areas which attract Tourist to come visit our town on rural development. Tourism and Mining, in our area. if explored and studies done, can be acknowledged as one of the economic sectors that will contribute to the area's GDP because of both its economic nature. It provides tourists with an opportunity to explore the following experiences:

- ✓ Mining houses development
- ✓ History of Tribal Authorities and their values
- ✓ Learn more about Arts in 107 villages
- ✓ Cultural lifestyle, Agriculture and events
- ✓ Landscape and Game Reserves

3. Demographic Profile

The section will focus on the demographic make-up of the Moses Kotane inclusive of Rural Areas, 107 villages and 2 urban areas where we previously lack data. The data used in this part of the study done by Anglo American (AA) Municipal Capacity Development Programme (MCDP).

The study was a collaboration between Anglo American, Co-operative Governance and Traditional Affairs (CoGTA) which aimed to support planning and development of credible Integrated Development Plan (IDP) informed by realistic reliable data. We always need to ensure that as a Moses Kotane Local Municipality our main objective is to serve communities and provide basic services as depicted from our vision.

Planning is informed by understanding who are the people we serve, their needs for us to effectively and efficiently plan to address challenges. The data includes analysis of the population per village. The distribution of the values highlighted below are within a demographic variable and across households are of interest, as are the trends which were over time required to inform our plans.

Our plans will simplify understanding of the changes in the composition of the population with respect to population group, age and gender which are vital in the face of growing pressure on water challenges we face daily, food security, energy needs, inequality, unemployment (jobs creation) and social support to be provided by Moses Kotane to its residents.

The plan further outlines understanding of how the total fertility rates, age-specific fertility rates, sex ratios at birth, life expectancies and international migration affect the respective population groups, ages and genders is essential for effective planning on a spatial level. Then this will allow us to also zoom in our plans for migration to be addressed in our plans as highlighted in the overview above.

For MKLM to analyze our economy we need to be using reliable population statistics, to be able to understand growth in various villages, to be able to identify employment and unemployment data, as well as other economic indicators such as economic growth and per capita income. Recent work includes compilation by Johan Maritz, Athi Gxumisa, Cheri Green, Nosizo Sebake, Michelle Walters, Elsona Van Huyssteen, submitted in February 2022, for data and mapping items to support AA, MCDP in strategic Planning Process.

3.1 Table 1: Bojanala Platinum District Municipalities Population Data

Local Municipality	Population 1996	Population 2001	Population 2011	Population 2021	Percentage of total population 2021	Population growth / decline from 2011 to 2021	Percentage growth / decline from 2011 to 2021
Moses Kotane	229580.4938	237097.2154	242551.9902	244817.5592	0.41%	2265.56901	0.93%
Rustenburg	311562.0273	387091.9763	549555.0282	827606.7427	1.37%	278051.7146	50.60%
Kgetleng Rivier	32755.92659	36515.37757	51038.02895	71989.35841	0.12%	20951.32946	41.05%
Moretele	176796.0303	182685.7215	188285.3985	189870.0147	0.31%	1584.61626	0.84%

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

3.2 Population Growth

Moses Kotane Local Municipality has shown a population growth of 2265 over the last ten years which equates to a growth rate of 0.93%.

This is one of the lowest growth rates in the Bojanala Platinum District Municipality, as well as in North West Province. The Rustenburg and Kgetleng rivier LMs have the highest population growth rates in the District Municipality at 50.60% and 41.05%, respectively.

The population in MKLM has grown at roughly 0.1 times the provincial and 0.1 times the national population growth rates (18.64% and 16.52% respectively), over the period 2011–2021. Conversely, the population in Rustenburg has grown at roughly 2.7 times the provincial and 3.1 times the national population growth rates.

Table 1 below, shows an extract of population data for each LM in North West. The data is sourced from Stats SA for the years 1996, 2001, 2011 and 2021. It reflects the growth and decline of populations for each LM and presents the percentage growth over the 2011–2021 10-year period and compares the average LM growth over the same 10-year period.

3.3 Population: Age and Gender for 2001 and 2021

The data are sourced from Stats SA and reflect the gender and age population for Moses Kotane Local Municipality for 2021. It also contains data for earlier periods i.e., 2011 and 2016, thus allowing comparisons to be drawn. These data indicate whether specific age bands in the population are growing or declining (see Table 2) below. Figure 1 shows a graphical comparison in the form of an overlaid growth pyramid of the MKLM population age and gender breakdown for the years 2011 and 2021.

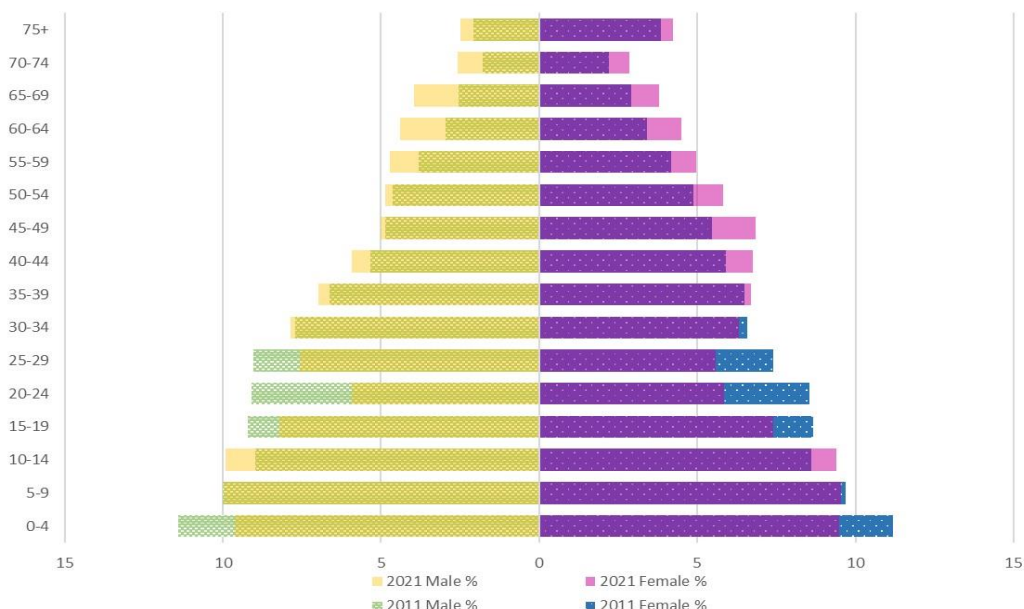
3.4 Table 2: Population gender and age distribution for 2011, 2016 and 2021

Age Group	2011		2016		2021		2011 Total	2016 Total	2021 Total
	Female	Male	Female	Male	Female	Male			
Total	123465	122916	125218	123225	125031	119787	246381	248443	244818
0-4	13812	14020	12625	12601	11863	11536	27832	25226	23399
5-9	11975	12278	13353	13553	11947	11947	24254	26906	23894

Age Group	2011		2016		2021		2011 Total	2016 Total	2021 Total
	Female	Male	Female	Male	Female	Male			
Total	123465	122916	125218	123225	125031	119787	246381	248443	244818
10-14	10609	11015	10899	11150	11747	11859	21624	22049	23606
15-19	10714	11319	9226	9877	9242	9844	22033	19103	19086
20-24	10554	11159	8894	9073	7302	7094	21713	17967	14397
25-29	9147	11112	8954	11143	6971	9052	20259	20098	16023
30-34	8130	9464	8535	10117	7880	9398	17594	18652	17278
35-39	8019	8133	7897	8302	8362	8345	16152	16199	16707
40-44	7302	6568	8099	7063	8457	7106	13870	15162	15563
45-49	6753	5968	7380	5658	8574	5998	12722	13038	14572
50-54	6018	5677	6640	5851	7257	5842	11695	12490	13099
55-59	5149	4688	5651	5410	6200	5662	9837	11061	11862
60-64	4207	3624	5010	4471	5610	5278	7831	9481	10887
65-69	3586	3131	3899	3626	4745	4733	6717	7525	9478
70-74	2737	2192	3244	2593	3583	3102	4929	5837	6685
75+	4752	2568	4914	2735	5290	2993	7320	7649	8283

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

3.5 Figure 1: Population pyramid for comparing the years 2011 and 2021



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

The following deductions can be made based on this graphic:

- ✦ There are more females in Moses Kotane
- ✦ The birth rate has decreased from 2011 to 2021.

The proportion of both males and females in the categories between 15 and 29 years of age has decreased for both gender since 2011. This starts to increase from 35 years upward. The percentage of the population between ages 15 and 24, with an increase starting to occur again in the 25-29 cohort.

The widening of the cohorts as the population gets older is an indication of a slow death rate in the older segment of the population. More people are living for longer

which has implications on the number of people that are dependent on the economically active segment of the population.

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

3.6 Population growth trend per settlement footprint: Settlement Population Data

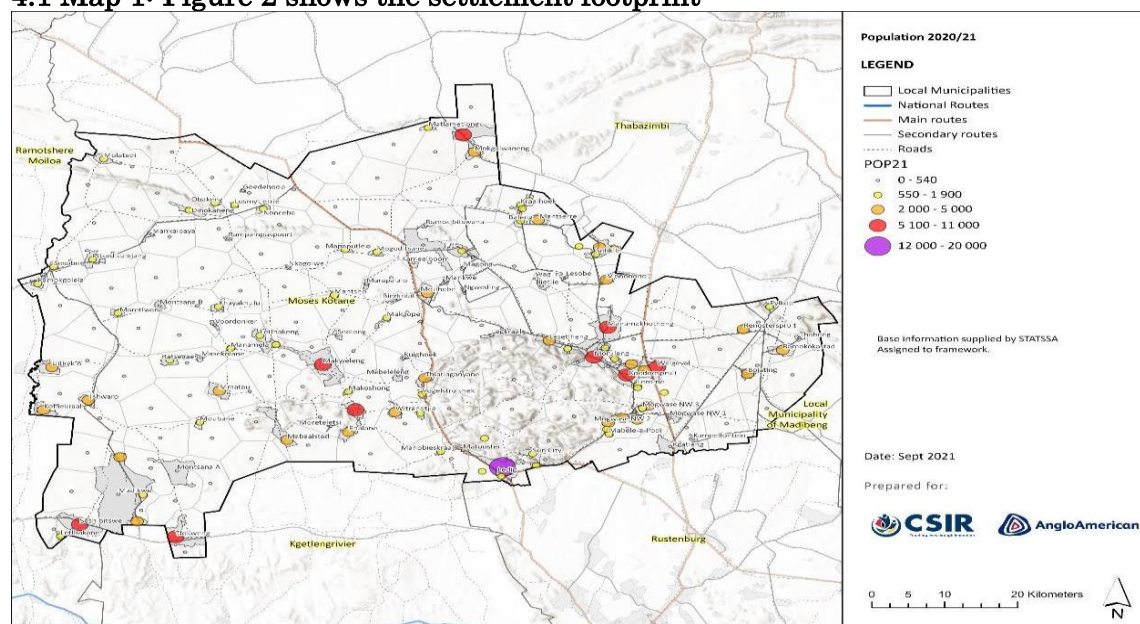
Settlement footprint data is a dataset that has been created by the CSIR from original Enumerator Areas, Sub-Place and Main Place datasets. Its original focus was to serve as a better reflection of settlement and settlement boundary areas. It has been used in the Green Book project¹.

This dataset was later combined with the CSIR mesozone dataset to form the new settlement footprint layer. Population data supplied by Statistics SA at municipal level was spatialized to the footprint layer using Dasymetric mapping process. The resulting data assigned population data provides a fair representation of current population values but linked to individual settlements. An extract of these data are presented in Table 5. Figure 2 shows the settlement footprint map with associated population size for MKLM, whilst Figure 1 shows the settlement footprint map with associated changes in population size between 2011 and 2021.

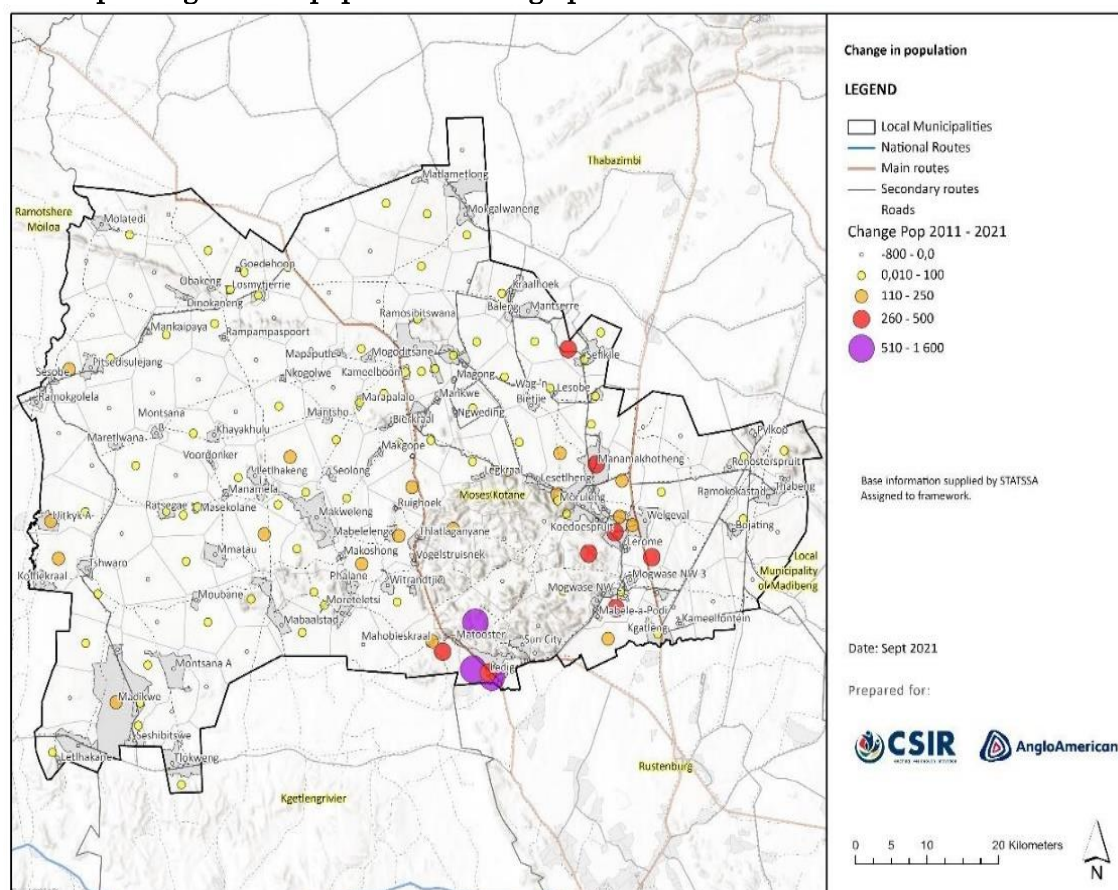
4. Settlement Types

Based on the information provided in Table 8 on the settlement types based on CSIR Typology, Moses Kotane LM has two service towns, there small service towns and nine local service nodes.

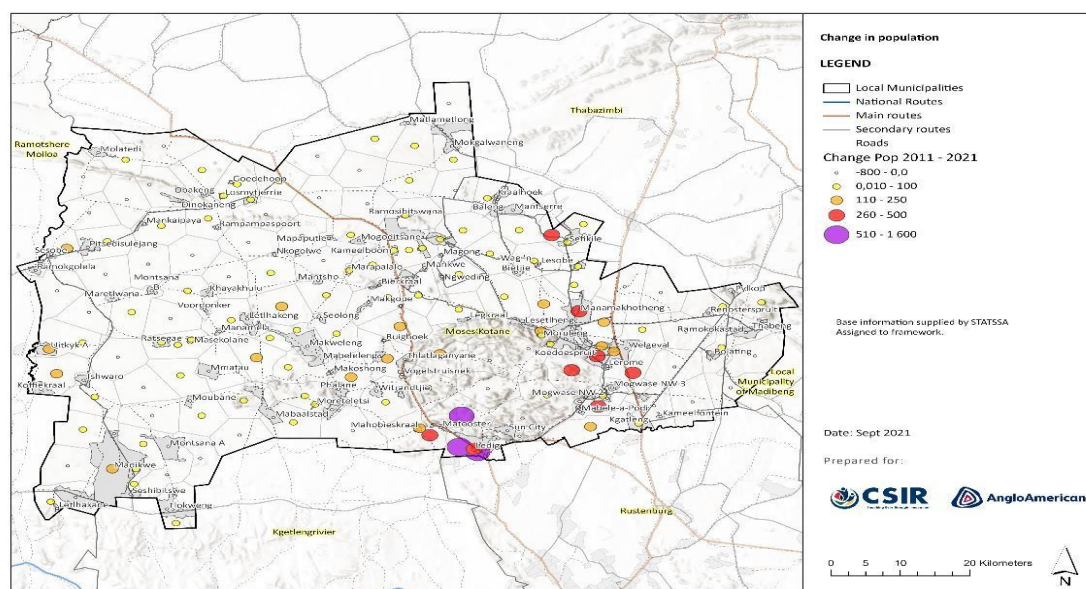
4.1 Map 1: Figure 2 shows the settlement footprint



4.2 Map 2: Figure 3 of population change per settlement between 2011 and 2021



4.3 Map 3: Figure 3 Population projection change 2021-2030



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

4.4 Table 3: Population growth and projection for Tier1 settlements

Settlement	Pop 1996	Pop 2001	Pop 2011	Pop 2021	Pop 2030	Change 2021-30
Bojating	2 163	2 711	2 363	2 262	2 208	-54
Dinokaneng	1 001	883	782	752	572	-179
Goedehoop	260	188	328	312	257	-55
Kameelboom	205	216	138	143	103	-40

Settlement	Pop 1996	Pop 2001	Pop 2011	Pop 2021	Pop 2030	Change 2021-30
Kameelfontein	0	7	23	21	12	-9
Kgatlang	0	16	54	58	337	279
Khayakhulu	1 427	1 273	953	915	370	-545
Koffiekraal	4 003	4 338	4 286	4 118	4 423	305
Ledig	15 616	19 480	20 810	22 854	29 561	6707
Legkraal	546	461	501	491	2	-490
Lesetlheng	2 627	2 715	2 626	2 595	712	-1883
Lesobe	0	43	17	16	0	-16
Letlhakane	8	674	1 299	1 223	768	-455
Letlhakeng	2 144	2 007	1 758	1 665	1 485	-180
Losmytjerrie	644	588	583	590	347	-243
Mabaalstad	4 594	4 164	3 539	3 487	4 275	788
Mabele-a-Podi	1 189	869	1 415	1 374	966	-408
Mabeleleng	625	619	707	856	279	-577
Madikwe	3 993	4 025	3 623	3 372	3 132	-240
Magong	253	235	203	194	1	-193
Mahobieskraal	524	566	774	949	11	-939
Makgope	0	0	80	74	83	9
Makoshong	998	876	851	787	0	-787
Manamela	982	649	778	736	405	-331
Mankaipaya	694	644	503	479	137	-342
Mankwe	0	489	550	535	7	-528
Mantserre	3 828	4 147	4 352	4 182	6 174	1992
Mantsho	710	678	648	609	337	-272
Mapaputle	811	787	673	659	505	-155
Marapalalo	505	579	491	499	3	-496
Maretlwana	1 026	1 645	826	783	820	36
Masekolane	88	108	50	60	19	-41
Matlametlong	897	847	1 063	1 002	907	-95
Matooster	0	168	143	136	104	-32
Mmatau	3 699	3 224	2 656	2 567	2 851	284
Mogoditsane	858	810	602	600	496	-105
Mogwase NW 1	0	176	56	52	353	301
Mogwase NW 2	6 143	7 538	9 474	8 847	10 196	1349
Mogwase NW 3	4 511	4 021	3 964	3 677	3 499	-178
Molatedi	1 548	1 432	1 201	1 178	1 401	224
Mononono	1 802	1 980	1 999	2 040	1 438	-603
Montsana A	28	44	67	62	103	41
Montsana B	635	1 311	377	360	193	-167
Moretelelsi	0	176	156	144	0	-144
Moruleng	301	233	290	379	656	276
Motlhabe	3 134	2 534	2 741	2 703	3 426	723
Moubane	1 441	1 423	1 528	1 481	1 203	-278
Ngwedding	588	441	424	392	296	-96
Nkogolwe	359	252	208	205	0	-205
Nonceba	1 012	1 027	796	806	524	-282
Obakeng	926	811	1 031	999	492	-507
Pitsedisulejang	2 387	2 045	1 960	1 909	2 016	106
Pylkop	1 152	1 199	1 130	1 051	580	-471
Ramokokastad	5 465	5 121	5 138	4 860	6 441	1581
Ramosibitswana	690	205	139	146	117	-29
Rampampaspoort	706	437	326	306	245	-60

Settlement	Pop 1996	Pop 2001	Pop 2011	Pop 2021	Pop 2030	Change 2021-30
Ratsegae	1 170	1 052	934	945	1 082	137
Renosterspruit	1 649	2 113	2 545	2 397	1 968	-429
Rest of Area outside settlements	82 068	85 920	91 979	96 332	128 811	32479
Ruighoek	73	120	103	95	182	87
Seolong	449	525	393	369	255	-114
Sesobe	949	1 396	807	765	651	-114
Sun City	2 314	2 049	2 629	2 517	2 606	89
Thabeng	583	535	455	438	556	119
Thlatlaganyane	2 146	2 709	2 542	2 445	2 713	267
Traditional	37 890	35 037	35 471	34 535	50 820	16286
Tshwaro	2 218	2 283	2 327	2 195	2 859	664
Uitkyk A	3 308	3 253	3 300	3 418	4 244	826
Vogelstruisnek	1 805	2 267	2 307	2 215	729	-1486
Voordonker	694	1 339	545	507	184	-323
Wag 'n Bietjie	0	82	11	10	7	-4
Witrantjie	2 518	2 279	2 152	2 083	849	-1234
Grand Total	229 580	237 097	242 552	244 818	294 361	49544

4.5 Table 4: Population Settlement for 1996, 2001, 2011, 2021 and for 2001-2021 and 2011-2021

Settlement	Population 1996	Population 2001	Population 2011	Population 2021	Population 2001-2021	Population 2011-2021
Atamelang	1 370	1 549	1 686	1 664	115	-22
Baleng	640	622	674	636	14	-38
Bapong	4 311	3 703	3 460	3 317	-386	-143
Bojating	2 163	2 711	2 363	2 262	-450	-101
Dikgabong	1 025	1 007	1 030	953	-54	-77
Dikweipi	1 429	1 583	2 000	2 131	547	131
Dinokaneng	1 001	883	782	752	-132	-30
Disake	2 159	2 061	2 188	2 145	84	-43
First Gate	205	216	138	143	-73	5
Ga-Ramosidi	863	1	811	833	832	22
Goedehoop	260	188	328	312	123	-16
Kameelboom	246	274	188	182	-92	-6
Kameelfontein	0	7	23	21	14	-2
Kgatleng	0	16	54	58	42	4
Khayakhulu	1 427	1 273	953	915	-358	-38
Khutswane	511	253	265	255	2	-10
Koedoe ruit	823	981	1 629	1 594	613	-35
Koffiekraal	4 003	4 338	4 286	4 118	-221	-168
Kutlwanong	524	566	774	949	383	175
Ledig	15 616	19 367	20 736	21 887	2 519	1 150
Legkraal	546	461	501	491	30	-10
Lerome South	0	353	817	791	437	-26
Lerome	4 962	8 131	9 785	10 176	2 046	391
Lesetlheng	2 627	2 715	2 626	2 595	-120	-31
Lesobe	0	43	17	16	-27	-1
Letlhakane	8	674	1 299	1 223	549	-76

Settlement	Population 1996	Population 2001	Population 2011	Population 2021	Population 2001-2021	Population 2011-2021
Lethakeng	2 144	2 007	1 758	1 665	-343	-93
Losmytjerrie	644	588	583	590	2	7
Mabaalstad	4 594	4 164	3 539	3 487	-677	-52
Mabele-a-Podi	2 796	3 577	3 718	3 509	-69	-209
Mabeleleng	506	531	561	526	-4	-35
Mabeskraal	11 110	10 532	9 281	8 832	-1 700	-449
Madikwe	3 993	4 025	3 623	3 372	-652	-251
Magalane	253	235	203	194	-40	-9
Magong	1 896	1 671	1 465	1 490	-181	25
Makgope	778	772	846	816	45	-30
Makoshong	998	876	851	787	-89	-64
Makweleng	1 852	1 696	1 571	1 572	-123	1
Manamakhotheng	10 854	9 995	10 845	11 160	1 165	315
Manamela	982	649	778	736	87	-42
Mankaipaya	694	644	503	479	-166	-24
Mantserre	3 828	4 147	4 352	4 182	35	-170
Mantsho	710	678	648	609	-69	-39
Maologane	842	1 034	1 050	1 026	-8	-24
Mapaputle	811	787	673	659	-128	-14
Marapalalo	505	579	491	499	-80	8
Maretlwana	1 026	1 645	826	783	-862	-43
Masekolane	88	108	50	60	-48	10
Matlametlong	897	847	1 063	1 002	155	-61
Matooster	0	168	143	136	-32	-7
Mmatau	3 699	3 224	2 656	2 567	-658	-89
Mmorogo	964	1 233	1 257	1 189	-44	-68
Mmorogong	1 649	2 113	2 545	2 397	284	-148
Mogoditsane	858	810	602	600	-209	-2
Mogwase Central	85	45	27	35	-10	8
Mogwase Industrial Area	0	176	56	52	-124	-4
Mogwase Prison	178	280	806	775	495	-31
Mogwase 2	150	508	2 534	2 352	1 845	-182
Mogwase Unit 1	3 032	3 162	2 763	2 575	-587	-188
Mogwase Unit 2	974	781	1 025	960	179	-65
Mogwase Unit 3	116	55	16	15	-40	-1
Mogwase Unit 4	1 964	1 356	1 352	1 261	-95	-91
Mogwase Unit 5	2 547	2 666	2 612	2 416	-250	-196
Mokgalwaneng	6 559	6 757	7 494	7 260	503	-234
Molatedi	1 548	1 432	1 201	1 178	-254	-23
Molorwe	763	660	537	511	-149	-26
Mononono	1 802	1 980	1 999	2 040	61	41
Montsana A	28	44	67	62	18	-5
Montsana B	635	1 311	377	360	-951	-17
Mopyane	1 408	1 696	1 834	1 720	24	-114
Moretelelsi	1 191	409	341	330	-80	-11
Moruleng	9 967	10 108	11 224	10 964	857	-260

Settlement	Population 1996	Population 2001	Population 2011	Population 2021	Population 2001-2021	Population 2011-2021
Motlhabe	3 134	2 534	2 741	2 703	169	-38
Moubane	1 441	1 423	1 528	1 481	57	-47
Mpunyuka Section	402	265	210	216	-49	6
Ngwedeng	588	441	424	392	-49	-32
Nkogolwe	359	252	208	205	-47	-3
Nonceba	1 012	1 027	796	806	-221	10
Ntsana-le-metsing	0	489	550	535	45	-15
Ntswetshweu	1 739	1 633	1 556	1 465	-168	-91
Obakeng	926	811	1 031	999	188	-32
Pella	10 433	9 166	9 222	8 798	-368	-424
Phalane	8 164	8 007	7 583	7 073	-934	-510
Pitsedisulejang	2 387	2 045	1 960	1 909	-136	-51
Pylkop	1 152	1 199	1 130	1 051	-148	-79
Ramasedi	530	453	528	536	82	8
Ramoga	301	438	802	1 019	581	217
Ramokgolela	455	508	552	528	20	-24
Ramokoka	5 465	5 121	5 138	4 860	-260	-278
Ramosibitswana	690	205	139	146	-58	7
Ramotlhajwe	955	744	761	755	11	-6
Rampampaspoort	706	437	326	306	-132	-20
Raphiri	361	370	404	405	35	1
Ratsegae	1 170	1 052	934	945	-107	11
RMDC Village	0	0	80	74	74	-6
Ruighoek Mine	73	120	103	95	-25	-8
Sandfontein	6 372	6 149	6 548	6 492	344	-56
Sefikile	2 706	2 902	4 228	3 997	1 095	-231
Sekgakwane	1 079	1 464	1 311	1 266	-198	-45
Seolong	449	525	393	369	-156	-24
Seshibitswe	1 804	2 035	1 689	1 887	-147	198
Sesobe	949	1 396	807	765	-630	-42
Sun City	2 146	1 761	1 299	1 202	-559	-97
Sun Village	168	289	1 330	1 316	1 027	-14
Thabeng	0	532	756	706	174	-50
Thabeng	583	535	455	438	-98	-17
Thlatlaganyane	2 146	2 709	2 542	2 445	-263	-97
Tlokweng	12 184	12 106	11 252	10 877	-1 230	-375
Tshwaro	2 218	2 283	2 327	2 195	-88	-132
Uitkyk A	3 308	3 253	3 300	3 418	165	118
Voordonker	694	1 339	545	507	-833	-38
Vrede	2 387	2 568	2 573	2 450	-117	-123
Wag 'n Bietjie	0	82	11	10	-72	-1
Welgeval	2 051	3 227	4 841	5 005	1 778	164
Witrantjie	2 518	2 279	2 152	2 083	-196	-69
Other areas outside settlements	3 738	4 188	3 327	9 877	5 689	6 549
Grand Total	229 580	237 097	242 552	244 818	7 720	2 266

4.6 Table 5: Settlement types for Moses Kotane Local Municipality based on CSIR Typology

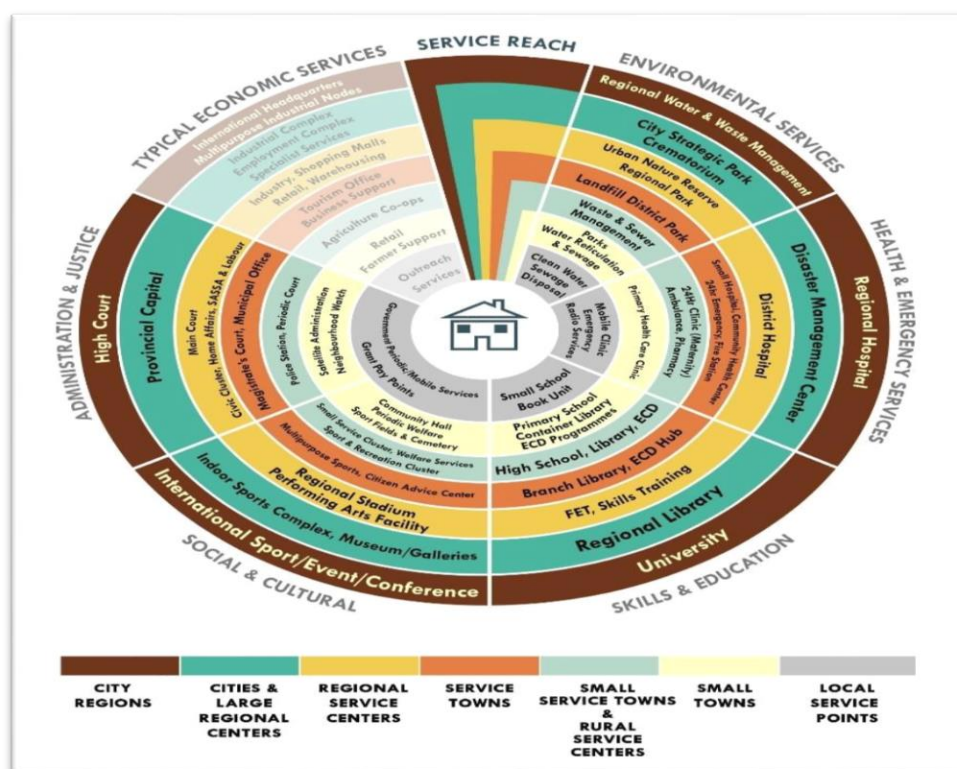
Moses Kotane Local Municipality	
Service Town	Ledig
	Moruleng
Small Service Town	Mabeskraal
	Mogwase/Moruleng ST
	Seshibitswe
Local Service Node	Dwarsberg
	Lesetlheng
	Madikwe
	Molatedi
	Nonceba
	Obakeng
	Pella
	Seolong
	Skuinsdrif

4.7 Roles of the Settlements and the type and size of social facilities required

The spatial logic of linking settlements of different sizes to the types and extent of social services required, is well recognized and established internationally. This logic has been used for linking certain levels of facilities to an order of space or place. Within the South African context, this spatial logic has been tested and customized while implementing a range of implementation projects over more than 15 years and these are outlined in The CSIR Guidelines for the Provision of Social Facilities in South African Settlements. These Guidelines were developed further by CSIR over many years and then adapted in 2015/16 for the Department of Rural Development and Land Reform. The updated guidelines are available at:

<https://socialfacilityprovisiontoolkit.co.za/>

4.8 Figure 2: Service wheel for social facility provision²

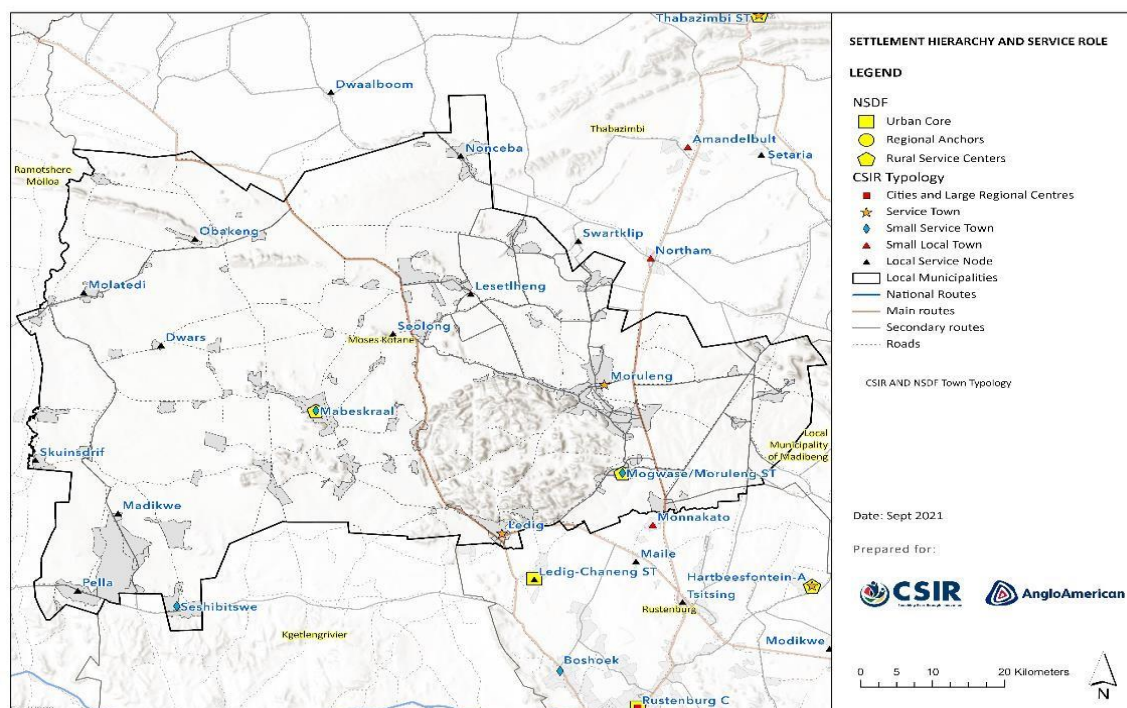


Statistics South Africa. 2021. Mid-year population estimates at local municipal scale.

The conceptual relationship between the South Africa Town Typology and the social facility standards is illustrated in the form of a service wheel (Figure 6). The 'Service Wheel' provides an illustration of the 'ideal' relationship between the size and role that different types of places can or should play with respect to the strategic location of different categories of social services that would typically be associated with (and expected to be delivered by) such level of place and serve both for its residents and those living within its service region.

To better inform the specific allocation, provision and distribution of services to any town and surrounding catchment area, will require a location specific analyses and application of relevant standards as outlined in facility provision guides. Using the service wheel settlements in the municipalities were categorized for the CSIR settlement typology.

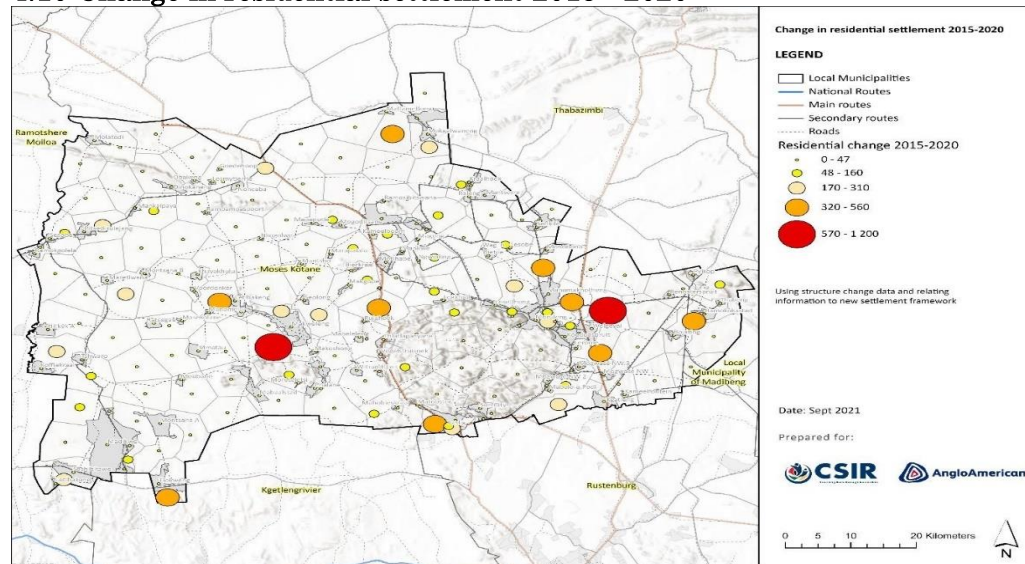
4.9 Map 4: Settlement types reflecting services wheel categories



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

Map 4 illustrates the CSIR settlement typology (reflecting the service wheel categories). Additionally, it also indicates the NSDF settlement types which were identified as part of the recent national Spatial Development Framework

4.10 Change in residential settlement 2015 - 2020



5. Socio Economic Analysis

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

The Municipality need to realise that dealing with institutional arrangements for Local economic Development (LED), we need to start from the National mandate right up 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, need to cut across all departments, LED presently 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 range from entering the town where Community Services established weekly” *Clean and Safe City*” in terms of cleanliness, cleaning and greening, rates and taxes, availability of services, land, business and investment support and encouraging communities to reside in a clean environment where they do it for themselves. The programme rotates in all 107 villages and 2 towns but every village need to be encouraged to partake on their own.

5.1 Economic production and employment per sector 2020

The data in Table 3 and Table 10 show the level of economic production and employment at a municipal scale, across several sectors, for the year 2020. The economic production levels are represented as GVA (Gross Value Added).

5.2 Table 6: 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
I0202: Mining and quarrying [QSIC 2]	I1: Primary sector [SIC: 1-2]	21454.151	55.17%
I0921: General government [QSIC 91]	I3: Tertiary sector [SIC: 6-9, 0]	3026.922	7.78%
I1022: Community, social and personal services [QSIC 92-96, 99]	I3: Tertiary sector [SIC: 6-9, 0]	2620.616	6.74%
I0820: Business services [QSIC 8388]	I3: Tertiary sector [SIC: 6-9, 0]	2280.016	5.86%
I0615: Wholesale and retail trade [QSIC 61-63]	I3: Tertiary sector [SIC: 6-9, 0]	1856.438	4.77%
I0717: Transport and storage [QSIC 71-74]	I3: Tertiary sector [SIC: 6-9, 0]	1637.939	4.21%
I0413: Electricity, gas and water [QSIC 4]	I2: Secondary sector [SIC: 3-5]	1012.351	2.60%
I0616: Catering and accommodation services [QSIC 64]	I3: Tertiary sector [SIC: 6-9, 0]	895.249	2.30%
I0308: Metals, metal products, machinery and equipment [QSIC 35]	I2: Secondary sector [SIC: 3-5]	893.883	2.30%
I0514: Construction [QSIC 5]	I2: Secondary sector [SIC: 3-5]	866.341	2.23%
I0819: Finance and insurance [QSIC 81-82]	I3: Tertiary sector [SIC: 6-9, 0]	468.913	1.21%
I0303: Food, beverages and tobacco [QSIC 30]	I2: Secondary sector [SIC: 3-5]	345.834	0.89%

Industry (SIC Classification)	Sector	GVA at basic prices, 2020 (R millions current prices)	Percentage value of overall economic production
I0101: Agriculture, forestry and fishing [QSIC 1]	I1: Primary sector [SIC: 1-2]	306.615	0.79%
I0305: Wood and paper; publishing and printing [QSIC 32]	I2: Secondary sector [SIC: 3-5]	292.45	0.75%
I0718: Communication [QSIC 75]	I3: Tertiary sector [SIC: 6-9, 0]	220.755	0.57%
I0306: Petroleum products, chemicals, rubber and plastic [QSIC 33]	I2: Secondary sector [SIC: 3-5]	211.089	0.54%
I0311: Transport equipment [QSIC 38]	I2: Secondary sector [SIC: 3-5]	183.438	0.47%
I0307: Other non-metal mineral products [QSIC 34]	I2: Secondary sector [SIC: 3-5]	109.214	0.28%
I0312: Furniture; other manufacturing [QSIC 39]	I2: Secondary sector [SIC: 3-5]	98.884	0.25%
I0304: Textiles, clothing and leather goods [QSIC 31]	I2: Secondary sector [SIC: 3-5]	61.484	0.16%
I0309: Electrical machinery and apparatus [QSIC 36]	I2: Secondary sector [SIC: 3-5]	33.759	0.09%
I0310: Radio, TV, instruments, watches and clocks [QSIC 37]	I2: Secondary sector [SIC: 3-5]	12.118	0.03%
TOTAL		38888.459	100.00%

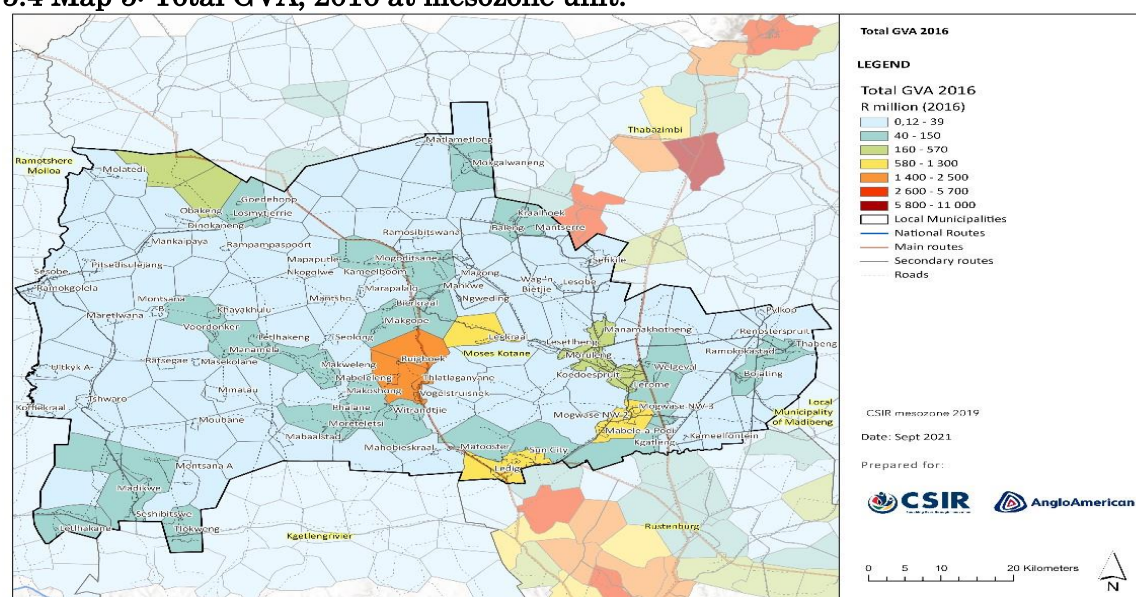
5.3 Regional Economic Production – using 2016 meso-level information

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 prioritisation 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)

To spatially represent regional economic production, the Gross Value Add (GVA) data for different economic sectors (as produced by Quantec on a municipal level) have been assigned in Figure 8 to mesozones ³. The result is an indicator of economic production per sector (excluding construction) expressed in Rands per mesozone.

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.

5.4 Map 5: Total GVA, 2016 at mesozone unit.



Note that the following GVA sector maps have also been included and represent the main Standard Industrial Classification (SIC) sectors.

- ★ Agriculture
- ★ Mining
- ★ Manufacturing
- ★ Electricity and Water
- ★ Wholesale and retail
- ★ Transport and Communications
- ★ Finance and insurance
- ★ Government Social Services

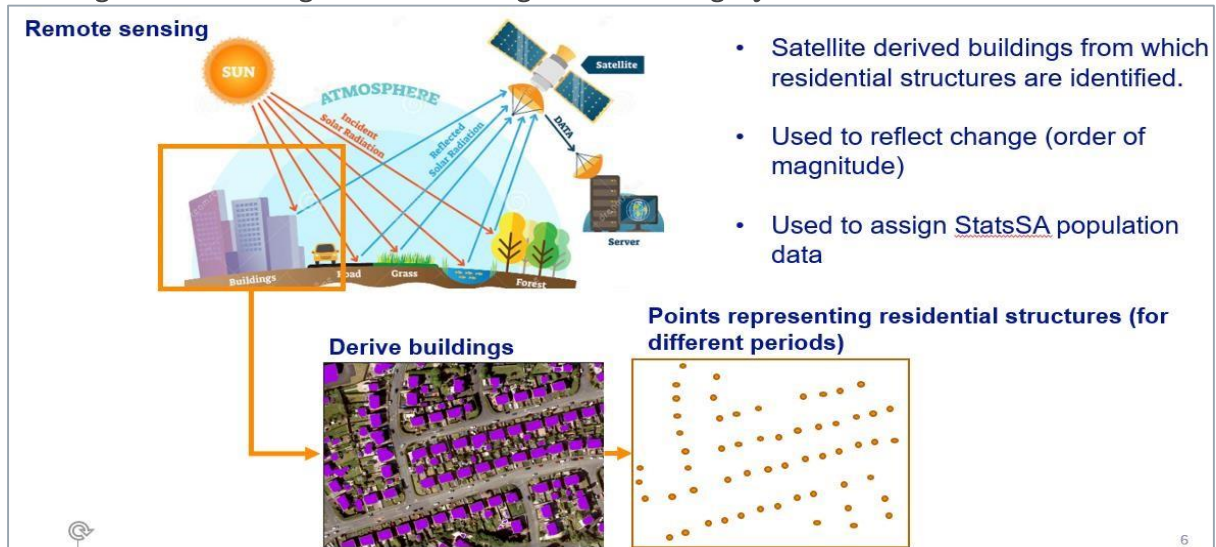
The changes in number of residential structures are presented in Table 3. Figure 5: Buildings detected using satellite imagery

Figure 6: Change in residential structures between 2015 and 2020 presented as graduated symbols

5.5 Growth in structures: 2015-2020

The growth in residential building structures in Moses Kotane LM, between the years 2015 and 2020, is shown in Figure 10. This is a good indicator of how settlements are changing, but it should be noted that it is not necessarily indicative of population change per se. The process used to collect and compile this information around building structures is illustrated in Figure 9. Combining satellite sensors and remote sensing techniques, it is possible to detect the building structures that are on the surface. When similar data from previous periods are compared, the changes that have occurred can be calculated and visually represented.

5.6 Figure 3: Buildings detected using satellite imagery



5,7 Table 7: Changes in the number of residential structures per settlement for years 2000, 2010, 2015 and 2020

Settlements	Year2000	Year_2010	Year_2015	Year_2020	Change 2000 -2010	Change 2010-2020
Atamelang	384	384	387	444	0	60
Baleng	154	154	157	157	0	3
Bapong	1 060	1 134	1 156	1 195	74	61
Bojating	554	654	679	773	100	119
Dikgabong	282	309	309	319	27	10
Dikweipi	407	585	599	1 171	178	586
Dinokaneng	484	484	493	511	0	27
Disake	577	618	645	655	41	37
First Gate	72	72	80	81	0	9
Ga-Ramosidi	207	207	226	230	0	23
Goedehoop	0	156	160	172	156	16
Kameelboom	83	83	87	87	0	4
Kameelfontein	38	38	38	38	0	0
Kgatlang	43	43	43	50	0	7
Khayakhulu	421	481	498	505	60	24
Khutswane	96	96	100	100	0	4
Koedoespruit	362	538	565	893	176	355
Koffiekraal	1 133	1 250	1 346	1 424	117	174
Kutlwanoong	157	192	787	1 037	35	845
Ledig	5 371	6 234	6 811	7 558	863	1 324
Legkraal	183	183	192	194	0	11
Lerome South	0	443	611	736	443	293
Lerome	2 643	2 788	3 051	3 223	145	435
Lesetlheng	805	805	841	890	0	85
Lesobe	62	62	62	62	0	0
Letlhakane	346	346	348	385	0	39
Letlhakeng	633	633	643	651	0	18
Losmytjerrie	185	202	206	230	17	28
Mabaalstad	1 306	1 379	1 428	1 509	73	130
Mabele-a-Podi	965	966	978	980	1	14

Settlements	Year2000	Year_2010	Year_2015	Year_2020	Change 2000 -2010	Change 2010-2020
Mabeleleng	144	144	146	164	0	20
Mabeskraal	3 439	3 439	3 533	3 552	0	113
Madikwe	2 558	2 561	2 569	2 579	3	18
Magalane	75	83	83	86	8	3
Magong	593	593	626	652	0	59
Makgope	227	255	265	284	28	29
Makoshong	296	296	297	306	0	10
Makweleng	543	543	580	640	0	97
Manamakhotheng	2 782	2 857	2 967	3 757	75	900
Manamela	309	362	365	370	53	8
Mankaipaya	210	216	219	231	6	15
Mantserre	988	1 183	1 208	1 305	195	122
Mantsho	248	248	252	254	0	6
Maologane	351	352	361	382	1	30
Mapaputle	238	252	257	280	14	28
Marapalalo	152	161	172	179	9	18
Maretlwana	361	397	405	410	36	13
Masekolane	40	40	45	52	0	12
Matlametlong	298	326	333	367	28	41
Matooster	31	31	32	32	0	1
Mmatau	1 017	1 017	1 052	1 063	0	46
Mmorogo	362	362	367	380	0	18
Mmorogong	591	720	731	809	129	89
Mogoditsane S	267	267	282	288	0	21
Mogwase Central	15	22	27	31	7	9
Mogwase Industrial Area	13	13	13	13	0	0
Mogwase Prison	24	24	24	25	0	1
Mogwase	267	1 716	1 721	1 738	1 449	22
Mogwase Unit 1	797	799	801	805	2	6
Mogwase Unit 2	232	241	241	249	9	8
Mogwase Unit 3	0	0	0	0	0	0
Mogwase Unit 4	491	492	492	496	1	4
Mogwase Unit 5	779	779	779	779	0	0
Mogwase Unit 5 (New)	0	0	186	214	0	214
Mokgalwaneng	2 019	2 241	2 321	2 384	222	143
Molatedi	603	603	635	655	0	52
Molorwe	248	248	254	264	0	16
Mononono	513	513	530	571	0	58
Montsana A	117	117	117	117	0	0
Montsana B	247	251	258	259	4	8
Mopyane	447	497	504	504	50	7
Moreteleletsi	79	86	90	94	7	8
Moruleng	3 112	3 115	3 220	3 376	3	261
Motlhabe	849	890	930	958	41	68
Moubane	434	444	455	508	10	64
Mpunyuka Section	89	89	95	99	0	10
Ngwedding	167	167	167	167	0	0
Nkogolwe	123	123	131	136	0	13
Nonceba	305	378	398	414	73	36

Settlements	Year2000	Year_2010	Year_2015	Year_2020	Change 2000 -2010	Change 2010-2020
Ntsana-le-metsing	178	178	183	199	0	21
Ntswetshweu	400	497	506	518	97	21
Obakeng	381	381	386	402	0	21
Other areas outside settlements	996	1 101	1 246	2 413	105	1 312
Pella	3 228	3 288	3 368	3 537	60	249
Phalane	2 110	2 154	2 165	2 425	44	271
Pitsedisulejang	771	820	834	903	49	83
Pylkop	330	366	367	382	36	16
Ramasedi	174	174	188	203	0	29
Ramoga	240	268	285	537	28	269
Ramokgolela	172	201	205	210	29	9
Ramokoka	1 605	1 665	1 691	1 803	60	138
Ramosibitswana	64	64	72	73	0	9
Ramotlhajwe	201	235	239	252	34	17
Rampampaspoort	140	151	153	157	11	6
Raphiri	156	156	167	172	0	16
Ratsegae	415	415	440	454	0	39
RMDC Village	36	37	37	37	1	0
Ruighoek Mine	38	38	38	38	0	0
Sandfontein	1 257	1 866	1 896	2 131	609	265
Sefikile	719	1 851	1 869	1 892	1 132	41
Sekgakwane	319	445	465	557	126	112
Seolong	201	201	204	204	0	3
Seshibitswe	564	594	608	683	30	89
Sesobe	316	358	366	379	42	21
Sun City	27	27	27	27	0	0
Sun Village	68	71	75	76	3	5
Thabeng	0	570	698	717	570	147
Thabeng	252	252	256	262	0	10
Thlatlaganyane	772	775	795	810	3	35
Tlokweg	3 603	3 603	3 662	3 825	0	222
Tshwaro	555	772	784	898	217	126
Uitkyk A	838	853	891	976	15	123
Voordonker	203	203	204	204	0	1
Vrede	802	802	818	881	0	79
Wag 'n Bietjie	114	114	114	114	0	0
Welgeval	932	1 791	1 835	2 175	859	384
Witrantjie	604	621	644	650	17	29
Grand Total	70 884	80 030	83 843	91 714	9 146	11 684

5.8 Economic production and employment per sector (2020)

The data in Table 5 and Table 10 show the level of economic production and employment at a municipal scale, across several sectors, for the year 2020. The economic production levels are represented as GVA (Gross Value Added).

5.9 Table 7: Economic production Gross Value Added (GVA) per sector

Industry (SIC Classification)	Sector	GVA at basic pices, 2020 (R millions current prices)	Percentage
I0202: Mining and quarrying [QSIC 2]	I1: Primary sector [SIC: 1-2]	21454.151	55.17%
I0921: General government [QSIC 91]	I3: Tertiary sector [SIC: 6-9, 0]	3026.922	7.78%
I1022: Community, social and personal services [QSIC 92-96, 99]	I3: Tertiary sector [SIC: 6-9, 0]	2620.616	6.74%
I0820: Business services [QSIC 8388]	I3: Tertiary sector [SIC: 6-9, 0]	2280.016	5.86%
I0615: Wholesale and retail trade [QSIC 61-63]	I3: Tertiary sector [SIC: 6-9, 0]	1856.438	4.77%
I0717: Transport and storage [QSIC 71-74]	I3: Tertiary sector [SIC: 6-9, 0]	1637.939	4.21%
I0413: Electricity, gas and water [QSIC 4]	I2: Secondary sector [SIC: 3-5]	1012.351	2.60%
I0616: Catering and accommodation services [QSIC 64]	I3: Tertiary sector [SIC: 6-9, 0]	895.249	2.30%
I0308: Metals, metal products, machinery and equipment [QSIC 35]	I2: Secondary sector [SIC: 3-5]	893.883	2.30%
I0514: Construction [QSIC 5]	I2: Secondary sector [SIC: 3-5]	866.341	2.23%
I0819: Finance and insurance [QSIC 81-82]	I3: Tertiary sector [SIC: 6-9, 0]	468.913	1.21%
I0303: Food, beverages and tobacco [QSIC 30]	I2: Secondary sector [SIC: 3-5]	345.834	0.89%
I0101: Agriculture, forestry and fishing [QSIC 1]	I1: Primary sector [SIC: 1-2]	306.615	0.79%
I0305: Wood and paper; publishing and printing [QSIC 32]	I2: Secondary sector [SIC: 3-5]	292.45	0.75%
I0718: Communication [QSIC 75]	I3: Tertiary sector [SIC: 6-9, 0]	220.755	0.57%
I0306: Petroleum products, chemicals, rubber and plastic [QSIC 33]	I2: Secondary sector [SIC: 3-5]	211.089	0.54%
I0311: Transport equipment [QSIC 38]	I2: Secondary sector [SIC: 3-5]	183.438	0.47%
I0307: Other non-metal mineral products [QSIC 34]	I2: Secondary sector [SIC: 3-5]	109.214	0.28%
I0312: Furniture; other manufacturing [QSIC 39]	I2: Secondary sector [SIC: 3-5]	98.884	0.25%
I0304: Textiles, clothing and leather goods [QSIC 31]	I2: Secondary sector [SIC: 3-5]	61.484	0.16%
I0309: Electrical machinery and apparatus [QSIC 36]	I2: Secondary sector [SIC: 3-5]	33.759	0.09%
I0310: Radio, TV, instruments, watches and clocks [QSIC 37]	I2: Secondary sector [SIC: 3-5]	12.118	0.03%
TOTAL		38888.459	100.00%

5.10 Table 8: Employment per sector

Industry	Sector	Employment (total 2020 Number)	Percentage overall employment
I0202: Mining and quarrying [QSIC 2]	I1: Primary sector [SIC: 1-2]	22605	38.66%
I1022: Community, social and personal services [QSIC 92-96, 99]	I3: Tertiary sector [SIC: 6-9, 0]	7102	12.15%
I0921: General government [QSIC 91]	I3: Tertiary sector [SIC: 6-9, 0]	6252	10.69%

Industry	Sector	Employment (total 2020 Number)	Percentage overall employment
I0615: Wholesale and retail trade [QSIC 61-63]	I3: Tertiary sector [SIC: 6-9, 0]	6094	10.42%
I0820: Business services [QSIC 83-88]	I3: Tertiary sector [SIC: 6-9, 0]	4477	7.66%
I0616: Catering and accommodation services [QSIC 64]	I3: Tertiary sector [SIC: 6-9, 0]	3745	6.40%
I0514: Construction [QSIC 5]	I2: Secondary sector [SIC: 3-5]	1692	2.89%
I0717: Transport and storage [QSIC 71-74]	I3: Tertiary sector [SIC: 6-9, 0]	1604	2.74%
I0101: Agriculture, forestry and fishing [QSIC 1]	I1: Primary sector [SIC: 1-2]	1303	2.23%
I0308: Metals, metal products, machinery and equipment [QSIC 35]	I2: Secondary sector [SIC: 3-5]	717	1.23%
I0305: Wood and paper; publishing and printing [QSIC 32]	I2: Secondary sector [SIC: 3-5]	447	0.76%
I0303: Food, beverages and tobacco [QSIC 30]	I2: Secondary sector [SIC: 3-5]	413	0.71%
I0306: Petroleum products, chemicals, rubber and plastic [QSIC 33]	I2: Secondary sector [SIC: 3-5]	329	0.56%
I0307: Other non-metal mineral products [QSIC 34]	I2: Secondary sector [SIC: 3-5]	321	0.55%
I0819: Finance and insurance [QSIC 81-82]	I3: Tertiary sector [SIC: 6-9, 0]	298	0.51%
I0304: Textiles, clothing and leather goods [QSIC 31]	I2: Secondary sector [SIC: 3-5]	279	0.48%
I0311: Transport equipment [QSIC 38]	I2: Secondary sector [SIC: 3-5]	227	0.39%
I0312: Furniture; other manufacturing [QSIC 39]	I2: Secondary sector [SIC: 3-5]	216	0.37%
I0413: Electricity, gas and water [QSIC 4]	I2: Secondary sector [SIC: 3-5]	142	0.24%
I0718: Communication [QSIC 75]	I3: Tertiary sector [SIC: 6-9, 0]	123	0.21%
I0309: Electrical machinery and apparatus [QSIC 36]	I2: Secondary sector [SIC: 3-5]	65	0.11%
I0310: Radio, TV, instruments, watches and clocks [QSIC 37]	I2: Secondary sector [SIC: 3-5]	22	0.04%
TOTAL		58473	100.00%

These data should be referenced as: *CSIR. 2016. SA CSIR MesoZone 2018v1 Dataset.*

5.11 Table 9: Changes in the number of residential structures per settlement for years 2000, 2010, 2015 and 2020, 2000 - 2010 and 2010 - 2020

Settlements	Year 2000	Year 2010	Year 2015	Year 2020	Change 2000-2010	Change 2010-2020
Atamelang	384	384	387	444	0	60
Baleng	154	154	157	157	0	3
Bapong	1 060	1 134	1 156	1 195	74	61
Bojating	554	654	679	773	100	119
Dikgabong	282	309	309	319	27	10
Dikweipi	407	585	599	1 171	178	586
Dinokaneng	484	484	493	511	0	27
Disake	577	618	645	655	41	37
First Gate	72	72	80	81	0	9
Ga-Ramosidi	207	207	226	230	0	23
Goedehoop	0	156	160	172	156	16
Kameelboom	83	83	87	87	0	4
Kameelfontein	38	38	38	38	0	0

Settlements	Year 2000	Year 2010	Year 2015	Year 2020	Change 2000-2010	Change 2010-2020
Kgatleng	43	43	43	50	0	7
Khayakhulu	421	481	498	505	60	24
Khutswane	96	96	100	100	0	4
Koedoespruit	362	538	565	893	176	355
Koffiekraal	1 133	1 250	1 346	1 424	117	174
Kutlwanoeng	157	192	787	1 037	35	845
Ledig	5 371	6 234	6 811	7 558	863	1 324
Legkraal	183	183	192	194	0	11
Lerome South	0	443	611	736	443	293
Lerome	2 643	2 788	3 051	3 223	145	435
Lesetlheng	805	805	841	890	0	85
Lesobe	62	62	62	62	0	0
Letlhakane	346	346	348	385	0	39
Letlhakeng	633	633	643	651	0	18
Losmytjerrie	185	202	206	230	17	28
Mabaalstad	1 306	1 379	1 428	1 509	73	130
Mabele-a-Podi	965	966	978	980	1	14
Mabeleleng	144	144	146	164	0	20
Mabeskraal	3 439	3 439	3 533	3 552	0	113
Madikwe	2 558	2 561	2 569	2 579	3	18
Magalane	75	83	83	86	8	3
Magong	593	593	626	652	0	59
Makgope	227	255	265	284	28	29
Makoshong	296	296	297	306	0	10
Makweleng	543	543	580	640	0	97
Manamakhotheng	2 782	2 857	2 967	3 757	75	900
Manamela	309	362	365	370	53	8
Mankaipaya	210	216	219	231	6	15
Mantserre	988	1 183	1 208	1 305	195	122
Mantsho	248	248	252	254	0	6
Maologane	351	352	361	382	1	30
Mapaputle	238	252	257	280	14	28
Marapalalo	152	161	172	179	9	18
Maretlwana	361	397	405	410	36	13
Masekolane	40	40	45	52	0	12
Matlametlong	298	326	333	367	28	41
Matooster	31	31	32	32	0	1
Mmatau	1 017	1 017	1 052	1 063	0	46
Mmorogo	362	362	367	380	0	18
Mmorogong	591	720	731	809	129	89
Mogoditsane S	267	267	282	288	0	21
Mogwase Central	15	22	27	31	7	9
Mogwase Industrial Area	13	13	13	13	0	0
Mogwase Prison	24	24	24	25	0	1
Mogwase	267	1 716	1 721	1 738	1 449	22
Mogwase Unit 1	797	799	801	805	2	6
Mogwase Unit 2	232	241	241	249	9	8
Mogwase Unit 3	0	0	0	0	0	0
Mogwase Unit 4	491	492	492	496	1	4
Mogwase Unit 5	779	779	779	779	0	0

Settlements	Year 2000	Year 2010	Year 2015	Year 2020	Change 2000-2010	Change 2010-2020
Mogwase Unit 5 -New	0	0	186	214	0	214
Mokgalwaneng	2 019	2 241	2 321	2 384	222	143
Molatedi	603	603	635	655	0	52
Molorwe	248	248	254	264	0	16
Mononono	513	513	530	571	0	58
Montsana A	117	117	117	117	0	0
Montsana B	247	251	258	259	4	8
Mopyane	447	497	504	504	50	7
Moretelelesi	79	86	90	94	7	8
Moruleng	3 112	3 115	3 220	3 376	3	261
Motlhabe	849	890	930	958	41	68
Moubane	434	444	455	508	10	64
Mpunyuka Section	89	89	95	99	0	10
Ngwedding	167	167	167	167	0	0
Nkogolwe	123	123	131	136	0	13
Nonceba	305	378	398	414	73	36
Ntsana-le-metsing	178	178	183	199	0	21
Ntswetshweu	400	497	506	518	97	21
Obakeng	381	381	386	402	0	21
Other areas outside settlements	996	1 101	1 246	2 413	105	1 312
Pella	3 228	3 288	3 368	3 537	60	249
Phalane	2 110	2 154	2 165	2 425	44	271
Pitsedisulejang	771	820	834	903	49	83
Pylkop	330	366	367	382	36	16
Ramasedi	174	174	188	203	0	29
Ramoga	240	268	285	537	28	269
Ramokgolela	172	201	205	210	29	9
Ramokoka	1 605	1 665	1 691	1 803	60	138
Ramosibitswana	64	64	72	73	0	9
Ramotlhajwe	201	235	239	252	34	17
Rampampaspoort	140	151	153	157	11	6
Raphiri	156	156	167	172	0	16
Ratsegae	415	415	440	454	0	39
RMDC Village	36	37	37	37	1	0
Ruighoek Mine	38	38	38	38	0	0
Sandfontein	1 257	1 866	1 896	2 131	609	265
Sefikile	719	1 851	1 869	1 892	1 132	41
Sekgakwane	319	445	465	557	126	112
Seolong	201	201	204	204	0	3
Seshibitswe	564	594	608	683	30	89
Sesobe	316	358	366	379	42	21
Sun City	27	27	27	27	0	0
Sun Village	68	71	75	76	3	5
Thabeng	0	570	698	717	570	147
Thabeng	252	252	256	262	0	10
Thlatlaganyane	772	775	795	810	3	35
Tlokweng	3 603	3 603	3 662	3 825	0	222
Tshwaro	555	772	784	898	217	126
Uitkyk A	838	853	891	976	15	123
Voordonker	203	203	204	204	0	1

Settlements	Year 2000	Year 2010	Year 2015	Year 2020	Change 2000-2010	Change 2010-2020
Vrede	802	802	818	881	0	79
Wag 'n Bietjie	114	114	114	114	0	0
Welgeval	932	1 791	1 835	2 175	859	384
Witrantjie	604	621	644	650	17	29
Grand Total	70 884	80 030	83 843	91 714	9 146	11 684

CSIR. 2021. Residential building change calculated from GTI Building based data.

6. Strategic Waters sources in the Moses Kotane Region

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

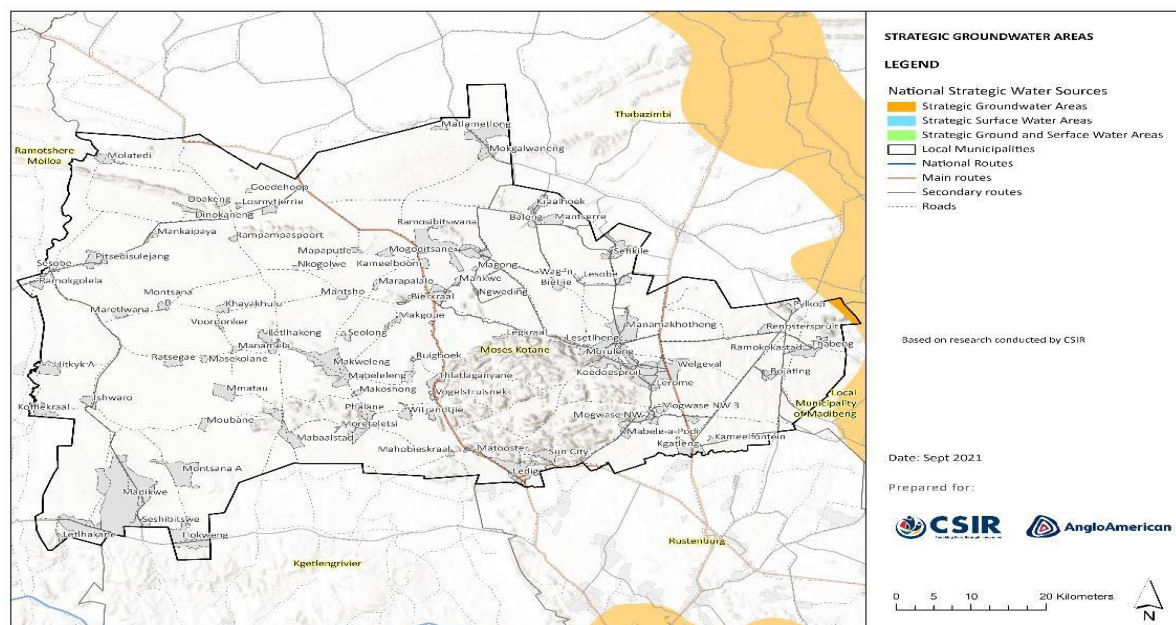
- Supply a disproportionate (i.e. relatively large) quantity of mean annual surface
- Water runoff in relation to their size and so are considered nationally important;
- Have high groundwater recharge and where the groundwater forms a nationally important resource; or areas that meet both criteria (a)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

They include transboundary Water Source Areas that extend into Lesotho and Swaziland. All surface water SWSAs are located in high rainfall areas where baseflow is at least 11 25 mm/a, which is evidence of a strong link between groundwater and surface water in the SWSAs. The aquifers sustain baseflow, contribute to runoff and, especially, contribute to dry season flows.

Sustained river flows are important as they support people and communities who depend directly on rivers for their water, especially during the dry season and droughts. Strategic water source areas can be regarded as natural "water factories", supporting growth and development needs that are often far away. Deterioration of water quality and quantity in these areas can have a disproportionately large negative effect on the functioning of downstream ecosystems and the overall sustainability of growth and development in the regions they support⁴.

Water source areas in Moses Kotane LM are depicted in Figure 9.

6.1 Map 6: Strategic water source areas in Moses Kotane LM



To note below in line with the above statistics. The largest portion of the population is women with 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 in the need for work opportunities. The various sectors which make up the economy have the potential to create work opportunities and to contribute to the overall economic growth of the MKLM.

To support the development in these sectors and the various industrial and economic nodes, we need to make prioritize investment in Mogwase and Madikwe and other fastest growing villages.

To ensure excellent performance of MPAC and Audit Committee. This chapter also seeks to align the planned proposals to the Performance Management Framework by highlighting the governance values, strategic objectives and Municipal priority areas for the term of office.

- ✓ To be a municipality that facilitates economic growth and job creation
- ✓ To improve on stakeholder and community engagements
- ✓ To ensure we provide basic services to residents and promotes payments of services
- ✓ To promote safe and clean city

Section C: KPA 1 - Infrastructure and Technical Services (ITS)

1. Basic Service Delivery and Infrastructure Development

Strategic Objective: To develop and maintain infrastructure to provide basic services

1.1 Priority No 1: Water and Sanitation

1.1.2 Status Quo Analysis on Water

2. Priority No.2: Roads and Storm water

2.1 Status Quo Analysis on Roads Infrastructure

3. Needs raised on water challenges

The priority continues to show that MKLM is faced with water scarcity and of which is one of the major problems faced throughout by various villages and 2 urban areas. The study will be required where we really need to identify and set our plans into water scarcity problems that are most likely to be a consequence of population growth and developments happening within MKLM as we are serviced by Magalies Water as bulk provider and Moses Kotane Local Municipality as distributor to households. Now this time around, we really have experienced water challenges from December 2021 to date where we had Mogwase Community unrest on the 11 February 2022, where members of the community were shot with rubber bullets. Contractors do as they wish when entering various villages as they are not allowed to engage them.

As the Water Authority our plans can only be achieved through sustainable means of service delivery, where issues of our reservoirs, steel jojo tanks and other methods which can be used for water supply. The other plans we might encounter is issues of sanitation pertaining to VIP toilets. Communities are requesting to redirect budget allocated to other critical projects as they are able to do their own (VIP). During this first five-year Generation plans, strategic plan session need to address the impending water scarcity that will help the municipality achieve our strategic objective and Community Needs Analysis No.1 as a Priority in all our villages.

- ✦ Most of the challenges are on our old infrastructure road where MIG funds cannot maintain and rehabilitation of roads required for Mogwase community.
- ✦ Provincial roads and internal roads where the roads link one village to the other within villages, which are scattered and roads very bad for accessibility to resources.
- ✦ A robust and serious engagements is needed with Traditional Leaders to agree on developmental nodes and proper accessible roads
- ✦ Road and storm water continue to remains a challenge even the way Mogwase itself is structured as the study is required for drainage control especially during rainy days.
- ✦ Construction of proper sustainable storm water drainage and road designs

Section C: Department: Community Services

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Objective: To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.

1. Strategic thrusts

- ✦ To develop and maintain a smart, functional and accessible Municipal buildings and facilities
- ✦ To promote a safe, secure, healthy and livable 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
- ✦ To promote peace, stability and good neighborhood by encouraging communities to be involved on matters affecting them.

- ✦ To enhance the principle of cooperative governance and good intergovernmental relations especially on matters of common interest such as national unity, looking after the wellbeing of the residents, respect the functions of Government in other areas, cooperate with each other by assisting and consulting each other.

2. Core functions

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 through road safety programmes
- ✦ Enforcement of Municipal Bylaws, rendering of crime prevention and provision of road traffic policing
- ✦ Increase number of police visibility and multi-disciplinary operations with other stakeholders
- ✦ Provision of Library services to the community

2.1 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
- ✦ Inaccessibility of roads and poor special planning in rural area impedes effective waste collection and removal
- ✦ Escalating demands of cemeteries infrastructural development such as roads and fencing
- ✦ Inadequate resources such as yellow fleet, personnel (vacancies) and budget limitations
- ✦ Inability to cope during disaster incident management

- ✦ swgpoor capacity to develop, review and enforce municipal bylaws. The enforcement and adherence to the rule of law is so minimal because of no enforcement capabilities.

3. SWOT Analysis

SWOT Analysis	
Strength	Weakness
Bylaws and policies are available	Outdated Municipal Bylaws in need of review Development, No Enforcement capacity
Approved organogram	Unfunded positions which may lead to an audit query
Maintenance Plan Municipal Buildings and Facilities is in place	Insufficient funding to address the deficiencies in the Municipal Buildings and Facilities Structural Assessment
Community Facilities	Inability to maintain community facilities due to financial constraints
Operational Licensed Landfill Sites	Infrastructural deficiencies due to limited resources
Availability of vast Municipal Land	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 vandalizing 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

4. Interventions: Improve Intergovernmental Relations through:

The Establishment of the Municipal *Safe and Clean City Campaign* which is made of Governmental Sector Departments, Traditional Authorities, Nongovernmental and faith-based organization business and communities. The main objective of this campaign is to:

- ✦ Mobilize 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
- ✦ Residents and business to take ownership in keeping our Municipality clean, safe and healthy
- ✦ To instil a culture of servanthood of Municipal employees
- ✦ Conduct information, education and awareness campaigns in schools and communities
- ✦ To establish safety, health and environmental clubs in schools
- ✦ Restructuring and resuscitation of Community Policing Forum (CPF) and Community Safety Forum

4.1 Establishment of Conflict Resolution Committee (CRC) to give effect to the following:

- ✦ To promote peace and stability
- ✦ To ensure that the rule of the law prevail
- ✦ 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 our communities so that the Municipality creates a conducive climate for development and service delivery.

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

- ✦ Conduct Annual Assessment of the status of the Municipal Buildings and facilities for Budgeting purpose and prioritization:
- ✦ For 2019/2020– 12 Halls and other Municipal facilities have been prioritised and in 2020/2021 -4 halls and other municipal facilities
- ✦ A Maintenance Plan for Municipal Buildings and facilities has been developed.

5. Creation of Regional Offices

The Municipality has three (3) Offices Mogwase, Madikwe and Tweelagte. Moruleng office is also approved for construction and the decentralization of services to Tlokweng, Dwarsberg and Mokgalwaneng Clusters.

5.1 Review and Development of By-laws and Policies

- ✦ The Municipality is in a process of improving the capacity for compliance and reinforcement
- ✦ During 2018/2019 as part of strengthening the internal environment appointment of additional traffic officers and law enforcement officers are central for road and community safety.

5.2 Establishment of Community Safety Forum

This structure 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

6. Environment and Waste Management

Waste Management remains one of the fundamental Municipal Legislative functions as made provision in the National Environmental Management Waste Act 59 of 2008. In order to give effect to the requirements of the National Environmental Management Waste Act 59 of 2008 in line with the National Waste Management Strategy 2011, in 2017 the Environment and Waste Management Unit initiated the process of the development of the Municipal Integrated Waste Management Plan (IWMP) as well as Air Quality Management Plan (AQMP). Further Modification and intensive Public consultation for both documents are in progress and the envisaged period of completion is March 2019 subject to the availability of adequate resources to carry put both projects.

The Municipality has completely reviewed and promulgated the Municipal Solid Waste By-Laws with the aim of addressing the prevailing waste management crisis

related to littering/illegal dumping occurring across most Municipal areas. Local community members as well as business owners are one of the greatest contributors of illegal dumping as most these deserted dumps comprise of Domestic, Garden and Building Waste. It has been noted that reckless or illegal disposal of waste is also a result of the prevailing lack of the Municipal Environmental or Waste Policy Enforcement.

Irregular household waste collection in some areas is one of the significant contributors of solid-waste mismanagement, within the Municipality. It has also been noted that illegal dumping could also be a result of inadequate environmental awareness as well as limited access to waste management infrastructure in remote areas within the Municipality.

As a result, several environmental awareness campaigns are regularly conducted across Municipal Wards through the *Municipal Safe and Clean City Campaign* in an effort to educate community members on issues pertaining to environmental protection and conservation as well as the health, safety and wellbeing of the inhabitants within the Municipal areas. It is also anticipated that the recent recruitment of waste management labourers through the Extended Public Works Programme (EPWP) would bring forth significant improvement in relation to overall cleanliness of Municipal public spaces/areas and Municipal Waste Management Services.

Appropriate Access to Municipal Waste Management Infrastructure promotes a clean, healthy and well secured environment for the local community members in line with Section 24 Act 108 Constitution of Republic of South Africa 1998. As a result, the Municipality has two licensed operational Landfill sites situated in Madikwe and Mogwase. The latter is classified as GMB while Madikwe as GSB making provision for General Waste only in terms of the National Environmental Management: Waste Act 59: National Norms and Standards for Disposal of Waste to Landfill (R636).

Mogwase Landfill site is managed accordingly, in conformity with the Norms and Standards for Waste Storage. Some of the nonconformities depicted on site with respect to the requirements of the operational license arise as result of inadequate infrastructural components from the construction phase of the site.

Madikwe Landfill is operating through an Operational License issued under the Transitional Council of Madikwe 1996/09/10. The Municipality, through the usage of an Environmental Consultant has undertaken Environmental Impact Assessments in effort to attain a revised Waste Management Licence with the Provincial Department of Rural Environment and Agricultural Development. It is within the foremost plan of the Municipality to have the landfill site upgraded and equipped with necessary infrastructural components upon receipt of the revised Waste Management Licence (WML). The Closure and Rehabilitation processes of Old Mogwase Landfill Site commenced in 2015, and the scope of work has been fully completed.

The need for Waste Disposal Sites had only been depicted in Madikwe and Mogwase where large amounts of waste are produced, whereas in villages with far less volume of waste produced, Transfer Stations/ Drop off Centres must strategically place across the Municipality. The Municipality currently has no recycling initiatives in place, as result, the erection of such Recycling Facilities will allow the Municipality to accelerate waste recycling, separation at source and in turn create green job opportunities.

6.1 Key performance objectives

- ✦ To pursue progressive waste reduction, reuse, recycling and recovering initiatives
- ✦ Ensure and encourage the provision of effective waste management services to all the communities;
- ✦ Encourage the prevention and minimization of environmental pollution to air, water and land by conducting environmental awareness campaigns, workshops and seminars.
- ✦ To maintain and improve the health and safety of the public;
- ✦ Support the rehabilitation of polluted water and land areas (Borrow Pits)
- ✦ To preserve cultural heritage; balance the need to enhance the built environment with measures which reduce the environmental impact of development
- ✦ Provide environmental education and training to communities and all staff members

6.2 Key Project Proposals

Project Description	Status Quo
<p>Project Proposal on Borrow pits Assessment, Fencing and Rehabilitation</p> <p>Moses Kotane local Municipality has identified number of borrow pits due to the previous developments or projects from infrastructure. During rainy seasons the borrow pits get filled with rain water that led to kids drowning. Some borrow pits turn to be the illegal dumps. The company's mining sand have been doing it illegally without obtaining permits from Department of Minerals Energy.</p> <p>The Municipality has the following major borrow pit:</p> <ul style="list-style-type: none"> ✦ Sandfontein ✦ Manamakgotheng ✦ Lerome X2 ✦ Lesetlheng ✦ Bapong ✦ Segakwaneng ✦ Moruleng ✦ Ledig 	<p>The municipality has only been able to fence the following borrow pits:</p> <p>Sandfontein Lerome</p> <p>Fencing and rehabilitation of the outstanding Borrow Pits must be done to protect the health and safety of adjacent community members</p>
<p>Project Proposal On the Repair Of Infrastructure Of New Mogwase Landfill Site</p> <p>New Mogwase landfill site begun to operate in September 2015. However, from the construction phase of the site, certain infrastructural components were improperly constructed which in turn result in regular environmental non-compliances depicted with respect to the requirements of the existing waste management license.</p> <ul style="list-style-type: none"> ✦ Composting facility ✦ Public offload area ✦ Leachate dam and pipe ✦ Evaporation pond ✦ Storm water drainage ✦ Repair of waste disposal cell 	<p>Not yet implemented</p>
<p>Proposal for Greening Project on open space: Background</p> <p>Open spaces play an integral part in maintaining the environmental integrity in most settlements. Overtime, these open spaces have been degraded due to a number of demands ranging from housing developments and other land use</p>	<p>Not yet implemented</p>

Project Description	Status Quo
<p>demands and at times end up being illegal dump sites. Projects implemented under this focus area contribute not only to the maintenance and the integrity of the natural environment but also plays a significant role in the biodiversity conservation, social and physical well-being of the human population by creating job opportunities and also providing food security through the planting of fruit trees.</p> <p>Moses Kotane Local Municipality 's townships have more open spaces that led to the increase in illegal dumping, that gives the municipality an opportunity to outline projects that will assist to overcome the problem of neglected open spaces. Mogwase Township has been identified to create the project in Greening and Open Space Management, and further ensures that use of greener technology is enhanced, land use planning and environmental planning decisions are strengthened through the incorporation of the alternative energy sources, biodiversity and ecosystems aspects in the local government planning processes. The development of an open space network is an integral part of shaping the community areas as well as a pull factor for investments in areas. Equally important, is the integration of greening and open space management into any developmental objectives and plans by municipalities.</p> <p>The Greening and Open Space Management intends to address the poorly managed areas such as unmanaged open spaces, illegal dump sites, eroded areas and areas overgrown with vegetation. These areas do not only attract poor waste management, criminal activities and health hazards. The transformation of these areas into recreational areas for the communities to relax and enjoy the natural environment. This will also improve the well-being of the communities (President Avenue Road and Park Beautification and Landscaping)</p>	
<p>Construction of Buy-Back Canters</p> <p>For villages with far less volume of waste produced, Transfer Stations/ Drop off Centres must be strategically placed. The Municipality currently has no recycling initiatives in place, as result, the erection of such Recycling Facilities will allow the Municipality to accelerate waste recycling, separation at source and in turn create green job opportunities.</p> <p>This initiative will reduce the amount of illegal dumping across the Municipality.</p>	Not yet implemented
<p>Madikwe Landfill Construction</p>	<p>Environmental Authorization/ Waste Management License is partially approved. Resubmission of the application for the approval of unapproved design issues</p>

7. Disaster Management Services: Overview and Background

Moses Kotane Local Municipality Disaster Management Services is still supported by the Bojanala Platinum District Municipality Disaster Management Centre. The office is staffed with one official: Disaster Management Manager and fieldworker (deceased)

though there are vacancies for the Disaster Management Officer and additional disaster fieldworkers. There were vacancies for (3) fieldworkers which were budgeted and advertised but not filled.

In an effort to improve disaster management across the Municipal areas, the Municipality has developed the Municipal Disaster Emergency Contingency Plan. Such an essential Plan must be developed and implemented to ensure effective rendering of emergency and disaster management service to victims in the shortest space of time and in the most cost — effective manner. This emergency and disaster management planning is aimed at ensuring the protection of life and property as well as the continuation of provision of essential services.

7.1 Legislative

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

7.2 Risk Profile

The Moses Kotane Local Municipality risk and vulnerabilities will determine the priority for Disaster Management Programmes and Projects hence we have Disaster Risk Profile. The following physical hazards were found to pose the highest risks in the Moses Kotane Local Municipality: Reviewed IDP for the Financial Year 2017/2018:

- ✦ Fire Risk and Technology and Transport and Environmental Threats
- ✦ Natural Phenomena and Mass Events and Services Disruption and Violence

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

The following have been identified as critical Disaster Management issues and should receive priority in the IDP:

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

7.3 Community /Public Safety: Overview and Background

The Unit is currently operating with four (4) traffic officers and two cashiers responsible for the entire Moses Kotane 107 villages and 2 urban areas on issues of Traffic law enforcement and Crime prevention including special operations e.g. Escorts or any other special events. The Unit is also responsible for the following in line with Service Delivery,

7.4 Budget and Implementation Plan

- ✦ Establishment and coordination of the Municipal Community Safety Forum.
- ✦ Conduct Road Safety Campaigns to all stakeholders and community on road safety issues including
- ✦ Multipurpose road blocks,
- ✦ Speed camera operations,
- ✦ Serving of warrant of arrests or any other traffic law enforcement function.
- ✦ Crime prevention campaigns in support of SAPS programs in line with National Crime Prevention Strategy.
- ✦ Support SAPS and other stakeholders in the establishment of Community Police Forums and its sustainability.
- ✦ Establishment and implementation of the Municipal Integrated Transport Plan

Moses Kotane Local Municipality has approved the Municipal Integrated Transport Plan and its Business Plan in 2021. The Provincial Department has appointed a Service Provider to develop Integrated Transport Plans for the Local municipalities and the Bojanala Platinum District Municipality. The Department of Community Services and Transport Management met with various stakeholders to obtain the Current Public Transport Records (CPTR) with the aim of achieving the following:

- ✦ Information to assist in developing an Operating Licenses Plan (OLP) which will allow the Planning Authority to make a suitable recommendation to the Provincial Regulatory Entity (PRE) with regard to applications for operating licenses.
- ✦ Provide information which can be utilized for performance monitoring of the public transport system and to derive trends to indicate changes within the transport system overtime.
- ✦ The project was funded by the Department of Community Safety and Transport of the North West. The Department and the Bojanala Platinum District Municipality collaborated in all aspects of the development of the District Integrated Transport Plan (D-ITP).
- ✦ The appointment for the project was for three years. The process resumed in 2017-2018 financial year and ended in the 2019-2020 financial year. Rustenburg Local Municipality was not part of four Municipalities because they have already compiled their own Comprehensive Integrated Transport Plan.
- ✦ However, Rustenburg Comprehensive Integrated Plan is summarized into the District Integrated Transport Plan.

- ✦ The Integrated Transport Plan helps to provide information on the number of Public Transport Infrastructure and Facilities such as Bus Depot, Bus Rank, Sleeping ground, Taxi rank (formal and Informal ranks)
- ✦ Number of Taxi Associations/Bus Companies
- ✦ Number of registered taxis and buses operating within the jurisdiction of the Municipality.
- ✦ Number of Taxi routes and number of routes that are not operationally applied.
- ✦ Integrated Transport Plan is one of the Statutory Sector Plans required in the Integrated Development Plan (IDP) of the Municipality. It will assist the Municipality to address Public Transport issues in the Municipal operational area.

7.5 Project Lists

A list of projects selected for implementation in the municipality. Some of the projects in the list were adopted from the Integrated Transport Plan (ITP) Business Plan prepared for the district in 2014. The projects from that Business Plan were not implemented and need to be included because they were identified by the district as urgent and critical needs.

- ✦ Projects selected for funding / Project / Categorisation / Project DATES 1

7.5.1 Construction Class II combined pedestrian and cycle facility along a main road NMT Infrastructure

- ✦ 2022 TO 2025 2 - Construction of roads in the municipality
- ✦ Roads and storm water - 2022 TO 2025 3
- ✦ Construction of bus/taxi lay-bys and shelters
- ✦ Public transport infrastructure - 2022 TO 2025

Municipality has been granted a license for Tweelagte and Moruleng to undertake functions of registering of motor vehicles, testing of learners and driver's license, including testing of motor vehicle devolved to the Municipality not only for revenue generation but to also provide service to local communities.

7.6 Accidents Frequency

The frequency of road accidents in our area is very high, which then says the municipality needs to intensify law enforcement, and road safety education, including awareness campaigns. The other challenge is there is no proper service the traffic licensing function are held by the province and negotiations are under way and request has to be made to the province for approval.

7.7 Management

The Transport section of Moses Kotane Local Municipality is a fully integrated Unit and caters all 107 villages for basic services. The vastness of the areas are the ones that is a challenge with the number of vehicles available. This Unit provide services to Council activities, operating units, employees and community of the Municipality.

The unit has eleven drivers in total and 14 are for code 14 and 3 code 8 for light vehicles. MKLM has yellow fleet (heavy vehicles and operators which are allocated into respective units: i.e. Infrastructure water services and Community Services.

7.8 Public Safety Plan

Currently the unit is operating with a Chief of traffic, 8 permanent traffic officers and two clerks and they are not able to cover MKLM operational area. They are responsible for all law enforcement activities and supporting SAPS activities for Madikwe, Mogwase and Sun City Police areas. Because of the current economic growth of the municipality it becomes imperative that the unit align itself with the plan that will be equal to the challenges or tasks. Taking into consideration the primary responsibility of the unit is to promote road safety through effective law enforcement. Promotion of road safety includes amongst others:

Road safety education which must be conducted by Road safety officers, General law enforcement to ensure compliance on the road in line with the National Road Traffic Act 93/96, National Land Transportation Act 5/2009, Criminal Procedure Act 51/77. Enforcement of municipal by-laws, conducting of multipurpose roadblocks, Support to social crime activities, conducting of awareness campaign, Testing and issue of learner's license and driving license, Registration and licensing of motor vehicles, Renewal of motor vehicles license disc, attending of road traffic accidents, Filing and selling of road traffic accidents forms, Traffic court

It must be noted that the Unit is driven by the following values. Needs driven Client satisfaction and Service excellence and Quality driven and Objective Development and Transparency and Strive for excellence and Responsiveness, fairness and caring, Responsibility and accountability and Commitment to Batho –Pele and Professionalism and Proactive and Integrity

7.9 Purpose

The purpose of the plan is to build a unit which is well-informed, well-structured with respect to human values which will ensure that effective and efficient services are properly rendered to the public, and to address youth unemployment, generate revenue for the municipality, provide adequate services that will assist in reduction of accidents and prompt responses when needed during disasters and road traffic accidents. For the unit to operate effectively the current approved structure as per the recent resolution from the municipal budget speech in Vrede be implemented. It was resolved that the Traffic Division be Traffic, testing and licensing.

The Department of Public Safety and transport management has granted the Municipality the authority to establish Registering Authority at Tweelagte and Moruleng village. The services that are rendered from that offices are:

- ✦ To register and Licence motor vehicles
- ✦ To renew licence discs for the motor vehicles
- ✦ To test and issue learners' licences
- ✦ To renew driving licences
- ✦ To renew PrDP and Eye test for renewal of driving licences

The services at Tweelagte village are rendered from the former ABSA bank which is having substandard security measures which including cameras and saves. The office was partitioned to suite the kind of services which were rendered from that point and it is operational. The Mokgwawwaneng cluster has also been recommended to be registered as another service point for the municipality for the registering of motor vehicles, testing of learner's license, renewal of drivers licenses and all other enquiries related to motor vehicles, The service provider was appointed to construct a traffic

station inclusive of the traffic license testing ground at Moruleng Testing Station but the project has since been put in abeyance due to budget constraints.

8. Parks and Recreational Facilities

The Unit is currently operating with 26 General assistants (Garden and Greens), 18 brush cutter operators and 3 Foremen both Mogwase and Madikwe. The unit is responsible for maintenance of Parks (cleaning of gardens and cutting of veld grass around the township and community halls). The unit has 4 parks and 2 mini parks which are situated in Mogwase and Madikwe Township.

Parks and Recreation unit is currently operating with 52 employees, eight (8) team leaders, 22 general assistants, 18 brush cutter operators, 2 Sports officials. The unit is responsible for maintenance of Parks (cleaning of gardens and cutting of veld grass around the township and community halls), support sports activities within Moses Kotane Local Municipality. The unit has 3 parks and 2 mini parks. (Unit 4, unit 1, Madikwe Park)

9. Cemeteries

MKLM has about two urban grave yards in Mogwase and Madikwe whereby they pay rates. Operates with 2 general assistants, 1 Forman and 1 TLB Operator for both Mogwase and Madikwe. The services for cemeteries in all 107 villages falls under Traditional Authorities and therefore the municipality does not have authority over it, the unit is often requested to give services at villages though digging of graves for free, thus depriving the two township maximum services.

Madikwe Stadium facility presently does not have a good playing surface due to turf management cultural practices which were done during the construction stage of such a facility. This facility has lights which are operation. The Pitch itself needs to be upgraded since it is in a poor state and also athletic tracks which are not conducive for participation in rainy days needs attention. However, this facility has Tennis court and combination courts of netball and tennis courts. The Department of Sport, Art and Culture has a grant to the Municipality to upgrade the Madikwe Stadium at a tune of R9 000 000.00 in the year 2021/2022 financial year.

Pella Sports Park is not in a good condition; there is a need for lights to be installed in this facility in future as well as seating stands. This facility has change rooms and a netball court in it.

Manamela and Ramokoka Sport Parks: These facilities don't have change rooms, irrigation system tennis court as well as netball courts so presently there is a need for the above mentioned to be erected. Boreholes are non-functional at all at these areas which makes such pitches so dry.

Mabeeskraal Stadium: This facility has depleted boundary wall, change rooms and a combination court. However, this facility needs to be given attention since it does not have a pitch at all, non-functional irrigation system was also installed, so there is a need for such a pitch to be attended to and upgraded.

Mogwase Unit 2 Sports Facility have a soccer ground which is not grassed and tennis court as well as basketball courts. The soccer field needs to be grassed since this is highly utilized by scholars from two adjacent schools; Morongwa and Reoleboge Primary Schools; who do not have a sports facility in their area. The tennis courts as

well as the basketball court to be renovated. And there is a need of lights to be installed in this facility. In 2020/21 the sports complex was upgraded and phase 2 of the upgrading is taking place in 2021/2022.

The soccer field needs have been grassed since this is highly utilized by scholars from two adjacent schools: Morongwa Primary school and Temogo Special School. Mantserre Sports Park: This facility has artificial turf with an irrigation system and ablution block but requires repairs and maintenance. This pitch does not have athletic tracks, seating stadia or any courts at all. The Sports Park requires upgrading.

Silverkrans Sports Park has a good playing surface, tennis court, a netball court and change rooms which have recently been the pitch is watered by borehole source which may pose a problem just like others which had boreholes.

Catergory	Need Description	Beneficiary
Parks and Recreation Management	Mogwase Stadium- Netball, Volley ball and Basketball courts	Mogwase
	Mogwase Unit 1 Park Refurbishment and upgrade, Outdoor Green Gym	Mogwase
	Madikwe Park Refurbishment and upgrade, Outdoor Green Gym	Madikwe
Recreational Facility	Construction of Mogwase Convention Centre	Mogwase

10. Municipal Buildings and Facilities

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

The Unit has filled the following vacant posts as follows:

- ✦ X2 plumber
- ✦ X2 Electricians
- ✦ X1 Carpenter
- ✦ X3 General workers

Due to the demands of maintenance works in all municipal buildings and facilities, the Unit has submitted a request for the filling of vacant posts. The maintenance of municipal infrastructure is essential in allowing the municipality to fulfil its obligations of service delivery to the community they serve. Various infrastructure is required in the provision of these services and included amongst these are municipal buildings.

MKLM conducts repairs on buildings at the request of councillors at the affected wards. As a result, the maintenance of buildings is performed on a reactive rather than a proactive basis. The ad-hoc process of maintenance of buildings makes it difficult for the municipality to budget for their maintenance requirements. In order to improve the municipality's efficiency in meeting their building maintenance responsibilities, MKLM planned to develop a building Maintenance Plan, (This Plan).

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

- ✦ Mogwase Civic Centre
- ✦ Old Mogwase
- ✦ LED Building
- ✦ Mogwase Unit 4 Recreational Park

- ✦ Craft Centre
- ✦ Hall Mogwase Unit 1
- ✦ Pella Pump Station Staff Accommodation

A visual assessment of the buildings was conducted at various dates and the results of the outcome are outlined in Section 3 “Assessment of Municipal Buildings” of this document. The current total estimate of funds required for the maintenance of the seven buildings in order to alleviate the current state of disrepair is R 38,584,058.41. An additional R 1,386,419.63 is required in terms of average annual maintenance budget estimated using recommendations by NIMS.

MKLM’s annual maintenance budget for community services is R 6,000,000.00. Projects therefore have to be prioritized within the available budget. MKLM intends to develop an Asset Management Policy under a different agreement which does not form part of this scope. As a result, this is a “first order” plan which may need to be reviewed as the municipality cultivates a more pronounced strategy on maintenance.

Vested upon the Municipality is the responsibility to ensure continuous maintenance of Community existing Halls within the Municipal jurisdiction. Below are renovations and maintenance required for Community Halls across the Municipal Ward.

Upon the completion of various site assessments conducted across Municipal Buildings (including Community Halls), it was discovered that most the Municipal Buildings are non-complaint with the Occupational Health and Safety Act 85 of 1993 and National Buildings Regulations and Building Standards Act 103 OF 1997. Enlisted below are Community Facilities/Buildings in need of immediate repairs and renovations:

Project Description	Wards and Villages affected	Estimates cost
Community Services		
Replace broken windows and damaged doors and door handles. Request for another door to be opened as the hall has only one door.	Seshibitswe community Hall	200 000
Cleaning and clearing vegetation around the building. Construct 600mm concrete apron slab around the building. Repairs on the foundation slab and on the ablution’s facility	Brakkuil Community Hall	300 000
Repair cracks on the walls. Replace and Repair ceiling and cornice, water closet, internal and External doors, windows and painting internal wall	Vrede Community Hall	200 000
Roof leakage and damaged ceiling boards. Replacement of all damaged soft wood branderings, window panes, doors and handles. Re-painting of internal wall. Removal and replacement of the entire ceramic tiles and skirting. Inappropriate electrical wiring. Lastly the installation of thermobrite insulation.	Disake Community Hall	300 000
Removal and replacing of all roof coverings. Repairs efflorescence on the internal walls and paint peeling, electrical wiring and all wall cracks. Fixing external manhole cover	Goedehoop Community Hall	200 000
Repairs to cracked halls, concrete floor slab by chopping it and putting 85mm screed, and roof trusses. Replace fence including the single and double gates, damaged doors and gates	Mmankaipaya Community	400 000
Repairs on the foundation floor slab and minor repairs on the building and paintings	Obakeng Community Hall	200 000
Replace damaged ceiling , damaged doors and repair cracks on the walls and paintings	Magalane Community Hall	300 000
Repair cracks on the walls, damaged roof, concrete floor slab and damaged windows and paintings	Lesetlheng Community Hall	200 000

Project Description	Wards and Villages affected	Estimates cost
Community Services		
Repairs of all cracks on the wall, painting internal walls, fixing the entire roof coverings, foundation floor cracks. Remove and replace the entire damaged roof. Construction of new ablution facilities and septic tank. Repairs all damaged electrical works and chemical treatment against termites.	Phadi Community Hall	200 000
Repairs on the damaged roof coverings, roof skylight and damaged ceiling	Witrantlie Community Hall	300 000
Repair minor cracks on the walls. Remove vegetation's around the building and construct 600mm apron slab and Replace a diamond mesh fence.	Tlhatlhaganyane Community Hall	200 000
Fixing the entire plumbing work. Replace ablution facility roof coverings. Repair all cracks and painting the wall	Mabodisa Community Hall	200 000
Repair all cracks on the internal and external walls, roof coverings, and existing ablution facility and build new male and female ablution facilities. Paint all internal and external walls.	Mmorogong Community Hall	200 000
Check below information under Thusong centres	Tlokwenng Community Hall	8 million
Repair damaged floor slab, broken windows, and all cracks on the walls. Build new male and female ablution facilities and repair the existing ablution. Painting the internal and external walls	Bojating Community Hall	200 000
Remove the entire roof and install new corrugated iron roof sheets fixed to lip channels. Rebuild all damaged internal and external walls to wall plate. Repair and paint all metal works, all cracks on the walls, damaged floor slab, paint all internal walls. Replace all damaged internal and external doors and handles.	Ramokoka Community	2 500 000
Repairs all cracks on the wall and Painting internal and external wall	Pella Community Hall	200 000
Repairs all the cracks on the walls, install gypsum ceiling and facia boards, Painting all internal walls. Replace broken windows.	Mopyane Community Hall	150 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Sandfontein Community Hall	100 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Losmetjerie Community Hall	150 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Rampampaspoort Community Hall	200 000
Construction of toilets in a community hall	Sesobe Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Marapallo Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Motlhabe Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Nkogole Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mantsho	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mogoditshane	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Ramoshibitswana	200 000
Repairs of roof and ceiling	Legkraal	200 000
Replacement of community hall fence with palisade constructed	Mabele a Podi	Done
Repairing of community hall toilets	Lerome Thabeng	200 000
Renovation of Stadium and guard room	Madikwe	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Tlhatlhaganyane	200 000

Project Description	Wards and Villages affected	Estimates cost
Community Services		
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Segakwana & Phuting Halls	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal community walls	Moruleng Sec: Makresteng, Molapong	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls. Maintenance of Unit 4 Park toilets Renovations in progress	Mogwase Unit 1 Sports Centre	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mopyane	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Debrak Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Dwarsberg Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Katnagel Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Montsana Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Khayakhulu Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Ramogolela Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Ramatlhajwe Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Voordonker Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Manamela Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Masekolwane Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Kraalhoek Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Kammelboom Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Molorwe Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mogobe Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Magong Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Phadi Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Welgeval Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mositwane Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Makgope Community Hall	200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mahobieskraal Community Hall	200 000
Roof coverings, major repairs on the walls, ceilings, and boundary wall, Roof Tiles, paint and carpentry works, security guardhouse	Mayoral House, Mogwase	800 000
Refurbishment Of Council Chamber	Mogwase Municipal Offices	600 000

11. Thusong Centre

MKLM need to note the services to be received from Thusong Centres. The Thusong Centre's are formerly known as Multi-Purpose Community Centres (MPCC). The centre were initiated by government in 1999, which is primarily for implementation of development, communication and information. It was meant to integrate government services especially in rural communities. The Centre's were also done to curb and address social and historical and economic challenges which limited communities to access services. The Centre's were strategically to be done in partnerships with all three spheres of government. In our case the Centre was done in Manamela and the Centre was not used and now it is dilapidated and always during IDP public participation, the communities engage and the relevant department need to ensure that information is properly gathered for response to our communities and why the Centre is not used.

The Centre need to be a one stop Centre that would provide integrated services and information from government to communities closer to where they reside as part of better life to all our communities. In our case as MKLM, our Spatial Development Framework identified eight (8) nodal point for growth where this Centre can be developed. For further engagements community services found that, the structure in Tlokweng can also be turned as one of the Centre's to cater for communities residing in that area. The assessment was done and for reporting purposes, the community hall in Silverkrans need major renovations and additional community facilities in site area.

It is recommended that the project be treated as capital as it requires not only repairs and renovation, but new facilities to serve as Multi-purpose community centre which will require MIG funds or any other funding agencies. It is also recommended that business plan be developed to source funding for the Renovation of existing structure and construction of new facilities. We need to note that the cost estimates for the Tlokweng community hall will be R 8 million excluding Professional fees of 15%. This budget is estimated for all new and maintenance actions of existing building determined through a condition and reliability assessment and critically analysis of all components.

It should be noted that the Tlokweng Community hall is currently not part of the Municipal assets, it was built by Bophuthatswana government for use by Tribal Authority and the Community at large, however the Community and the Ward Councillor has requested the Municipality to repair and renovate the building for the use as Multi- purpose centre and the building in question is currently not in useable state. They also during previous IDP sessions that the structure may be used wrongly for criminal activities.

12. Background: Libraries

MKLM have currently three operational libraries, i.e. Manamela, Mogwase, Mabeskraal and Tlokweng community libraries. There are also two more libraries in the jurisdiction of the Municipality namely, Mantserre and Sefikile community libraries which were built and handed over to the municipality by Anglo Platinum Mines but are both not operational as a result of community "disagreements" in both villages and therefore refusing access to the said libraries. The staff complement for the operating libraries led by Head Librarian is as follows:

Tlokweng	Mogwase	Manamela	Mabeskraal
Librarian X1 (Prov. Employed)	Librarian X1 (Municipal)	Librarian Vacant	Librarian X1 (Prov. Employed)
Library Ass. X3 (Prov employed)	Library Ass x3 (Province), 1 x Visually Impaired, 1 x Sefikile Lib Ass. All provincial employees	Library Ass. X 3 (all provincial employed)	Library Ass. X 2 (1x Prov. & 1 x Municipal)
Cleaners X2 (Munic. Temp. employed)	Cleaners X 3 (Municipal)	Cleaners X1 (Municipal)	Cleaners X 1 (Munic) She's not managing because of her age.
Grounds man X1 (Munic. Temp employed)		No grounds man (vacant)	No grounds man (vacant)

12.1 Legislative

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

12.2 Main Business

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

12.3 Objectives

The library needs to focus on the following objectives to contribute to the success of the IDP:

- ✦ To determine the user needs of the community by public participation processes such as collecting and analysing data relating to the needs of individuals and groups (e.g. children, youth, adults, abet learners, disabled, etc.)
- ✦ To build and maintain a company information database and disseminate information.
- ✦ To promote library service and install a reading culture, improving literacy level and provide free and open access to information and survival information
- ✦ To present programs such as story hours, book talks, life skill training, literacy training etc, to promote reading & literature to contribute to the upliftment of the community.

12.4 Status of our Libraries

12.4.1 Mogwase Library

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

library is currently experiencing structural problems from roof leakages to wall cracks, etc.

12.4.2 Manamela Library

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

The library is situated in the Manamela MPCC structure. The said structure or the portion of the library is dilapidated. Nothing is working from not having water to not working toilets/ablution facilities. Of utmost importance in regards to this library is very low or non-usage of the library by the community of Manamela and suggestions of moving it to more populated area of Matau have emerged.

12.4.3 Mabeskraal Library

The library renders professional library services from book and non-book circulations, reading and discussion rooms, professional reference service, promotional and community outreach programs. The library has two library assistants. Out of the three one is permanently employed by the municipality; the other two by the provincial department. The Library is headed by one librarian in the employ of the provincial department.

This particular library has and provides ICT services to the community of Mogwase through free internet access, photo copying, scanners etc. This library does not have telephones as well, but do have a connecting line. The building has received minor renovations in the financial year ending June 2018.

12.4.4 Tlokweng Library

The library is operational since its official opening in July 2016. The library renders all professional library services to the community and surrounding areas of Tlokweng. Currently the library has no internet connection even though there are WiFi towers installed and huge community outcry for the reconnection of internet

12.4.5 Mantserre Library

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

12.4.6 Sefikile Library

The library was built and handed over to the Municipality by Anglo Platinum in 2016. The department of Culture & Arts & Traditional Affairs then appointed two library assistants; one based in Mogwase and Manamela as the library is yet to operate due to community disagreements not known to us.

13. Primary or High School in MKLM

Village	Type of school: Primary or High School	Type of health Post & operating time
Ward 1		
De-Brak	Modutwana Primary School	De – Brak clinic · Mon – fri – 8 hrs
Dwarsberg(Dinokaneng)	Kgolane Primary School	Clinic available· Mon – fri – 8 hrs
Rampampaspoort	Moubzibi Primary School	Clinic available· Mon – fri – 8 hrs
Mankaipaya	Keorapetse Primary School	Mankaipaya Clinic available Mon – fri – 8 hrs
Goedehoop	Dithoteng High School	
Molatedi	Thageng Primary School Batlokwa High School	Clinic available Operates from Mon – fri 8 hrs
Obakeng	Motshabaesi Primary School	Clinic available · Mon – fri – 8 hrs
Welgeval (Los Metjerie)	Thozibi Primary School Langa-semba High School	Clinic available Mon – fri – 8 hrs
Welverdient (Nonceba)	Nonceba Primary School	Clinic available Mon – fri – 8 hrs
Ward 2		
Khayakhulu	Khayakhulu Primary School Shadrack Zibi High School	Khayakhulu Clinic available Mon – fri – 8 hrs
David Katnagel	Maretswane Primary School Ekgomotseng High School	David Katnagel Clinic available Monday to Friday – 8hrs
Letlhakeng	Sedumedi Primary School Kalafi High School	Letlhakeng Clinic available Mon – fri – 8 hrs
Ramokgolela	No school	Mobile clinic · Comes after 2 weeks
Pitsedisulejang	Thari Primary School Olefile secondary school	Pitsedisulejang Clinic available Mon – fri – 8 hrs
Ramotlhajwe	Motlhajwe Primary School	Mobile clinic comes after 2 weeks
Montsana`	Montsana Primary School	Montsana Clinic available Mon – fri – 8 hrs
Ward 3		
Mmatau	Lekgatle Middle School Herman Thebe High School	Health centre available for 24 hrs 7 days a week
Moubana	Motsei Primary School	Mobile clinic comes after 2 weeks
Maskoloana	No school	Mobile clinic comes after 2 weeks
Manamela	Maimana Combined School	Mobile clinic comes after 2 weeks
Siga	Thebenare Primary School	Clinic available· Mon -Sunday · 8 hrs
Voordonker	Basadi Primary School	Mobile clinic comes after 2 weeks
Ward4		
Brakkuil	Mokgaotsi Primary School Maotwe Middle School	Clinic available· Mon -Sunday · 8 hrs
Koffiekraal	Matiki Pimary School Mokgatla Primary School Thebe Ya Tlhajwa High School	Clinic available· Mon -Sunday · 8 hrs
Uitkyk 1 & Uitkyk 2	Dikgatlaong Primary School Tholo Primary School Sefutswelo High School	Clinic available· Mon -Sunday · 8 hrs
Ward 5		
Disake	Modimong Primary School	Neo clinic · Mon – sun – 8
Kraalhoek	Isang Primary School Nkobong High School	Clinic Mon – Fri – 8 hrs
Matlametlo	Matlametlo Primary School	Mobile Clinic
Ward 6		
Kameelboom	Reagile Primary School Kammelboom Primary School	Not available
Mogoditsane	Mogoditsane Primary School	Clinic Available · Mon – Fri – 8 hrs
Mantsho	Mantsho Intermediate School	Clinic · Mon – Fri – 8 hrs
Mapaputle	Mapaputle Primary School	No clinic available
Marapallo (Dekameelkuil)	Mogobe Primary School	No Clinic available
Molorwe	Molorwe Primary School	Clinic available · Mon – Fri – 8 hrs
Ramoshibitswana	No schools available	No clinic available
Motlhabe	Kgalatlowe Secondary School	Clinic available

Village	Type of school: Primary or High School	Type of health Post & operating time
	Matlakana Primary School	Mon – sun - 24 hrs
Nkogolwe	Nkogole Primary School	Not available
Ward 7		
Sefikile	Sefikile Primary School Makuka Secondary School	Clinic available operating from 07:00 -15:30 – Mon- Fri
Ward 8		
Legkraal	Sebele Intermediate School	Clinic available - Mon – Fri – 8 hrs
Magalane	School closed	No clinic and mobile clinic
Magong	Makoba High School Magong Primary School	Boikanyo Clinic Mon – Fri – 8 hrs
Ntswanalemetsing	Rramonotwana Primary School	No clinic and mobile clinic assistance
Mononono	Mononono Primary School Tshaile High School	Monono clinic Mon – Fri 8 hrs
Ramasedi	Not available	No clinic and mobile clinic
Ngweding	Rramalejwe Primary School	Mobile clinic - Once a week
Ward 9		
Moruleng	Bakgatla P.S Regomoditswe Middle School Kgamanthane Secondary School Mmamitlwa primary School Reoleboge special School	Clinic available Mon- sun – 8 hrs
Ramoga	No school available	No clinic
Lesetlheng (portion)	No school available	Lesetlheng clinic- Mon-Fri – hours
Ward 10		
Sandfontein		
Ward 11		
Bojating	Bojating Primary School Rramoroko Secondary School	Mobile clinic Once a month – 7 hrs
Mmorogong	Makgopaneng Primary School Gautingwe Intermediate Secondary School	Mobile clinic Once a month – 7 hrs
Phadi	Phadi Primary School Mphela Secondary School	Mobile clinic Once a month – 7 hrs
Ward 12		
Ramokokastad	Ramokoka Primary School Baphalane Primary School Kwenatlase Secondary School	Clinic available Mon – sun – 8 hrs
Ward 13 & 33 & 35		
Mogwase (Stands area)		
Mabele a podi	Borite Primary School	Uses the one in unit 1
Ward 15		
Lerome South	No school	
Lerome Thabeng	No school	
Mogwase Unit 4 (portion)	Tswara-O-Dire Primary School Temogo Special School (Disabled) Morongwa Primary School J.M Ntshime High School	Mogwase health center
Ward 16		
Dikweipi	Dikweipi Primary School	Mobile clinic comes once a month
Welgeval	Madutle Primary School Raphurele Secondary School	No clinic and mobile clinic assistance
Ward 17		
Lerome	Lerome Secondary School	No clinic
Moruleng sections	Sedibelo Secondary School	
Ward 18		
Pella/ Kortkloof	Sewagodimo High School	Mobile Clinic
Ward 19		
Pella	Morare High School	Clinic (7-4) Mon – Sun
Madikwe	Gabonewe H.S	Madikwe Clinic - Mon – Fri – 8 hrs
Ward 20		

Village	Type of school: Primary or High School	Type of health Post & operating time
Tlokwen	Bogatsu Primary ; Thaku Primary ; Mokalaki Primary; Kgosibodipa Secondary School Motlhaputseng High School	Lesedi Clinic Mon – sun · 24 hrs
Ward 21		
Seshibitswe	Motsatsi Primary School Repuseng High School	Vrede Clinic-8 hrs
Vrede	Motsatsi Primary School Repuseng High School	Vrede Clinic-8 hrs
Tlokwen	Mokalake Primary School Mutlhaputseng High School	Lesedi Clinic-24hrs
Ward 22		
Manamakgotheng & Sections	Machama Primary School Manamakgothe high School	Moderkuil Clinic-6hrs
Lesetlheng: & sections	Lesetlheng Primary School Thsomankane High School	
Ward 23		
Mabeskraal	Mabeskraal Primary School Rakoko High School	
Makweleng	Makweleng Primary School	
Ratau		Mobile clinic· Once a month – 7 hrs
Seolong	Seolong Primary School	Seolong Clinic –mon – Friday 8 hrs
Ward 24		
Mabeskraal	Molotsi Primaty School	
Makoshong 1	Makoshong Primary School	Mobile Clinic comes once a month
Ward 25		
Bapong (Leretlweng	Makoshong Primary School	Mobile Clinic comes once a month
Holfontein	Puso Primary School	Bapong Clinic-8hrs
Rietfontein (Mabaalstad)	Kewuakile Primary School Moesi High School	
Ward 27		
Makgophe	Makgope Primary School	
Maologane	Maologane Primary School, Ramotshodi Middle School,	Home Base Care & Mobile Clinic (once a week)
Mabeleng	Botman Primary School	
Witrangje	Module Primary School	Clinic open (07:00–16:00) Mon – Sat
Tlhatlhaganyane	S. G Ntuan Primary, Leema Primary School Batlang High School	Clinic (07h00 · 18:00) Mon –Su
Ward 14, 28 & 30 (combined wards)		
Ledig		Moses Kotane Hospital
Letlhabile (Upper and Lower)	Mperebere Primary School, Itumeleng Middle School & Tswaedi High School	Moses Kotane Hospital
Pharama section		Pharama clinic ·24hrs
Phagameng	Rateo Primary School; Mphumpute Primary School; Bakubung Primary School	Bakubung clinic 24hrs
Khutsong	Bakgofa Primary School	Moses Kotane Hospital
Khalanyani	Tswaedi High School	Moses Kotane Hospital
Ward 29		
Mokgalwana	Mokgalwana Primary School; Ratlae Primary School; Tlhaalatitse Primary School Gaopotlake High; Mochudi High School	Letswi Clinic-24hrs
Ward 30		
Mahobieskraal	Tshose Primary school	Mobile clinic comes once a month
Ward 31		
Segakwana: Huma section	Segakwaneng Primary School	Mobile Clinic (once a week)
Manamakgotheng:	Matewana Primary School	No means of health post
Ward 32		

Village	Type of school: Primary or High School	Type of health Post & operating time
Mabodisa	Sedibelo Secondary School	
Ward 34		
Mmopyane	Melotong Primary School	Mobile Comes after 2 weeks
Mantserre	Mantserre Primary School Mmamodimokwana Primary School Modise High School	Ipopeng clinic Mon – fri – 8 hrs

15. Establishment of a Science Centre

The idea of a Science Centre comes from the Safe and Clean CITY Campaign which has led into on-line applications for Grade 12 and Career Exhibition in 2021. The Northwest University, The Department of Science and Innovation AND the business communities entered into a collaborative effort to establish Moses Kotane Science Centre to expose school learners and members of the public to Science in general as well as inspire the youth in the region to consider career in Science and Technology, engineering, Agriculture and Eco-tourism. The Project commencement will be in 2022/2023 financial year with a design development. Key sector identified:

- ✦ Tourism
- ✦ Science and technology
- ✦ Mining
- ✦ Agriculture
- ✦ Entrepreneurship

16. Priority No3: Sports and Recreation

Most of our sports and recreation facilities are required in rural areas, where places are not fenced and very difficult to maintain and proper development. We have issues where communities request for grave yards fencing in various villages and cleaning of grave yards.

17. Priority No 6: Solid Waste and Environment

- ✦ Creation of clean and safe city
- ✦ Sustainable operational licensing department

18. Priority No 9: Disaster Management

- ✦ Ensuring we plan for disaster especially vehicles provision

Section D: Department: Corporate Support Services

KPA 1: Municipal Transformation and Organisational Development

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

Priority 4: Institutional Development

1. Governance – Council

MKLM has 69 elected Councillors of which thirty-five (35) are Ward and thirty-four (34) are Proportional Councillors. The role of Council, is in line with the Municipal Systems Act, 2000 (Act 32 of 2000), where they need to engage in meaningful discussion on matters related to development. The Council takes decisions concerning the exercise of all the powers and the performance of all the functions of the municipality. It does so by delegating such powers and functions to political structures, office bearers, Councillors and senior administration wing of the municipality. Proportional Representative councillors elected based on the proportionality of votes cast for the respective parties for ANC is 9, EFF 13, Tsogang 2, Democratic Alliance 2, AIC 1, Independent 2, Forum for Service Delivery 1, and all 34 Wards are for ANC and one (1) for independent candidate.

1.1 Councillor roles in promoting Developmental Local Governance

- ✦ Councillors are representatives of their constituents and their immediate needs.
- ✦ They also have the responsibility that the decisions they take must address past imbalances and access to services and opportunities.
- ✦ At the same time, councillors need to be conscious of the impact of these decisions on future generations.
- ✦ This is a large responsibility and needs to be made within a democratic framework that relies on frequent consultation with community members, ward committee members, organised interest groups, and close co-ordination amongst all levels of government from local to provincial to national.

Local government in South Africa is guided by the concept of developmental local government as described in the **White Paper on Local Government, 1998**. As previously stated in chapter 1, its vision is that local government should:

‘work with local communities to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.’

Councillors must target those members and groups within communities that are most often marginalised and excluded, such as women, disabled people and the very poor.

To achieve these results, councillors will be expected to:

- ✦ Evaluate the policies and programmes of the municipality
- ✦ Take into consideration the needs of the people they represent

Make recommendations that can improve these policies and programmes inline with the objectives of developmental local government

1.2 Role of Council

Is to make policies and by-laws, monitor implementation and intervene or take corrective actions where necessary. In general, the function of a council may be defined as:

- ✦ Representation
- ✦ Providing leadership
- ✦ Participating in decision-making
- ✦ Exercising delegation and statutory powers.

1.3 Table below consists of Ward and Proportional Councillors

Name & Surname	Ward	Villages	Political Party
Ward Councillors			
Cllr Tebogo Sephoti	1	Goedeheop; Molatedi; Obakeng; Welgeval /Losmetjerie; De Brak; Welverdiend/Nonceba; Dwarsberg /Dinokaneng; Rampampaspoort Mankaipaya	ANC
Cllr Sipho Kalipa	2	Sesobe; Ramothhajwe; Montsana; Khayakhulu; David Katnagel /Maretlwane; Pitsedisulejang; Letlhaken; Ramokgolelwa	ANC
Cllr Stephina Mashishi Portfolio Head	3	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 MPAC Chairperson	11	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 Portfolio Head	20	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; Rataui; Ntsweng; Makweleng; Mabeskraal	ANC
Cllr Seanokeng Sekao	24	Makoshong; Mabeskraal	ANC
Cllr Peter Kanaomang	25	Mabaalstad; Holfontein /Rietfontein; Bapong; Leretlweng	ANC
Cllr Nkeko Letlape	26	Makoshong 2; Makoshong 2 Extension; Tweelagte; Lengeneng; Phalane	ANC
Cllr Shimane Sibanda	27	Wittraantjie; Mmorogong Makgophe; Maologane; Tlathaganyane; Mabelleng	ANC

Name & Surname	Ward	Villages	Political Party
Ward Councillors			
Cllr Peter Radikeledi	28	Seloseshu; 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; Matetswane; 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

1.4 Proportional Councillors

Cllr Name & Surname	Political Party
Proportional Representatives (PR)	
The Mayor: Cllr Nketu Nkotshe	ANC
The Speaker: Cllr Gugulethu Mtshali	ANC
The Single Whip: Cllr Caroline Motshabi	ANC
Portfolio Head: Cllr Manganye Solomon Mosweu	ANC
Portfolio Head: Cllr Tshetlhane Dithothi Rebeccah	ANC
Portfolio Head: Cllr Thoboke Thapelo Petrus	ANC
Portfolio Head: Cllr Ramokopelwa Hazel	ANC
Cllr Matshaba Maria Ziphora	ANC
Cllr Deleki Nomawisile	ANC
Cllr Mashimo Ratselana Ezekiel	ANC
Lukhele Rose Mmapula	ANC
Madisa Tshepang Godfrey	EFF
Ramokoka Mirriam Tshole	EFF
Aphiri Gerald I tumeleng	EFF
Tshailane Sophie Mmapitse	EFF
Mathe Andries Monosi	EFF
Mollo Nthabiseng	EFF
Moroka Lebogang Moses	EFF
Mabalane Kedibone Charlotte	EFF
Letlape Abednicco Tshwenyego	EFF
Mokotedi Tumisang	EFF
Molebalwa Madito Thor	EFF
Mataboge David Kgosietsile	EFF
Marakalala Senkgane Brunny	EFF
Modisakeng Enoch	EFF
Motsoenyane Mmakgolane Ziphora	DA
Rampe Rebaona Ronald	DA
Motsasele Mildred	Bana Ba Thari
Makinita Asaph Sammu	Forum 4 Service Delivery
Ramokoka Desmond Sello	Tsogang
Moeng Toto Johannes	Independent for Communities (IFC)
Maretele Joy Boitumelo	UCDP
Machete Patricia	Independent Candidates

2. Oversight Council Committees

MKLM Council, consists of the Speaker, Mayor and the Single Whip of all political parties (Council). That we have and two sets of Council committees: comprising of Section 79 Portfolio committees and standing Section 80 Committees.

The council is responsible for all the decisions of a municipality, but it may delegate specific functions to committees as provided for in Part 5: Section 79 of the Municipal Structures Act, 1998. Section 80 of the Act specifies procedures for establishing committees in a council with an executive committee or executive mayor. A councillor may be assigned or elected to serve on any of the council committees. The committees established by council are often called standing or portfolio committees and often correspond with the key functions or departments for the municipality, for example:

- ✦ Infrastructure and Technical Services
- ✦ Corporate Support Services
- ✦ Development Planning
- ✦ Community Services
- ✦ Local Economic Development
- ✦ Finance /Budget and Treasury (BTO)

3 Democratic Development

South Africa is regarded as Democratic Country and known as more than just voting. The people and communities who cast their vote has the right to be informed about what their government is doing, and chapter 4 of the Systems Act prescribes it as participatory engagement to all our residents. Communities have the right to participate in decision-making, especially when the decisions, projects planning directly affect them in their wards.

This helps create empowered communities who have the initiative to continue to contribute to the development of their wards. ***Councillors (especially ward councillors) play an extremely important role in promoting democracy by making sure that community members and organisations have the chance to present their views on any matter to be considered by Council.***

Councillors ***must*** also be diligent in reporting to their constituencies about what council has committed to and what progress is being made by reporting back to constituencies through:

- ✦ Community forums
- ✦ Constituency meetings
- ✦ Ward committee meetings

4. Role of Ward Councillors

Ward councillors in particular are key and often receive complaints from the public on specific challenges faced by communities. The Councillor must always advice and engage communities when there are challenges in the ward. Ward Councillors has the responsibility of assisting their constituents in making formal complaints or petitions, as may be appropriate, for submission to the municipality, and can help follow up on the concerns brought to them.

They need to be given reports on various service delivery issues and the progress of capital projects, and should pass this information on to the community at every

opportunity. While a councillor cannot directly instruct an official on how to do his or her job, councillors do have a right to expect officials to meet accepted standards of service and can raise any serious concerns within council for attention by the relevant department.

5. Role of PR councillor

Councillors are bound by the *Code of Conduct set out in Schedule 5 of the Municipal Structures Act, 1998*. Councillors are accountable to the people who elected them and the Code of Conduct sets the framework that governs their behaviour. Councillors should set an example to their constituents, hence the Code requires councillors to 'perform the functions of office in good faith, honestly and a transparent manner'.

The PR councillor is elected through the party lists and therefore is primarily accountable to the party. The PR councillor may interact with party structures at local and provincial levels, and can get input relevant to council business through such structures. The PR councillor may in some cases also serve as a substitute chairperson to a ward committee in cases where the ward councillor cannot be present.

Councillors must also act in the interests of the municipality at all times in such a way that the credibility and the integrity of the municipality are not comprised. The Code of Conduct spells out specific ways in which the councillor must conduct him or herself with regard to:

- ✦ Attendance at meetings and Disclosure of interests
- ✦ Personal gain and Declaration of interest
- ✦ Full-time councillors and Rewards, gifts and favours
- ✦ Unauthorised disclosure of information
- ✦ Intervention in administration and council property.
- ✦ Breaches of the Code are regarded in a serious light; hence the Code also spells out procedures for a breach of the Code.

6. Full / Part-time Councillors

Section 18 (4) of the Municipal Structures Act, 1998 empowers a municipality to designate councillors determined by the MEC for local government as full-time councillors. A full-time councillor may not take on any other paid work unless he or she has the consent of his/her municipal council. In most municipalities the mayor and the speaker are full-time councillors. Sometimes members of the executive and mayoral committee are full-time councillors

7. Councillors Ratify Key Decisions of the Council

- ✦ Councillors have the responsibility to make important decisions through voting in council on issues such as resolutions of council, policy changes, the IDP review and the annual budget.
- ✦ Councillors must become very informed about the content of each of the issues the council must vote on.
- ✦ Councillors will have the opportunity to debate many of the issues in the party's caucus, where councillors have the opportunity to represent differing views on the issue based on the interests of their constituencies and their own judgement.

- ✦ Once a decision has been taken in the caucus, party members are usually expected to vote in the council sitting according to that decision. This is particularly the case for PR councilors
- ✦ Councillors must always be informed of any risks, delay in implementing projects in their wards
- ✦ Councillors must always ensure that communities are engaged when planned projects in their wards are not to be implemented.

8. Councillors help monitor the Performance of the Municipality

Councillors act as a key feedback mechanism for monitoring:

- ✦ Whether the municipality's plans and programmes are achieving the intended effect
- ✦ Whether services are being provided in a way that is efficient and fair
- ✦ Whether capital projects as committed to in the IDP are actually taking place according to plan within a reasonable timeframe.

9. Officials

Officials staff the administrative offices of the municipality and implement policies of the council and provide expert advice in support of the council. It is important that councillors are not seen to be interfering with the work of officials, as the municipal manager is responsible for hiring and overseeing municipal staff.

10 Communities: Residents of 35 Wards

All role-players in the municipality must respect the rules that determine the appropriate ways to engage with each other and the boundaries that determine the limits on their behaviour, to ensure the effective administration of the municipality. Communities needs and plans need to be documented and prioritized per requirements

11 Delegation of authority

The Municipal Structures Act, 1998 and the Municipal Systems Act, 2000 describe a wide range of powers and functions that may or may not be delegated. A municipality can only delegate authority if it is expressly or by necessary implication authorised to do so.

11.1 Definition

Delegation means that one person/body (called the delegating authority) gives another person/ body (the delegated body) the authority to make decisions, execute powers, perform functions and discharge duties on behalf of the delegating

11.2 Principles of Delegation

There are three basic principles which should be considered in delegation. SALGA has proposed the following:

- a) Authority: The delegation or assignment of authority to a committee gives Committee members the ability to act on behalf of the person or committee in whom the authority was originally vested. When duties or functions are delegated, they must be vested with the authority to perform. Authority should, however, not be confused with power. Power has a coercive character, while here authority

implies a conferred decision-making power. In this regard, the allocation of authority is a consequence of confidence in the abilities of the committee members.

- b) Responsibility: The delegation of authority without the attendant responsibility. Is opening the door to abuse? The allocation of authority gives a subordinate committee the right to act. It assigns a committee with the responsibility to perform the duty according to the agreement
- c) Accountability: When an executive mayor or executive committee delegates authority, they remain accountable for the conduct of the committee to whom this authority was delegated. Accountability can, therefore, never be delegated. Accountability imposes the responsibility or obligation on the executive mayor or executive committee to ensure that the delegated instruction is carried out, so that it results in the satisfactory attainment of the desired objectives. Although control is integral to delegation, it may never function to inhibit delegation. As authority and responsibility are delegated downwards, so accountability flows upwards in an organisation.

According to the **Constitution** the following functions may not be delegated by a Municipal Council: **Internal procedures Section 160 subsection (2)**

- a) The passing of by-laws
- b) The approval of budgets;
- c) The imposition of rates and other taxes, levies and duties and
- d) The imposition of rates and other taxes, levies and duties and
- e) The raising of loans.

Further the Constitution 160 (3)

- (a) prescribes that A majority of the members of a Municipal Council must be present before a vote may be taken on any matter.
- (b) All questions concerning matters mentioned in subsection (2) are determined by a decision taken by a Municipal Council with a supporting vote of a majority of its members

12. Ward Committees

Ward committees are made up members of a particular ward who are chosen by residents of the ward to advise the ward councillor. Their function is to raise issues of concern about the local ward to the ward councillor and to make sure ward residents have a say in decisions, planning and projects that the council or municipality undertakes which have an impact on the ward.

2. Administration - Institutional Arrangement

Corporate Support provides institutional framework in relation to governance structure and provides details on the roles and responsibilities of all the Directorates within an institution. The Department handles both Administration and Political offices where it provides oversight arrangements for Council and Council Support.

The review of the organizational structure this term of office is informed by the the implementation of Municipal Regulation to be implemented in July 2022. The process is ongoing and the Regulation need to be adopted by Council by end March 2022, to inform its Action Plan by end of May when IDP is adopted.

The Regulation will guide all recruitment processes and address all challenges, policies and any other legislative requirements not complied with. Skills Audit for the Municipality was only done in 2018 and most of employees were not interested in partaking. Now the regulation requires us as employees need to be capacitated per regulations. Process to follow during existing Acting positions (3-6 month), position name changes where possible and when Council resolve on the agreement and that the proposed structure need to send to the MEC before implementation and also to make foot note where necessary if changes cannot be implemented.

That PMS will be cascaded to all municipal officials, skills Audit, and the Financial Plan to outline whether we will be able to address the skills gap in the present year or outer years. Presently various departments does not have Job Description and this will be easier with the guidelines provided. Skills Audit Report was done but was difficult to implement status quo of the Job Evaluation report by (De Loitte & DE Touch).

Municipal Policies are developed and adopted by Council but became difficult to be shared and this leads to failure of implementation of projects.

To also note that Human Resource (HR) is understaffed and will require more officials to ensure implementation and plans to be developed to adhere to compliance of the Municipal Regulations. Organizational Development also is under staffed for MKLM to run efficiently with the implementation of Municipal Regulations.

All the plans need to adhere to Employment Equity Plan and that Local Labour Forum is functional and all labour matters are addressed. That all sub committees (Training Committee and OHS committees and any other committee required per legislation be established/ resuscitated. Matters of Grievances to be dealt with as it causes low morale to employees in long outstanding labour matters. Usage of lawyers and long outstanding court cases be addressed for reduction and saving Municipal costs of unfished Court cases. The Municipailty to note that Customer Care Services contract has expired in February 2022 and it was engaged and shared with communities that the budget allocated for such a project be used for creation of jobs.

The other challenge is lack of office space and status of fire extinguishers in all Municipal buildings, that we always need to ensure we make conducive environment for our employees to work in and have interest daily to report on duty. Reduction of summons received by OHS from Department of Labour. That our employees are not compliant with COIDA by not wearing Protective Clothing and this will be difficult for them to access payment during injury on duty, death ar harmful event during working hours.

There will be several changes in both political positions and in administrative positions, and reduction of some senior positions provided Council approves per guidelines or leave our senior managers as category B with six Head of Departments. The rationale for implementing the Municipal Regulations included the following:

- ✓ The need to enhance service delivery through improving the institutional

- Arrangements especially if we focus on Service Delivery Departments,
- ✓ Improved oversight of the Council through by appointing staff in political offices as regulated for the Term of Political Office Bearers, and
- ✓ Allowing for Departmental Engagements and Labour to ensure all employees understand the impact
- ✓ Legislative arms of the Council to ensure adoption and that legal route are met and send to MEC for CoGTA before implementation.

2.1 Municipal work-force

Local Government Municipal Systems Act, Section 68(1) prescribes that a Municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. The year in question its organisational structure should be revisited before the final IDP is adopted to alignment of vacancies with budget for all employees to be able to deliver services in the most productive and sufficient manner.

Presently we were using the structure that was approved by Council on 30 May 2020, but will be re developed and aligned to the new Municipal Regulation. The new staff establishment will be developed in line with New Municipal Regulation and human resource practices, taking cognisance of the targets and requirements as stated in the Basic Conditions of Employment Act. The recruitment of employees is conducted in terms of the Municipality's recruitment and selection policy.

MKLM management develops Service Delivery and Budget Implementation Plan (SDBIP) in ensuring management performs per targets set for themselves. But this time plans will be developed to cater for all Municipal Employees, planning to be cascaded to all levels of officials. This will ensure that, we must measure performance according to agreed indicators, analyse and report regularly per plans developed. The plans to be developed need to inform decision-makers timeously of any risk to service delivery initiatives and conduct the review of service performance against plans before other reviews. The senior management team is supported by a municipal workforce of 592 permanent employees and number of temporary employees and internships from various companies not included. The team need to ensure implementation of the IDP strategic objectives set by all departments. The Organizational Structure is not attached as ongoing engagements on Municipal Regulation with various departments continues for the alignment the Organisational Structure.

2.2 Accounting Officer

The position of Accounting Officer is the Head of the Administration as defined by the Municipal Structures Act and the Accounting Officer in terms of the Municipal Finance Management Act. And we had recurring opinion where we were not consistent as a Municipality to use Municipal Manager or Accounting Officer. The responsibilities of the Accounting Officer include managing the financial affairs and service delivery in the Municipality.

Section 60 of the MFMA states that: The Municipal Manager of a municipality is the Accounting Officer of the municipality for the purposes of this Act, and, as accounting officer, *must*—

- a) Exercise the functions and powers assigned to an accounting officer in terms of this Act; and
- b) Provide guidance and advice on compliance with this Act to—

- (i) the political structures, political office-bearers and officials of the municipality; and
- (ii) any municipal entity under the sole or shared control of the municipality.

Section 61 (1) of the MFMA states that:

- (1) The accounting officer of a municipality **must**—
 - a) Act with fidelity, honesty, integrity and in the best interests of the municipality in managing its financial affairs;
 - b) Disclose to the municipal council and the mayor all material facts which are available to the accounting officer or reasonably discoverable, and which in any way might influence the decisions or actions of the council or the mayor; and
 - c) seek, within the sphere of influence of the accounting officer, to prevent any prejudice to the financial interests of the municipality.
 - d) Fvhhgvghb
- (2) An accounting officer **may not**—
 - a) Act in a way that is inconsistent with the duties assigned to Accounting Officer of Municipalities in terms of this Act; or
 - b) Use the position or privileges of, or confidential information obtained as, accounting officer for personal gain or to improperly benefit another person

Section 62 of the MFMA states that:

(1) The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps **to ensure**—

- a) That the resources of the municipality are used effectively, efficiently and economically;
- b) That full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards;
- c) That the municipality has and maintains effective, efficient and transparent systems—

- (i) of financial and risk management and internal control; and (ii) of internal audit operating in accordance with any prescribed norms and standards;

- d) That unauthorised, irregular or fruitless and wasteful expenditure and other losses are prevented;
- e) That disciplinary or, when appropriate, criminal proceedings are instituted against any official of the municipality who has allegedly committed an act of financial misconduct or an offence in terms of Chapter 15; and
- f) That the municipality has and implements—

- (i) A tariff policy referred to in section 74 of the Municipal Systems Act;
- (ii) A rates policy as may be required in terms of any applicable national legislation
- (iii) A credit control and debt collection policy referred to in section 96(b) of the Municipal Systems Act; and
- (iv) A supply chain management policy in accordance with Chapter 11.

- (2) The accounting officer is responsible for and must account for all bank accounts of the municipality, including any bank account opened for—

- (a) Any relief, charitable, trust or other fund set up by the municipality in terms of section 12; or
- (b) A purpose referred to in section 48(2)(d).

Section 63 (1)(a) of the MFMA states that:

- (1) The accounting officer of a municipality is responsible for the management of—
 - (a) the assets of the municipality, including the safeguarding and the maintenance of those assets;

Section 65(1) and)2)(f) of the MFMA prescribes that

- (1) The accounting officer of a municipality is responsible for the management of the expenditure of the municipality.
- (2) The accounting officer must for the purpose of subsection (1) take all reasonable steps to ensure—
 - (f) That the municipality complies with its tax, levy, duty, pension, medical aid, audit fees and other statutory commitments;

2.3. Senior Managers

Section 77(1) of the MFMA stated that:

- (1) The top management of a municipality's administration consists of—
 - (a) The Accounting Officer;
 - (b) The Chief Financial Officer;
 - (c) All Senior Managers who are responsible for managing the respective votes of the municipality and to whom powers and duties for this purpose have been delegated in terms of section 79; and
 - (d) Any other senior officials designated by the accounting officer.
- (2) The top management must assist the accounting officer in managing and Co-ordinating the financial administration of the municipality.

Section 78(1) of the MFMA stated that:

- (1) Each senior manager of a municipality and each official of a municipality exercising financial management responsibilities must take all reasonable steps within their respective areas of responsibility *to ensure*—
 - (a) That the system of financial management and internal control established for the municipality is carried out diligently;
 - (b) That the financial and other resources of the municipality are utilised effectively, efficiently, economically and transparently;
 - (c) That any unauthorised, irregular or fruitless and wasteful expenditure and any other losses are prevented;
 - (d) That all revenue due to the municipality is collected;
 - (e) That the assets and liabilities of the municipality are managed effectively and that assets are safeguarded and maintained to the extent necessary;
 - (f) That all information required by the accounting officer for compliance with the provisions of this Act is timeously submitted to the accounting officer
 - (g) That the provisions of this Act, to the extent applicable to that senior manager or official, including any delegations in terms of section 79, are complied with.

2.4 Chief Finance Officer

Section 171(2) of the MFMA states that:

The chief financial officer of a municipality commits an act of financial misconduct if that officer *deliberately or negligently*—

- (a) Fails to carry out a duty delegated to that officer in terms of section 79 or 81(1)(e);
- (b) Contravenes or fails to comply with a condition of any delegation of a power or duty in terms of section 79 or 81(1)(e);
- (c) Makes or permits, or instructs another official of the municipality to make, an unauthorised, irregular or fruitless and wasteful expenditure; or
- (d) Provides incorrect or misleading information to the accounting officer for the purposes of a document referred to in subsection (1)(d).

2.5 Skills Development

The Municipality struggled for the past two years without capacitating its employees due to financial constraint. The policy on skills development was adopted but ignored and not implemented. We all need to understand the purpose of the policy as it is the creation of a framework in order to coordinate the implementation and promotion of human resources development by means of an integrated approach to Education, Training and Development.

The Municipality also need to develop career pathing policy where all employees are expected to have personal development plans / career pathing plans to ensure that they are aligned with delivery of services and requirements of the New Municipal Regulation. The PDP's are one of the source documents used to inform the Workplace Skills Plan (WSP). Workplace Skills Plan, is submitted annually on the last day of April and reflects all the training done within the specified period, as well as all the staff trained within the specified year.

This plan also sets out the prioritised training for the following financial year. And due to cyber attack from 05 January 2022, submission was not done. Training is informed by the Skills Audit and career pathing plans, and on the 20th March 2022, a memo was circulated where employees were requested to submit latest qualification to inform process of training and developing the new administration. The indication was critical in order to update our roles and responsibilities in support of the new IDP aligned to new term of Council after Local Government Elections. Due date for submission was on the 08 April 2022.

This will also allow the municipality to commit to spend more than 1% of its personnel costs to accredited training interventions. The municipality recognizes the Local Government SETA as the primary SETA for Local Government. The municipality always 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 through out our Municipality to ensure that our Locals are capacitated and reduction of poverty and inequality in realised. The municipality also never used the mandatory grant from the LGSETA to offer study assistance to employees who wish to study at accredited institutions of higher learning. The past years employees were either studying using their own funds and others ended owing 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.

2.6 Institutional performance

In this section we deal with critical information pertaining to the current status and critical service needs, highlights and challenges faced by departments. The information can provide and guide all plans, provide value insight management team to engage in a meaningful planning process to improve service delivery within the municipal area during each term of annual review. . The main highlights and challenges of the past IDP period are summarised in the tables below:

3. Sectoral Plans

There are legislative requirement to compile IDPs, however we also need to note the national requirements that compel municipalities to formulate sector plans, which should form part of the IDPs annually. The legislative requirements applicable to sector plans are aimed at ensuring that clear, workable and integrated plans are in place.

The sole purpose is to achieve meaningful development and improvement of the living conditions of 107 villages and 2 urban areas. The municipality currently have the sector plans and delegation of powers listed below, but unfortunately some of them are outdated and not reviewed in terms of new legislation and/or current realities.

There are currently contextual gaps and inconsistencies between the Municipality's sector plans and present-day national and provincial directives (e.g. the National Development Plan and SPLUMA), owing to the respective timelines of drafting. To note our plans are now informed by the District Development Model (DDM).

The sector plans are not included in this draft IDP and the municipality will make provision to review and/or compile these sector plans before the final adoption of the IDP and also in the present 5 years term of New Council. Although some of these plans have been reviewed, most of the projects/actions as envisaged in these plans are unfunded and can only be implemented in collaboration effort or if external funding is received and sourced from other spheres of Government of the private Sector. Below plans were some mentioned during the District IDP Forum for local to familiarize their planning.

The plans to be included and revisited for alignment are:

- ✦ Disaster Management Plan
- ✦ Local Economic Development Strategy
- ✦ Environmental Management Plan
- ✦ Environment and Nature Conservation
- ✦ Air Quality Management Plan
- ✦ Spatial Development Framework (SDF)
- ✦ Integrated Waste Management Plan (IWMP)
- ✦ Integrated Environmental Management Plan
- ✦ Human Settlement Plan
- ✦ Climate Change Vulnerability Assessment and Response Plan
- ✦ Rural Development Plan

4. Municipal Policy Development: Building Capable Institution

- ★ Reflect on responses to current situations and challenges that confront local communities and local governments
- ★ Respond to predicted future possibilities
- ★ Serve as an agreement to work towards certain aims between councillors, officials and residents, our communities
- ★ Present checks and balances to ensure that the vision for the municipality is in the minds of law-makers, planners' implementers and beneficiaries.
- ★ To set guidelines that provide direction for developmental plans and other Matters pertaining to service delivery to our communities.

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

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
	manner in which the Audit Committee will operate.	National Treasury circular 65		
Risk Management Strategy and implementation plan	The Accounting Officer/Authority is responsible for ensuring that there is a sound system of risk management and internal control is in place to, safeguard the organization's assets and investments, ensure achievement of strategic objectives, be accountable towards all stakeholders and ensure service delivery to all stakeholders is achieved.	The Municipal Finance Management Act (MFMA) No 56 of 2003	Draft document	May 2020
Risk Management Policy	The Accounting Officer/Authority is responsible for ensuring that there is a sound system of risk management and internal control is in place to, safeguard the organization's assets and investments, ensure achievement of strategic objectives, be accountable towards all stakeholders and ensure service delivery to all stakeholders is achieved.	The Municipal Finance Management Act (MFMA) No 56 of 2003	Draft document	May 2020
Office of the Mayor				
Mayoral Bursary Fund Strategy	-	-	-	-
Disability Strategy	-	-	-	-
Mainstreaming Gender Development	-	-	-	-
Youth Development Strategy	-	National Youth Policy & Provincial Youth Strategy	-	-
Budget and Treasury Office				
Approval of budget policy	To ensure sound and sustainable management of budgetary approval processes according to norms and standards of the MFMA	Section 71 and Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)	To be reviewed	235/05/2018
Cash management and investments policy	To provide guidelines on the procedure to be followed on how to manage cash and in respect of investments and how to be handled	Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)	To be reviewed	235/05/2018
Credit control	To ensure that credit control, debt collection and indigent support form	Section 75 of Local	To be reviewed	235/05/2018

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
and debt collection policy	part of the financial system and provide guidelines thereof	Government: Municipal Systems Act (No. 32 of 2000)		
Indigent support policy	To ensure that subsidy scheme for indigent household forms part of the financial system and provides guidelines on procedure	Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)	To be reviewed	235/05/2018
Tariff policy	To provide guidelines on levying of fees, charges, rates and taxes		To be reviewed	235/05/2018
Property rates policy	To provide guidelines on the levying of rates in accordance with the Act	Section 6 of Municipal Property Rates Act, 2004 (No. 6 of 2004)	To be reviewed	325/05/2017
Fixed Asset Management policy	To provide guidelines on handling and management of fixed assets	-	-	-
Funding Reserves Policy	To provide guidelines on how to ensure that all funds and reserves are maintained at the required level to avoid future year unfunded liabilities	-	-	-
Supply Chain Management Policy	To provide guidelines on how to procure goods and services	-	-	-
Preferential Procurement Policy	To provide guidelines for the procurement of goods and services	Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)		-
Fraud and Corruption prevention policy	To provide guidelines for dealing with fraud and corruption and prevention thereof	Reviewed and to be submitted to Council for approval (Part of the budgetary process annually)		-
Funding & Reserves	-	-	-	-
Corporate Support Services				
Employment Equity Plan	To ensure that appointment of employees are done in terms of the Employment Equity Act	Employment equity	New plan at a development stage	-
Placement Policy	To ensure the orderly placement of personnel in all the posts on the Organizational Structure	-	Approved by administrator. To	-

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
			be reviewed	
Succession Plan Policy	To ensure that junior officials are empowered for purpose of transferring skills by the time the above one leaves office.	-	Not yet available	-
Training and Study Aid Scheme for officials	To provide a mechanism for Councillors (CLLR) to undergo training in order to improve service delivery	Skills development act	Approved . To be reviewed	-
Workplace Skills Development Plan	To promote the development of skills in the workplace	Skills development act	Submitted annually	-
Recruitment Policy	To prescribe the process to be followed in the recruitment and appointment of personnel.	Labour relations act, employment equity act		-
Retention Strategy	To prescribe the process to be followed in ensuring that skilled personnel are retained by the Municipality.	-	Not yet available	-
Experiential Training Policy Topic covered in the training policy	To make provision for experiential training where a student has to undergo practical experience as part of the curriculum of the course.	Skills development act	Policy approved. To be reviewed	-
Policy on Attendance of Conferences etc.	To provide guidelines to delegates to conferences, workshops, meetings etc.	-	Developed and still to be approved	-
Study Aid/ Bursary Policy	To provide study aid to employees to better their skills	Skills development act		-
Travel and Subsistence Allowances	To provide guidelines for travel and subsistence allowances paid to Councillors and Officials when delegated to attend conferences, workshops etc.	-	Developed and still to be approved	-
Acting policy	To provide guidelines for the handling of acting in various positions	Collective agreements	Approved . To be review to be in line with the collective agreement	-
Standby policy	The objective of this policy is to supplement the Moses Kotane Local Municipality's Conditions of Service by providing additional guidelines for the	Collective agreements	Approved . To be review to be in line	-

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
	administration and management of standby allowance “Standby” is the written instruction to an employee (who can be relied on when needed) to be on standby, because of the possibility that there might be unplanned and unpredictable or emergency work to be undertaken outside normal working hours.		with the collective agreement	
Remuneration policy	The purpose of this policy is to clarify the way in which Municipal Managers, Managers accountable to Municipal Managers and all other municipal staff members should be remunerated.	-	Policy was approved by administrated but was never implemented. Nedds to be reveiwed	-
Leave Policy	To regulate leave and application thereof	Collective Agreements		-
OHS policy	To ensure compliance to the OHS Act	OHS Act	Policy to be workshoped	-
Overtime Policy	To ensure correct application of the provision of working overtime by council employees as provided for in the Basic Conditions of Employment Act (Act no. 75 of 1997) and subsequent Local Government Bargaining Council Collective Agreement. To provide a framework and guideline for the implementation and maintenance of overtime worked and the remuneration thereof	Basic conditions of Employment Act Collective Agreement	Approved	-
Sexual Harassment Policy	To provide an integrated approach on the handling of sexual harassment cases that will create a healthy working environment, where employers and employees respect one another's integrity, dignity, privacy and the right to equity in the workplace	Code of good practice on sexual harrassment	Draft to be Approved	-
HIV/Aids Policy	To set guidelines to ensure that employees infected by HIV/AIDS are not discriminated, and on how to manage HIV/AIDS in the workplace	Employment Equity ACT	Policy Approved	-
Employee Assistance Programme Policy	To minimize the negative impact of socio-social problems on employees and to assist in demonstrating concern for wellbeing of employees	-	Policy under review	-

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Draft Bereavement policy	To guide processes in dealing with death cases of employees to ensure uniformity	-	New	-
Draft Promotion policy	To introduce and to guide on promotion of staff	-	new	-
Leave encashment policy	To guide on processes on the leave encashment for employees in instances where a leave is not possible.	Collective Agreements	New	-
Draft policy on imprisoned employees	To guide the municipality on how to deal with imprisoned employees	-	New	
Draft Legal aid policy	To deal with legal cases facing employees	Municipal system Act 2000 Inquest act 1959	New	
Time and attendance policy	To regulate the attendance of employees	-	New	
Workplace Skills Development Plan	To promote the development of skills in the workplace	Skills development act	Submitted annually	
Induction of new employees	To provide employees with information that will facilitate a smooth integration into the organization	-	-	-
Probation Policy	To provide orientation, guidance, on the job training and coaching to new employees, allowing them the opportunity to learn and fulfill the requirements of their new positions	-	No specific policy available	
Grievance Procedure	To ensure fair play, to resolve problems as quickly as possible and to deal with conflict through procedural means	Collective agreement	Collective agreement still in force	
ICT Security Policy	To ensure that all Municipal ICT systems are secured against loss caused by inadvertent or malicious actions. The protection of the ICT systems ranges from logical to physical security and this ensures that the protection of confidentiality, availability and integrity of MKLM ICT systems are in place.	Electronic Communication and Transaction Act	Review	
Bursary Policy	To provide study aid to employees to better their skills and office of the Mayor to support the indigent Communities	Approved. Policy under review	-	-
Policy on Attendance of Conferences etc.	To provide guidelines to delegates to conferences, workshops, meetings etc.	-	Policy not developed	-

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Telephone and (Cell phones) mobile policy	To outline the key elements of the MKLM Office's mobile and landline telephone management arrangements and to detail the responsibilities of council and all the staff members. To improve communication in the organization in a controlled, accountable manner, offering value for money. To successfully meet the need for service delivery	-	Policy was approved. Policy under review	-
Funeral Assistance Policy	To regulate assistance on funerals of Councillors and employees	-	Policy was approved. Policy under review	-
Marketing and Communication Strategy	-	-	-	-
Employee Performance Management Policy	To regulate the performance of employees below section 56	Municipal system act	Was approved but never implemented as yet	-
Human Resource Management Strategy	To give a broad strategy on how the human resources of the municipality is to managed.	-	New strategy to be developed	-
Fleet management policy	To guide on how fleet must be managed on daily basis	-	To be workshoped for approval	-
Infrastructure and Technical Services				
Water Services Development Plan (WSDP)	-	Section 12 of Water Services Act	-	-
Energy and Electricity Plan	-	-	-	-
Road Master Plan	-	-	-	-
Local Economic Development				
Local Economic Development Strategy	-	Section 26 of the Municipal Systems Act	-	-

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Tourism Master Plan	-	Tourism Act, 72 of 1993 /Tourism Act, 3 of 2014	-	-
Integrated Agricultural Master Plan	-	-	-	-
Co-operatives Strategy	-	National Co-operatives Act	-	-
Trade and Investment Strategy	-	-	-	-
SMME Strategy	-	Small Business Tax Amnesty Act	-	-
Planning & Development				
Integrated Spatial Development Framework (ISDF)	-	Section 26 of the Municipal Systems Act	-	-
Housing Sector Plan	-	Section 9 of Housing Act of 1997	-	-
Acquisition of land and disposal policy	-	-	Review Draft stage	106/01/2020
Telecommunications Mast Infrastructure Policy	Development and erection of telecommunication infrastructure has become an interest for society & government with focus on visual amenity & public health. Investment in telecommunications networks not only facilities , economic trade in goods, by bringing together buyers and sellers, but more importantly to also promote trade services upon which modern economics are built.	-	Draft Stage	107/01/2020
Outdoor Advertisement & Signage Policy	With increasing interest in outdoor advertising, its necessary to adopt a uniform outdoor advertising by law to regulate all outdoor advertising, billboards and signage. This is in line with South African Manual for Outdoor Advertising Control (SAMOAC) as a guideline, resulting in the new proposed Outdoor Advertising By- Law.	Contemplated in in Section 12, read with Chapter 4 of Local Government Municipal Systems Act, No 32 of 2000 as amended	Reviewed Draft Stage	108/01/2020
Community Services				
Traffic Safety	-	Road Traffic Act	-	-

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Plan National				
Integrated Public Transport Plan	-	Section 36 of National Land Transport Act, 5 of 2009	-	-
Air Quality Management Plan	-	Air Quality Act 39 of 2005	-	42/09/2019
Integrated Waste Management Plan	-	Section 11(4) (a) (ii) NEMA: Waste Act 59 of 2008	-	-
Integrated Environmental Management Plan	-	National Environmental Management Act	-	-
State of Environment Plan	-	Section 36 of National Land Traffic Act	-	-
Municipal Open Spaces System	-	National Environmental Management Act	-	-
Crime Prevention Strategy	-	Criminal Procedure Act 51 of 1977 South African Police Services Act	-	-
Disaster Management Plan	-	-	-	-
Municipal Health Services Plan	-	National Health Act	-	-

5. Institutional By-laws

The Municipal Structures Act, 1998, the Municipal Systems Act, 2000 and the Constitution all emphasise the role that the municipal council must play in ensuring community consultation or participation in local government. This principle is directly applicable in the process of passing by-laws.

Serve to enforce or realise the policies that a council may have. Policies may remain simply policies or they may be developed into one or more by-laws. For example, the municipality may need to review their refuse removal by-laws, develop a by-law for public-private partnerships to implement improved refuse removal and develop a by-law for industrial pollution of rivers.

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

Existing By-Laws	Aim	Legislation & Status Quo	Council Resolution
		related documents of Council and will undergo another public participation round before final approval of the 2020/2021 annual budget	
By-Law relating to hire of Public halls, Rooms & Sport fields	To regulate the hiring of municipal facilities	Public participation phase concluded. However, this By-Law also forms part of the budget related documents of Council and will undergo another public participation round before final approval of the 2018/2019 annual budget	184/05/2012 31 May 2012 NW Gazette No 6900
Fire Services By-Law	To regulate fire services within the Bojanala District	By-Law developed by Bojanala Platinum District Municipality	NW Gazette No 7053
Solid Waste By-Law	To regulate the disposal of solid waste	Public participation phase concluded. However, this By-Law also forms part of the budget related documents of Council and will undergo another public participation round before final approval of the 2018/2019 annual budget	29 March 2013 NW Gazette No 7104
Environmental By-Law	To regulate environmental affairs within the Municipality	Public participation phase concluded. However, this By-Law also forms part of the budget related documents of Council and will undergo another public participation round before final approval of the 2018/2019 annual budget	31 May 2016 NW Gazette No 7685
Traffic by – law		Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)	134/03/2019
Solid Waste by – law		Section 13 of Local Government: Municipal Systems Act (No. 32 of 2000). Section 162 of the Constitution of Republic of South Africa Act 1996 (Act 108 of 1996)	101/01/2019

6. Institutional Powers and Functions

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

Municipal Powers and Functions			
Legally authorized Powers	Powers & Functions Section 84(1)	Level of Performance	Performance in
Air Pollution		Not performed	Not performed
Building Regulations	Building Regulations	Being undertaken	Being undertaken
Child Care Facilities		Not performed	Not performed

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

7. Prevention and Combating Corrupt Activities Act, 2003

The Prevention and Combating of Corrupt Activities Act, 2003 defines a public officer as any person receiving remuneration from public funds. A councillor is therefore subject to the laws that govern all other public officers as the Act defines the municipality as a public body

Corruption is a major concern of the government, particularly where public funds are diverted for personal gain. Reference Offences in respect of corrupt activities relating to public officers are detailed in the Prevention and Combating of Corrupt Activities Act, 2003.

To provide for the strengthening of measures to prevent and combat corruption, the Prevention and Combating of Corrupt Activities Act was passed in 2003. Corruption and the misuse of public funds undermines the Bill of Rights, endangers the stability and security of a society, and undermines the institutions and values of a democracy and ethical values of morality among others.

As this is the responsibility of the state it therefore becomes the responsibility of public officials. But, it also requires mutual co-operation, with the support and involvement of individuals and groups outside of the public sector, to be successful. As a public official, any councillor who directly or indirectly, accepts or agrees or offers to accept any gratification/favour from any person, whether for benefit for himself or herself or for benefit of another person is guilty of the offence of corrupt activity.

9. Internal Audit

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

Internal audit unit has prepared a Strategic Three Years Rolling Risk Based Internal Audit plan for 18/19, 19/20 that ended 20/21 and Internal Audit has successfully executed the 18/19, 19/20, 2021 RBAP and currently in the first year of implementing the Three Years strategic Risk Based Audit Plan which started 21/22, 22/23 ending 23/24 and in the first of implementing the 21/22 which is the first year of the three years of the internal audit program as in accordance with Paragraph 165 (2) (a) of the Municipal Finance Management Act No 56 of 2003. Internal Audit has in accordance to Paragraph 165 (2)(b) of the Municipal Finance Management Act No 56 of 2003 advised the accounting officer and reported to the Audit Committee on the implementation of the internal audit plan and matters relating to:

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

Internal audit has an approved 21/22 Internal Audit Charter, 21/22 Internal Audit Methodology and the 22/22 Quality Assurance Improvement Programme, to ensure that Internal Audit carries out its functions in line with the standards and approved strategic documents. The unit is currently capacitated by The Head of Unit Internal Audit, Internal Audit Manager, two Internal Auditors and in the process of filling the vacancy of the Internal Audit Manager. The Internal Auditors have professional

membership with the Institute of Internal Auditors South Africa (IIASA) to ensure that they comply with the Code of ethics, IIA standards at all times and accumulate necessary CPD hours by attending trainings offered by the Institute of Internal Auditors to enhance the knowledge, skills and competencies through such development.

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

10. Audit Committee

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

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

The Audit Committee advises on the functions of a Performance Management Committee constituted in terms of Regulation 14 (2) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 as well as the Risk Management Committee. The MFMA also requires the Audit Committee to review the Annual financial statements and the Annual Performance report of the municipality, and also respond on matters raised by the Auditor General.

a) Composition and Responsibility of the audit committee and attendance

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

The appropriate terms of reference in the form of an Audit Committee Charter has been approved and has regulated the Audit Committee's affairs in compliance with

the terms of this charter and also discharged its responsibilities as contained therein. In overall the MKLM Audit Committee of the municipality is functional, effective and complies with the requirements of the Legislation.

AG's Findings

- ✦ Qualification Opinion received
- ✦ Irregular Expenditure
- ✦ Fruitless and Wasteful Expenditure
- ✦ Unauthorized Expenditure
- ✦ Recurring matters without quencequence management

9.1 ICT

- ✦ Cyber-attack since January 2022
- ✦ Usage of Consultants
- ✦ Lack of reliable internet connection and continuous usage of consultants
- ✦ Additional ICT officials and Learnership programme required

9.2 Known Highlights to be addressed

- ✦ Reduction in matters of emphasis by Auditor General
- ✦ Provide political direction and oversight over the development of the municipality's LED strategy
- ✦ To ensure LED strategy implementation across all departments in the municipality;
- ✦ Reduction in usage of consultants
- ✦ Mobilise external and local stakeholders with the aim of encouraging inward as well as local investment in strategic projects;
- ✦ Mobilise communities by fostering a cohesive vision and understanding of local economic and rural development within the community that will energise the community into entrepreneurial action
- ✦ Improved internal administration and compliance environment
- ✦ Stability at senior management level and Politically
- ✦ Dealing with staff low morale
- ✦ Participation in all Provincial IGR Forums
- ✦ Relatively high levels of employee discipline and labour relations
- ✦ Stabilized financial position, e.g honouring creditors
- ✦ Debt collection and revenue enhancement
- ✦ Trained ward committees after establishments
- ✦ Sustainable productive relationship with external stakeholders, e.g Office of Member of the Executive Committees (MEC's), Ministers, South African Local Government Association (SALGA), Mayors, Mining Houses and any other stakeholder for investor attraction etc.
- ✦ Initiated and compliance to COVID-19 relief programmes
- ✦ Support to needy families and Nelson Mandela Day by providing and supporting (ECD's) child headed families etc,
- ✦ Establishment and Support to Mother and child programs
- ✦ Education and training of all Local Aids Councils in collaboration with all our Stakeholders
- ✦ Support to IDP/ PMS and MPAC when commissioned to provide reports
- ✦ Support Considered quarterly presentations on fruitless, wasteful, irregular expenditure recommended to Council
- ✦ Considered quarterly S&T reports as well as quarterly financial reports

- ✦ Process all legislatively prescribed reports, e.g IDP/ Draft Annual, Oversight Report
- ✦ MPAC Office to be capacitated

9.3 Challenges faced by Corporate Support Services (CSS)

- ✦ Presently two senior positions are vacant, and the Accounting officer position will expire within the next coming
- ✦ HRD packed with posts advertised, interviewed and no appointments done due to lack of funds
- ✦ Noting New Municipal Regulation to be implemented by July 2022
- ✦ To ensure Council adopts the plan and Action Plan to be put in place to ensure engagements by all stakeholders
- ✦ LGSETA Discretionary funds not benefitting employees for the past two years
- ✦ No municipal official was provided funding to study at higher institution of learning (Policy review)
- ✦ No career provision by senior management to its staff
- ✦ Cascading of PMS to all municipal employees
- ✦ Poor Archive and Registry Management
- ✦ Fleet in bad condition and cars not drivable and no value for many for service level signed (poor maintenance)
- ✦ Lack of disclosure by Departments on internships and Learnership provided by other stakeholders
- ✦ Low staff morale due to prolonged labour matters
- ✦ Abscondment, Absenteeism and alcohol abuse
- ✦ Lack of commitment by officials – low morale
- ✦ Reform Customer services
- ✦ Generate new revenue sources and encourage Communities in rural areas to pay for services received
- ✦ Ensure sufficient resources to delivery departments

Section E: Strategic Development

1. Strategic Intent

Section 31(c) of the MFMA, requires the municipality to align its IDP with the IDP's of municipalities within the area of jurisdiction of the district municipality where such a municipality is located. We as Moses Kotane we within Bojanala Platinum District Municipality. Furthermore, this section provides that the integrated development plan of a municipality to be aligned to National and Provincial plans of organs of the state. 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, we still have a gap for other Departments to align their plans with the Departmental strategic objectives.

2. National Development Plan

The National Development Plan was developed in the year 2011, and chaired by present President Cyril Ramaphosa who was then the Deputy President. The National Development plan (NDP) is the government policy document to guide all developments in various especially at local level. From the strategic planning session, the SONA and

the Budget speech, we as Moses Kotane Local Municipality need to ensure that we align our plans with the overall targets and implementation of the National Development Plan.

The NDP was developed to serve as government's blue print plan that government as whole must collectively work towards to realise its objectives by 2030. The NDP seeks to align with the SDGs and the Africa 2063 Aspiration, defines the destination the country wants to be in by 2030 and identifies the roles that different sectors of society need to play to reach that goal. The plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the plan are:

- ✦ Housing, water, electricity and sanitation;
- ✦ Safe and reliable public transport;
- ✦ Quality education and skills development;
- ✦ Safety and security; and Quality healthcare;
- ✦ Social protection; and Employment;
- ✦ Recreation and leisure;
- ✦ Clean environment; and
- ✦ Adequate nutrition.
- ✦ lastly, Community involvement as key stakeholders to partake and own their developments.

3. Alignment of Municipal Priorities, KPA's, Municipa; Strategic Objectives and National Development Plan

Municipal Priorities	Key Performance Areas	Strategic Objective	National Development Plan
Water and Sanitation	Basic Service Delivery	To develop and maintain infrastructure to provide basic services	Chapter 9: Improving education, training and innovation
			Chapter 12: Building safer communities
			Chapter 10: Health care for all
Roads and Storm water	Basic Service Delivery	To develop and maintain infrastructure to provide basic services	Chapter 11: Social protection
Sports and Recreation	Basic Service Delivery	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment	Chapter 9: Improving education, training and innovation
Municipal Budget allocated to Projects (Internally Debt Collection revenue enhancement)	Municipal Financial Viability	Sound Financial Management: adherence to all laws and regulations as prescribed to local government	Chapter 12: Building safer communities
Institutional Development	Municipal Transformation and Institutional Development	To promote Accountability, Efficiency and Professionalism within the Organization	Chapter 14: Fighting corruption
			Chapter 15: Nation building and social cohesion
			Chapter 3: Economy and employment

Municipal Priorities	Key Performance Areas	Strategic Objective	National Development Plan
Economic Development	Local Economic Development	To create an enabling environment for social development and economic growth	Chapter 4: Economic infrastructure
			Chapter 6: Inclusive rural economy
			Chapter 9: Improving education, training and innovation
Solid Waste and Environment	Basic Service Delivery	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.	Chapter 5: Environmental sustainability and resilience
Community Participation and Communication	Good Governance and Public Participation	To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation	Chapter 13: Building a capable and developmental state
Land and Human Settlement (Residential, Business and Agriculture)	Spatial Rationale	To establish economically, socially and environmentally integrated sustainable land use and human settlement	Chapter 8: Transforming human settlements
Disaster Management		Disaster Management	Chapter 12: Building safer communities

4. Emphasise on Alignment

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

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

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

5. Developmental Duties of Municipalities

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

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

6. Global Development Policy Direction



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



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

7. Millennium Development Goals - MDGs New Approach

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

8. Sustainable Development Goals – SDGs

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

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

9. Departmental Municipal Development Strategy

9.1 Office of the Municipal Manager: IDP (to be located @ Corporate Support Services after Implementation of Municipal Regulations)

Goal	Action	Responsible Dept	Key Performance Indicator	Targets				
				22/23	23/24	24/25	25/26	26/27
Improved integrated development planning	Annually compile IDP/PMS/Budget Process Plan	IDP Unit	Annually compile IDP/PMS Budget Process Plan by end August	IDP/PMS/ Budget Process Plan	IDP/PMS/ Budget Process Plan	IDP/PMS/ Budget Process Plan	IDP/PMS/ Budget Process Plan	IDP/PMS/ Budget Process Plan
	Annual Review of the Draft IDP		Draft IDP adopted by Council	Draft IDP submitted by adopted by end March	Draft IDP submitted by adopted by end March	Draft IDP submitted by adopted by end March	Draft IDP submitted by adopted by end March	Draft IDP submitted by adopted by end March
	Submission of the Draft IDP		Draft IDP submitted to MEC's office	Draft IDP submitted to MEC for Local Government 10 days after adoption	Draft IDP submitted to MEC for Local Government 10 days after adoption	Draft IDP submitted to MEC for Local Government 10 days after adoption	Draft IDP submitted to MEC for Local Government 10 days after adoption	Draft IDP submitted to MEC for Local Government 10 days after adoption
	Advertised Draft IDP		Adverts made for 21 days	Adverts Public Participation	Adverts Public Participation	Adverts Public Participation	Adverts Public Participation	Adverts Public Participation
	Final adoption of the IDP		Final IDP adopted by Council	Final IDP adopted by end May	Final IDP adopted by end May	Final IDP adopted by end May	Final IDP adopted by end May	Final IDP adopted by end May
			Adverts made for Final Adoption	Adverts Published	Adverts Published	Adverts Published	Adverts Published	Adverts Published
Effective Participation by Communities	Consulted and engaged communities	IDP Unit	1 st Round of Community Consultation where Needs Analysis are compiled per Chapter 4 of the Systems Act	Public Participation Needs Analysis Report Compiled	Public Participation Needs Analysis Report Compiled	Public Participation Needs Analysis Report Compiled	Public Participation Needs Analysis Report Compiled	Public Participation Needs Analysis Report Compiled
			2 nd Round of consultation done to confirm Budget allocation per needs prioritised					

Goal	Action	Responsible Dept	Key Performance Indicator	Targets				
				22/23	23/24	24/25	25/26	26/27
Stakeholder Engagement	Arrange and convene quarterly IDP Forum meetings	IDP unit	4 IDP Rep Forums Held	IDP Rep Forum	IDP Rep Forum	IDP Rep Forum	IDP Rep Forum	IDP Rep Forum
IDP Steering Committee	Arrange and convene quarterly IDP Steering Committee meetings	IDP Unit	4 IDP Steering Committee Meetings	IDP Steering Committee Meeting	IDP Steering Committee Meeting	IDP Steering Committee Meeting	IDP Steering Committee Meeting	IDP Steering Committee Meeting

9.2 Corporate Support Services - Strategic Objective: To promote Accountability, Efficiency and Professionalism within the Organization

Goal	Action	Responsible Dept	Key Performance Indicator	Targets				
				22/23	23/24	24/25	25/26	26/27
HR Compliant	Review the organizational structure aligned with Municipal Regulations	Corporate Support Services	Review the organizational structure and submit to council by end June 2022	Annual review	Annual review	Annual review	Annual review	Annual review
HR Compliant	Spent 1% of personnel budget on training	Corporate Support Services	Spent 1% of personnel budget on training by 30 June (taking into consideration the skills need identified while consolidating report on Skills Audit)	1% of personnel budget on training	1% of personnel budget on training	1% of personnel budget on training	1% of personnel budget on training	1% of personnel budget on training
HR Compliant	Submit a business proposal to LGSETA for discretionary grant to avail funds to train employees and unemployed	Corporate Support Services	Submit a business proposal to LGSETA for discretionary grant to avail funds to train employees (to come up with strategy to train the unemployed by 31 March 2023)	Business proposal submitted to LGSETA	Business proposal submitted to LGSETA	Business proposal submitted to LGSETA	Business proposal submitted to LGSETA	Business proposal submitted to LGSETA
HR Compliant	Implement the WPSP to train officials	Corporate Support Services	Implement the WPSP to train officials (Total number of officials that received training as was identified in the WPSP/total number of officials that were identified for training in the WPSP)	90% of Officials as identified in WPSP received training	90% of Officials as identified in WPSP received training	90% of Officials as identified in WPSP received training	90% of Officials as identified in WPSP received training	90% of Officials as identified in WPSP received training
HR Compliant	Limit the vacancy rate to less than the required percentage of	Corporate Support Services	Limit the vacancy rate to less than the percentage of budgeted posts					

Goal	Action	Responsible Dept	Key Performance Indicator	Targets				
				22/23	23/24	24/25	25/26	26/27
	budgeted posts		by 30 June (Number of posts filled/Total number of budgeted posts) after placement and implementation of Municipal Regulation					
HR Compliant		Corporate Support Services	Number of affected employees to be placed after Municipal Regulation as present CLO's posts are permanent in the Political Offices					
HR Compliant		Corporate Support Services	Number of officials affected and moved in line with the Municipal Regulations					

9.3 Performance Management Systems

Goal	Action	Responsible Dept	Key Performance Indicator	Targets				
				22/23	23/24	24/25	25/26	26/27
Compliant support services	Submit the Top layer SDBIP for approval by the Mayor within 21 days after the budget has been approved	Performance Management Unit	Submit the Top layer SDBIP for approval by the Mayor within 21 days after the budget has been approved	Top layer SDBIP submitted	Top layer SDBIP submitted	Top layer SDBIP submitted	Top layer SDBIP submitted	Top layer SDBIP submitted
Compliant support services	Submit the draft Annual Report to Council annually by 31 January	Performance Management Unit	Submit the draft Annual Report to Council annually by 31 January	Draft Annual Report submitted	Draft Annual Report submitted	Draft Annual Report submitted	Draft Annual Report submitted	Draft Annual Report submitted

10. Five (5) Year Corporate Score Card: Development and Service Delivery

10.1 Integrated Development Plan Unit

Strategic Objective	Function	Key Performance Indicator	Unit of Measure	Targets				
				22/23	23/24	24/25	25/26	26/27
To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation	Integrated Development Plan Unit	IDP/PMS/Budget Process Plan adopted by Council	IDP/PMS/Budget Process Plan adopted by end August	1	1	1	1	1
		Draft IDP adopted by Council	Draft reviewed IDP submitted annually to council by end March	1	1	1	1	1
		Adverts made for Final Adoption	Advert made for 21 days	1	1	1	1	1
		1 st Round of Community Consultation where we Needs Analysis are compiled per Chapter 4 of the Systems Act	Consultations done between September and October	1	1	1	1	1
		2 nd Round of consultation done to confirm Budget allocation per needs prioritised	Consultations done by end April	1	1	1	1	1
		4 IDP Rep Forums Held	4 Quarters held IDP Rep Forum	1	1	1	1	1
		4 IDP Steering Committee Meetings	4 Quarters IDP Steercom	1	1	1	1	1

10.2 Corporate Support Services

Strategic Objective	Function	Key Performance Indicator	Unit of Measure	Targets				
				22/23	23/24	24/25	25/26	26/27
To promote Accountability, Efficiency and Professionalism within the Organization	Corporate Support Services	Review the organizational structure and submit to council by end June 2022	Reviewed Organizational Structure submitted to council by 30 June	1	1	1	1	1
		Spent 1% of personnel budget on training by 30 June (taking into consideration the skills need identified while consolidating report on Skills Audit)	% of the personnel budget spent	1	1	1	1	1
		Submit a business proposal to LGSETA for discretionary grant to avail funds to train employees (to come up with strategy to train the unemployed by 31 March 2023)	Plan submitted to the LGSETA by 30 April 23	1	1	1	1	1
		Implement the WPSP to train officials (Total number of officials that received training as was identified in the WPSP/total number of officials that were identified for training in the WPSP)	% of identified employees that completes training as identified in WPSP	1	1	1	1	1
		Limit the vacancy rate to less than the percentage of budgeted posts by 30 June (Number of posts filled/Total number of budgeted posts) after placement and implementation of Municipal Regulation	% vacancy rate of budgeted posts (Number of posts filled/Total number of budgeted posts)x100	1	1	1	1	1
		Number of affected employees to be placed after Municipal Regulation as		1	1	1	1	1

Strategic Objective	function	Key Performance Indicator	Unit of Measure	Targets				
				22/23	23/24	24/25	25/26	26/27
		present CLO's posts are permanent in the Political Offices						
		Number of officials affected and moved in line with the Municipal Regulations	Corporate Support Services	1	1	1	1	1

Section F: KPA 5: Good Governance and Public Participation

Strategic Objective: To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation

Priority No 7: Community Participation and Communication

1. Municipal integrated development planning

The IDP is developed annually and at each new council a new five year plan is developed. This plan guides most of the councillor's activity for her or his duration of office. The plan is developed in consultation with a wide variety of role-players – especially the community which elected the council.

Integrated development planning is a complex process that requires input from a number of stakeholders. It takes a municipality six to nine months to prepare an Integrated Development Plan. The timing needs to fit in with municipal budgeting cycles. Delivery and development should not stop during this process.

The planning process must be systematic The planning process can follow many forms but it must include:

- ✦ needs assessment and problem identification
- ✦ setting goals
- ✦ collecting detailed information about problems and possible solutions
- ✦ assessing and choosing a course of action
- ✦ implementation and good project management
- ✦ monitoring and evaluation.

All other planning in the council must happen within the developmental framework and direction laid out in the IDP. The plan will only work if it is the basis for all financial and work plans of the council. The financial planning should reflect the long-term goal of the council for sustainable development. The success of an IDP will be judged by the extent to which it has promoted:

- ✦ democratic, participatory and accountable government
- ✦ the delivery of services to communities in an equitable manner
- ✦ social and economic development
- ✦ the co-ordinated use of resources.

Once adopted, the IDP represents the overall development strategy for the municipality, and councillors will be held accountable for its implementation.

2. Table 1: Quarterly Five Phases of IDP and Activities

Integrated Development Plan (IDP)	Budget Resource (BTO)
July – August 2022/2023 - Preparation Phase (Analysis)	
<p>Phase 0 Preparation What do we need to prepare to plan? Moses Kotane Local Municipal Process Plan & Bojanala Platinum District Framework alignment</p> <p>Printing, Emailing, and Distribution of the Final Adopted IDP by Council to our stakeholders</p> <p>Process Plan Development for Financial Year 2022/2023</p> <p>Development and or establishment of Stakeholder List</p> <p>Development and or establishment of Consultative Forums Consultative Forums</p> <p>Stakeholders especially Communities given notice of the Process Plan activities</p> <p>Assessment of the implementation of 2022/2023 Projects</p> <p>Undertake and assessment of the implementation of all sector plans and integrated programs</p>	<p>Approved Budget by Council placed on Municipal Web site</p> <p>Printing, Emailing, and Distribution approved Budget by Council</p> <p>Development and or establishment of Consultative Forums</p>
<p>The Draft IDP/PMS/Budget Process Plan 2022/2023 engaged on the following:</p> <ul style="list-style-type: none"> a) Portfolio Committee for noting, b) Tabled to Executive Committee (EXCO) for noting c) Adoption by Council <p>Prepare and present for discussion a draft IDP Process Plan to the District IDP Steering Committee</p> <p>Identify all updated and available information from statistics SA and other stakeholders</p> <p>Identify and discuss all analysis completed (Engagement Session)</p>	<p>Table in Council the IDP/PMS/Budget Process Plan for 2022/2023</p>
<p>Phase 1 Analysis Where are we? Well understood Priority Issues</p> <p><i>The first phase of the planning process is an in-depth analysis (Situational Analysis) of the resources as well as the issues pertaining in the communities and the municipality.</i></p> <p><i>This analysis looks both inwards at the municipality and the council as well as outwards toward the community.</i></p> <p><i>This assessment needs to identify the root causes of problems in the community rather merely than addressing the effects. Identify the needs as collected, and start aligning resources if it will be feasible to align allocated resources.</i></p> <p><i>In many cases the causes are related to unequal development, but may manifest themselves in social issues. The identified problems are then assessed and prioritised in terms of what is urgent and what needs to be done first.</i></p>	<p>Implementation of the Process Plan activities</p> <p>Coordination of Public Participation in terms of tariffs, indigent Register, Credit Control and Free Basic Services</p> <p>Consultation Process on Financial models, assess impacts of tariff change and to consider funding decisions</p>

Integrated Development Plan (IDP)	Budget Resource (BTO)
<p>Remember we are still still trying with dealing with Apartheid social ills</p> <p>Implementation of the Process Plan activities</p> <p>Identify all sector plan and integrated programmes to be reviewed</p> <p>MEC's comments to be considered for IDP incorporation</p> <p>Coordinate Public Participation for consolidation of needs analysis and prioritization per 35 wards (Manay wards having may villages, our consultation only happens by clustering the wards) Time constraint per legislation doesn't allow for ward consultations</p> <p>Facilitate and organise IDP Rep Forum workshop to discuss needs received and priority issues identified</p> <p>Public Participation to be scheduled per what Council resolved on annually:</p> <p>Might be direct contact with communities' clusters</p> <p>Might be via media consultations with local radio stations and many other ideas we might receive from our stakeholders</p>	
October – December 2022/2023 - Consultation process (Projects)	
<p>Phase 2 Strategies Where do we want to go? Vision, Objectives, Strategies, ID Project</p> <p><i>In Phase 2 of the integrated development plan, local government needs to set goals that meet the needs that have been identified and prioritised in the first phase of the integrated planning.</i></p> <p>These goals should focus on:</p> <ul style="list-style-type: none"> ✚ The needs of the community from annual consultation ✚ The capacity of the municipality to meet the communities' issues. <p>This phase defines:</p> <ul style="list-style-type: none"> ✚ A Municipal Vsion ✚ Objectives for each priority issue (identified in Phase 1) ✚ Development strategies for each priority issue. <p>Once the municipality has worked out where it wants to go and what it needs to do to get there, it needs to work out how to get there.</p> <p>A development strategy is about finding the best way for the municipality to meet a development objective (AS MENTIONED ABOVE)</p> <p><i>Development strategies must fit in with any national or provincial plans and planning requirements that are binding on the municipality.</i></p>	<p>Community inputs on tariffs consolidate to be shared with stakeholders</p>

Integrated Development Plan (IDP)	Budget Resource (BTO)
<p>The formulation of development strategies is the crucial part of this phase.</p> <p>Councillors will need to oversee these projects and be strategic managers of this phase.</p> <p>Where possible, the municipality may contract consultants to assist with this phase. (as it requires specialists)</p> <p><i>New Strategic Agenda to be set in line with the New Council after Local Government Elections held on the 01 Novemebr 2021</i></p> <p>Plans to also include the District Development Model (DDM)</p> <p>Engagements with Stakeholders to share Community Needs Analysis to align programmes and avoid duplication of services in one area</p> <p>Consolidation of Needs Analysis in preparation to be shared with our Stakeholders</p>	
<p>Phase 3 Projects What detail do we need to define in order to realise the strategies? Indicators & basic project implementation information</p> <p>Horizontal and Vertical alignment of the Programmes with all our stakeholders (District, Province and National)</p> <p>Undertake strategic planning workshop</p> <p>Incorporation of mining houses Social Labour Plan Programmes (New developments and those SLP's are expiring) and upcoming developments</p>	<p>Bulk Resources visited and to check on all inputs (agreeing on proposed price increases)</p>
<p>Phase 4 Integration What do we need to manage to make it happen? Integrated management programmes & plans</p> <p>Departmental Status Quo Analysis revisited and reviewed (focussing also on Organisational Structure)</p> <p>Horizontal and Vertical alignment of the Programmes with all our stakeholders (District, Province)</p> <p>Incorporation of mining houses Social Labour Plan Programmes (New developments and those SLP's are expiring)</p>	<p>Bulk Resources visited and to check on all inputs (agreeing on proposed price increases)</p>
<p>January – March 2022 - Integration phase</p>	
<p>Phase 5 Approval happens only when All Are satisfied to ensure plans are recorded as engaged.</p> <p>Then after first firve year plan development , Council will determoine annually for Amendmend or Review and adoption of the IDP</p> <p>Departmental Status Quo Analysis revisited and reviewed (focusing whether projects as planned within the IDP are implementable and reaching target as planned in the SDBIP</p>	<p>Bulk Resources visited and to check on all inputs (agreeing on proposed price increases)</p> <p>Noting the State of the Nation address (SONA), State of the Province (SOPA) and National Plans alignment</p> <p>The above will allow for Community Needs Analysis</p>

Integrated Development Plan (IDP)	Budget Resource (BTO)
Horizontal and Vertical alignment of the Programmes with all our stakeholders (District, Province, National) Noting the State of the Nation address (SONA), State of the Province (SOPA) and National Plans alignment Incorporation of mining houses Social Labour Plan Programmes (New developments and those SLP's are expiring)	Priorities as prioritised by communities
Horizontal and Vertical alignment of the Programmes with all our stakeholders (District, Province) Incorporation of mining houses Social Labour Plan Programmes (New developments and those SLP's are expiring)	To note the National/Provincial allocations for incorporation into the budget
Tabling to Council the Draft IDP/Budget for the Financial Year 2022/2023 (including all supporting documents and annexures to be attached) Publicise the Draft IDP/Budget for 21 days and invite local communities and stakeholders for inputs and comments	Tabling to Council the Draft IDP/Budget for the Financial Year 2022/2023 (including all supporting documents and annexures to be attached) Publicise the Draft IDP/Budget for 21 days and invite local communities and stakeholders for inputs and comments
April – June 2022 - Approval phase	
Preparing and conducting IDP/Budget roadshows Might be direct contact through Community Consultations <ul style="list-style-type: none"> • Might be direct contact with communities' clusters • Might be via media consultations with local radio stations 	Preparing and conducting IDP/Budget roadshows Might be direct contact through Community Consultations <ul style="list-style-type: none"> • Might be direct contact with communities' clusters • Might be via media consultations with local radio stations
Consolidation of comments received from all our stakeholders. Further Engagement with: Portfolio Committee Meeting Executive Committee Council for Final Adoption of the IDP	Consolidation of comments received from all our stakeholders. Further Engagement with: Portfolio Committee Meeting Executive Committee Council for Final Adoption of the IDP
Publicise the Final IDP/Budget on the National Newspaper as Approved by Council with Resolution number Send Final Copy to CoGTA /MEC's office with Council Resolution and awaits receipt for Audit Purposes	Publicise the Final IDP/Budget on the National Newspaper as Approved by Council with Resolution number

Integrated Development Plan (IDP)	Budget Resource (BTO)
Ready to print and distribute to the Public for Implementation per Service Delivery and BUDGET Implementation Plan	Send Final Copy to National and Provincial Treasury with Council Resolution Ready to print and distribute to the Public for Implementation

3. Roles and Responsibilities

The Accounting Officer and or IDP Manager as delegated and given responsibility, continuously has to ensure that both external and internal role players adhere to their performance roles throughout the process. IDP is a consultative and participatory concept in its nature and introduced as a key measure to identify and respond timeously in an efficient and effectively to key Community issues. There are specific roles and responsibilities for both internal and external players within and outside municipal borders. We are guided by legislation to ensure that we comply with all roles and responsibilities below.

Role Players	Core Functions
North West Province (Cogta)	<ul style="list-style-type: none"> ✓ Guide Municipal IDP process and requirements i.e. Provincial strategies, policies ✓ Alignment of Annual Performance Plans (APP) ✓ To intervene on participation by provincial department within the IDP Process ✓ Coordinate Municipal IDP, budgeting and implementation process. ✓ To investigate any issues of low performance by provincial government as may be submitted to the office of the Premier
Bojanala Platinum District Municipality (BPDM) IDP Managers Forum	<ul style="list-style-type: none"> ✓ Develops Framework for adoption by local municipalities ✓ This is a technical team that will ensure district-wide IDP and PMS coordination and integration. ✓ It is comprised of the District and Local Municipalities IDP and PMS Managers, IDP & PMS; District Coordination official CoGTA, Office of the Premier and Provincial Planning and Treasury.
Moses Kotane Local Municipal Council (MKLM)	<p>Local Government Systems Act, 32 of 2000: Sec 25(1); Sec 28(1); Sec 34(a) and Sec 34(b)</p> <ul style="list-style-type: none"> ✓ Alignment of a District Framework IDP/PMS Budget Process Plan with MKLM IDP/PMS/Budget Process Plan. ✓ Council adopt the IDP/PMS/Budget Process Plan ✓ Council must approve the budget before the start of the financial year; ✓ Adoption of the Draft and Final IDP ✓ Council to consider draft budget and Council to approve unforeseen and unavoidable expenses ✓ Adopt Annual Review/Amendment of the IDP ✓ Adoption of an IDP and Adoption of a Process Plan ✓ Annually Review IDP and Amend IDP under changing circumstances
Mayor	<ul style="list-style-type: none"> ✓ Is the Senior Governing person of the Municipality and the Mayor? ✓ General management of the drafting of the IDP ✓ Assign responsibilities in this regard to the Municipal Manager and Portfolio Committees. ✓ Ensures IDP is tabled to Council at least 90 days before the start of the financial year. ✓ Ensures IDP is tabled to Council at least 90 days before the start of the financial year.

Role Players	Core Functions
	<ul style="list-style-type: none"> ✓ Recommend the annual draft and adoption of both the IDP/PMS/Budget Process Plan and IDP/ Budget to Council for adoption/Approval.
Speaker	<p><i>Local Government Systems Act, 32 of 2000: Sec 25(1); Sec 28(1); Sec 34(a) and Sec 34(b)</i></p> <ul style="list-style-type: none"> ✓ Coordination of the Community Public Participation ✓ Mobilise the involvement of all Stakeholders in the IDP Process ✓ Coordinate the involvement of Councillors, CDW's, Ward Committees to participate in the IDP Programme
Executive Committee (EXCO)	<p><i>Local Government Systems Act, 32 of 2000: Sec 30(a); Sec 30(b) and Sec 30(c)</i></p> <ul style="list-style-type: none"> ✓ General management of the drafting of the IDP. □ Assign responsibilities in this regard to the Municipal Manager and Portfolio Committees. □ Recommend the IDP draft plan to the Council for adoption.
Portfolio Committee	<p><i>Local Government Municipal Structures Act 117 OF 1998: Section 79 and 80 Committees</i></p> <ul style="list-style-type: none"> ✓ Scrutinize and prioritize basic needs of the municipality ✓ Play an oversight role on the review of municipal and sector departmental plans ✓ To make recommendation to EXCO. ✓ Play oversight role on implementation of projects
Ward Councillors	<p><i>Local Government Municipal Structures Act 117 OF 1998: Section 79 and 80 Committees</i></p> <ul style="list-style-type: none"> ✓ Councilors are the major link between the Municipal Government and the host Communities. ✓ Link the planning process to their constituencies and/or wards ✓ Be responsible for organizing public consultation and participation with stakeholders in their wards ✓ Mobilise communities to participate in the IDP Processes. ✓ Confirm and prioritize ward based needs
Accounting Officer (AO)	<p><i>Local Government Municipal Systems Act, 32 of 2000: Sec 30(a); Sec 30(b) and Sec 30(c)</i></p> <ul style="list-style-type: none"> ✓ Decide on planning process; ✓ Monitor the development, review & implementation process of IDP/PMS/Budget Process Plan ✓ Monitor the annual review and implementation of the draft and final IDP/Budget ✓ Provide the necessary resources and support for the compilation and implementation of the IDP process review ✓ Ensure that the approved IDP informs the Budget and SDBIP. ✓ Submit a draft IDP to the Executive Committee ✓ Ensure conclusion of management's performance agreements ✓ Ensure that management's performance agreements are made public ✓ Submit to Council an annual report within 7 months after the end of the financial year.
Integrated Development Plan (IDP)	<p><i>Local Government Municipal Systems Act, 32 of 2000: Sec 30(a); Sec 30(b) and Sec 30(c)</i></p> <ul style="list-style-type: none"> ✓ Overall Management and co-ordination ✓ Decide on planning ✓ Develop and compile annual draft and final IDP/PMS/Budget Process Plan ✓ Develop and compile annual draft and final IDP/Budget ✓ Monitor the process of IDP Review ✓ Ensure that the approved IDP informs the Budget and SDBIP ✓ Submit a draft IDP to the Municipal Manager for Portfolio and Executive Committee

Role Players	Core Functions
	<ul style="list-style-type: none"> ✓ Provide the necessary resources and support for the compilation and implementation of the IDP process review (delegated) ✓ Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting. ✓ Provide clear and accountable leadership and development direction ✓ Develop cooperative relationships with stakeholder and communities, or delegate this function ✓ Ensures IDP is tabled to Council at least 90 days before the start of the financial year. ✓ Ensures IDP/PMS/Budget Process timetable/ Public Participation is tabled to Council ✓ Monitor implementation of the budget, IDP through Service Delivery Budget Implementation Plan ✓ Effect changes to the IDP when necessary and resolved by Council ✓ Be responsible for organizing public consultation and participation with stakeholders in their wards ✓ Mobilise communities to participate in the IDP Processes. ✓ Confirm and prioritize ward based needs
Head of Departments (HOD's) and Head of Units (HOU's)	<p>As the persons in charge for implementing IDP's the technical/sectional officials have to be fully involved in the review process to:</p> <ul style="list-style-type: none"> ✓ Determine progress, achievements and shortcomings annually when we review document (2021/2022) ✓ Provide relevant technical /sector expertise in the consideration and finalization of strategies and identification of projects per needs analysis ✓ Provide departmental operational and capital budgetary information ✓ Be responsible for the preparation of project proposals, the integration of projects and sector programs ✓ Prepare draft progress reports and proposals. ✓ Provide technical/ sector expertise. <p>HOU's Day-to-day management of the process. Assist in the development of their target implementation</p>
IDP Project Task Teams	<ul style="list-style-type: none"> ✓ To ensure facilitate the IDP Process ✓ Officials within the project area and ward councillors+ ✓ Review Analysis, Strategies, identify projects and integrate the plans and programmes ✓ To ensure that they continuously liaise with the Steering Committee
IDP Steering Committee	<p><i>Local Government Municipal Systems Act, 32 of 2000: Sec 29(b) Sec 29(b) and Sec 35 (b)</i></p> <ul style="list-style-type: none"> ✓ Ensures research studies are commissioned for their departments ✓ Consider comments from the communities and its implementation ✓ Consider inputs from Provincial sector departments and service providers ✓ Considers inputs from ward committees, sub committees, the teams and consultants (Information "GAP" identification. ✓ Assist and support the Accounting Officer and Representative Forum.
IDP Representative Forum	<ul style="list-style-type: none"> ✓ The IDP Stakeholder Forum is also required in terms of legislation to bring in external stakeholders at key decision points in the process, who have a statutory right to be involved in the decision-making process around the IDP. ✓ An IDP Representative Forum should be established to ensure proper communication between all stakeholders and the municipality. It is a structure for discussion, negotiations and joint

Role Players	Core Functions
	<p>decision making where stakeholders represent the interests of their constituencies.</p> <p>The forum may include:</p> <ul style="list-style-type: none"> ✚ Members of the executive committee of the council ✚ Councillors including district councilors ✚ Traditional leaders ✚ Ward committee representatives ✚ Heads of departments and senior officials from municipal and government department ✚ Representatives from organised stakeholder groups ✚ People who fight for the rights of unorganised groups – e.g. a gender activist ✚ Resource people or advisors ✚ Community representatives

4. Legislative Requirements

In giving effect to Section 16 of the MSA, the municipal manager must ensure that for this purpose –

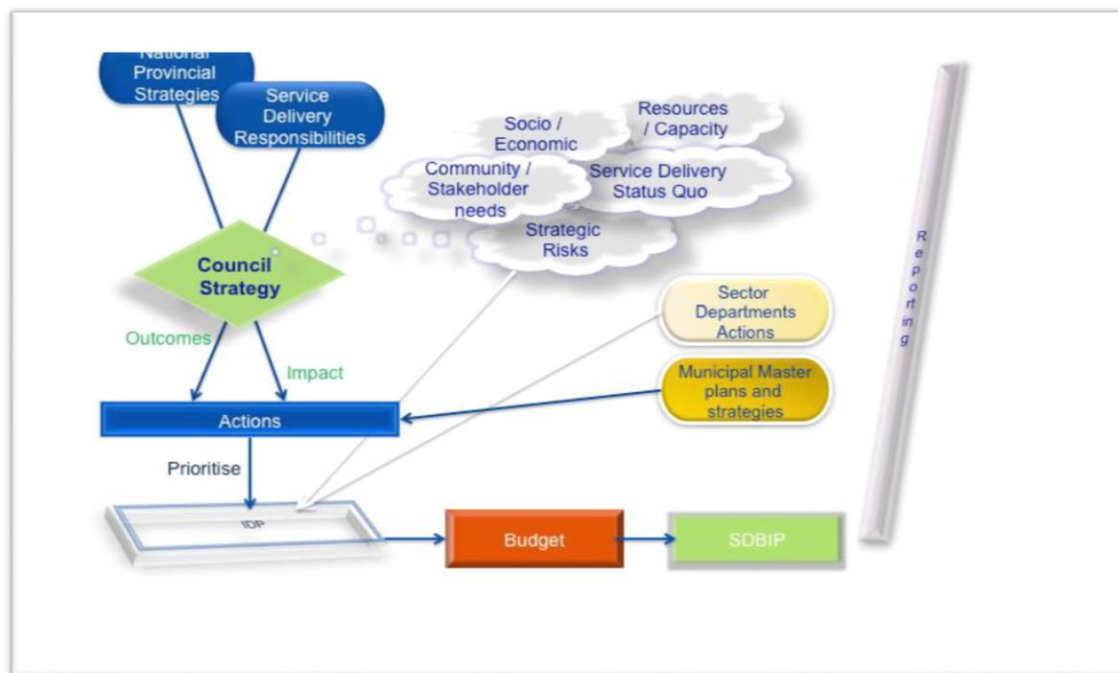
The Municipality encourages and creates conditions for the local community to participate in the affairs of the Municipality, including in –

- ✚ The preparation, implementation and review of its integrated development plan;
- ✚ The establishment, implementation and review of its performance management plan;
- ✚ Consideration of draft by-laws;
- ✚ The monitoring and review of its performance, including the outcome and impact of such performance;
- ✚ The preparation of its budget; and
- ✚ Strategic decisions relating to the provisioning of municipal services.

The Municipality employs sufficient staff members, other than councillors, who may help in informing and educating the local community about the affairs of the Municipality, particularly in the areas referred to in Section 16(1)(a), considering special needs, as defined in Section 17(2) of the Systems Act. That all staff members, including councillors, need to be trained in the basic knowledge of the areas referred to in Section 16 of the MSA.

5. Integrated Development Plan Strategy

The IDP is the strategic tool that guides and informs the planning and development. It is the primary strategic plan that documents the critical development needs of the municipal area, needs collected (externally) and organisation (internally) for all stakeholders. Below is the process followed to review 5-year plan.



IDP development strategy. Source: (IDP Guide to Municipalities)

6. The IDP/Budget Process Plan

Local Government Municipal Systems Act, Section 28 (LGMSA), 2000 (Act 32 of 2000), requires that each Municipal Council adopts a process plan that would guide the planning, drafting, adoption and review of the IDP. The process plan was adopted by outgone Council on the 31 August 2021 and readopted on the 10 December 2021. The Process plan should have clear and established mechanisms, procedures and process to ensure proper consultation with the communities and all stakeholders.

The plan outlines clear activities and processes to be followed per legislation to develop the 5-year plan, on the roles and responsibilities, how the IDP process will work, who will be responsible for what, time frames and milestones will be set and a budget Medium Term Revenue Framework (MTREF) aligned to the programme for the term of office. This process plan includes the following:

- ✦ Programme specifying the timeframes for the different planning steps;
- ✦ Structures that will manage the process; and
- ✦ Mechanisms, processes and procedures for consultation and
- ✦ Participation of local communities, organs of state and other role players in the IDP review and budget formulation processes.

Public Participation

Is prescribed by Chapter 4 of Local Government Municipal Systems Act no 32 of 2000. In this chapter, participatory planning processes in the review of this IDP for two sessions as legislatively prescribed that needs for communities need to be collected and that plans are made and report back to communities on what we managed to budget for, the funder and the cost of the project. Planning and engagement is annually ongoing and this year and term of office we need to ensure robust engagement of our communities to encourage for Municipal basic service payment.

In order to for the IDP achieve effective inclusion within the processes mentioned above in the process flow, the municipality ensured communication to its stakeholders through mechanism of Community Consultations of developing the IDP and budget. The advertisement of the scheduled session was done in National Newspaper where communities were invited for the 1st Round of Consultations on the 24-28 January 2022. Challenges faced by the Municipality were captured and aligned with the long wish list that the Municipality developed from the previous years.

The report provides for a high-level summary of the information gathered through the community participation process where the consultations happened in January 22. Below are Municipal priorities and stakeholder (sector departments and SOE's)

7.1 Municipal Priorities aligned to Strategic Objectives

No.	Priorities 2022/2027 for Financial Year 2022/2023	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.	Sports and Recreation	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment
4.	Municipal Budget allocated to Projects (Internally Debt Collection revenue enhancement)	Sound Financial Management: adherence to all laws and regulations as prescribed to local government
5.	Institutional Development	To promote Accountability, Efficiency and Professionalism within the Organization
6.	Economic Development	To create an enabling environment for social development and economic growth
7.	Solid Waste and Environment	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.
8.	Community Participation and Communication	To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation
9.	Land and Human Settlement (Residential, Business and Agriculture)	To establish economically, socially and environmentally integrated sustainable land use and human settlement
10.	Disaster Management	Disaster Management
2022/2023		
1.	Human Settlement (RDP houses)	
2.	Health and Social Development	
3.	Education	
4.	Safety and Security	
5.	Transport and Traffic	
2022/2023		
1.	Electricity (ESKOM)	
2.	South African Post Offices (SAPO)	
3.	Spoornet	

7.2 Community Consultation Processes for Financial Year 2022/2023

The Local Government Municipal Systems Act, 32 of 2000 – Chapter 4 requires that all Municipalities develop a culture of participatory governance by putting in place mechanisms and procedures that allow for public participation in the affairs of the

Municipality, including the IDP Process. The above Act allows for the need for community members to be well informed about the affairs and plans of the Municipality. The annual review and community engagements allows communities in decision making and owning needs and priorities and projects to be implemented in their wards.

The work will also be supported by Ward Committees (WC) established by Council resolution no: 71/02/2022 – Office of the Speaker, and support of other stakeholders and Community Development Workers (CDW). Not forgetting Municipal Officials during Steering Committee Meetings and further the IDP Representative Forum as the annual Process Plan outlines and requires the IDP unit to develop plans to consult with its communities. Situation Analysis in this section focuses on the existing situation of the communities the municipality serves, but lacks population statistics and geographical descriptions, economic growth potential (not verified) and other socio-economic aspects in the society which are collected verbally during IDP Community Consultations

7.2.1 Table 3 First (1st) Session - IDP/Budget Public Participation for Financial Year 2022/2023: 24-28 January 2022

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation						
Month	Venue and time	Responsible Dept	Ward	Participants or Villages	Councillors & Contacts	Time Frame
Cluster1						
January 2022	Mantserre Hall 10H00	Mayor's, Speaker's Offices, IDP Unit	5	Disake, Kraalhoek, Matlametlo.	Cllr Noah Ditsele	Monday: 24 January 22
			6	Nkogole, Mantsho, Motlhaba, Molorwe, Mapaputle, Ramoshibitswana, Kameelboom, Mogoditsane, Marapallo (Dekameelkuil).	Cllr Justice Mabaso	
			7	Sefikile.	Cllr Itumeleng Serole	
			8	Ramasedi, Ngwedding, Magong, Ntswanalemetsing, Magalane, Legkraal, Mononono	Cllr Nelson Sefora	
			29	Mokgalwana.	Cllr Phillista Mabula	
			34	Mmopyane, Mmantserre.	Cllr Precious Muleya	
Cluster 2						
January 2022	Manamakgotheng Hall 10H00	Mayor's, , Speaker's Offices and IDP Unit	9	Moruleng, Ramoga, Lesetlheng (Portion), Matlotleng, Vuka, Matangwana, Greenside, Raserapane	CllrHerman Magoleng	Tuesday: 25 January 2022
			10	Sandfontein.	Cllr Itumeleng Sekoboane	
			11	Phadi/Pylkop, Mmorogong, Bojating.	Cllr Efesia Matshereng	
			12	Ramokokastad (Selosesha, Niniva, Stateng, Villa Park, Lotwane, Thabeng).	Cllr Bontle Bosielo	
			15	Lerome Thabeng, Lerome South, Rantsubane Section.	Cllr Tshidi Kgotlhang	
			16	Welgeval/Madutle/Block 1 - 6, Dikweipi, R510 Northam Road/ Agrico Block 6.	Cllr Mogomotsi Mogale	
			17	Leruleng, Phola Park, Lerome Mositwane.	Cllr Kopano Khunou	
			22	Manamakgotheng (Legogolwe, Mositwana, Madibaneng, Selosecha, Merokwaneng, Mabatlane, Vergenoeg, Matlotleng, Maeraneng, Tswereng, Tlapane), Lesetlheng (Lekutung, Tswaaneng	Cllr Kabelo Letsatsi	

**Local Government Municipal Systems Act, Chapter 4 Sec 16
Development of Culture of Community Participation**

Month	Venue and time	Responsible Dept	Ward	Participants or Villages		Councillors & Contacts	Time Frame
				Tswaaneng, Lekubung).			
			31	Segakwaneng, Huma, Manamakgotheng (Poela, Rampipi, Taung, Matetswane, Ramautsu).		Cllr Mookamedi Thale	
			32	Moruleng Sections (Ramonkgwe, Malebye, Mabodisa, Ramolope), Raserapane (From Mall to Stadium), Sections (Makresteng, Molapong).		Cllr Obakeng Pilane	
Cluster 3							
January 2022	Madikwe Stadium ; 10H00	Mayor's, Speaker's Offices and DP Unit	1	Goedehoop, Molatedi, Obakeng, Welverdient (Nonceba), Welgeval (Los Metjerie), De – Brak, Dwarsberg (Dinokaneng), Mankaipaya, Rampampaspoort.		Cllr Tebogo Sephoti (9 Villages)	Wednesday: 26 January 2022
			2	Sesobe, Ramothhajwe, Montsana, Khayakhulu, David Katnagel, Pitsedisulejang, Letlhakeng, Ramokgolela.		Cllr Sipho Kalipa (8 Villages)	
			3	Mmatau, Moubana, Maskoloane, Manamela, Siga, Voordonker.		Cllr Stephina Mashishi (6 Villages)	
			4	Uitkyk 1 & 2, Brakkuil, Koffiekraal.		Cllr Samuel Masokwane (4 Villages)	
			18	Pella, Kortloof/Letlhakane.		Cllr Mmamiki Radiokana	
			19	Pella, Madikwe.		Cllr Sello Hlojane	
			20	Tlokweg.		Cllr Motsisi Mogapi	
			21	Tlokweg, Vrede, Seshibitswe.		Cllr Tshepo Khumalo	
Cluster 4							
January 2022	Tlhatlhaganyane Sports Ground : 10H00	Mayor's, Speaker's Offices and IDP Unit	23	Seolong, Mabeskraal, Makweleng, Ratau, Ntsweng.		Cllr Thobego Mogaki	Thursday: 27 January 2022
			24	Makoshong, Mabeskraal, Ratau.		Cllr Seanokeng Sekao	
			25	Mabaalstad/Kwa – Phiri, Leretlweng, Bapong.		Cllr Peter Kanaomang	
			26	Tweelagte, Lengeneng, Phalane, Makoshong.		Cllr Nkeko Letlape	
			27	Mmorogong, Makgope, Maologane, Witrantjie, Mabelleng, Tlhatlhaganyane.		Cllr Shimane Sibanda	
Cluster 5							
January 2022	Mogwase Stadium: 10H00	Mayor's, Speaker's Offices and IDP Unit	13	Mogwase Unit 2 (Disteneng), mabele a podi		Cllr Fortune Luvuno	Friday 28 January 2022
			14	Ledig, Kagiso 2, Bakgatlheng, Section 1, Sunfield		Cllr Mpho Raboroko	
			28	Ledig, Letlhabile (Upper & Lower), Selossha, Lekwadi, Kagiso 1, Reagile (Casablanca).		Cllr Peter Radikeledi	
			30	Ledig, Zulu Section, Pharama, Khutsong, Khalanyoni, Sofa sonke, Codesa, Zone 2, 4, 6, Matooster, Mahobieskraal.		Cllr Shadrack Sebalo	
			33	Mogwase Unit 1, 2, 4, 5 South & North		Cllr Thato Mosako	
			35	Mogwase Unit 8, & Unit 1 (Portion)		Cllr Lucky Pitso	
Cluster 6							
January 2022	Monday 29 January 2022	Ms S. S.		Mogwase Unit 2 (Disteneng),		Cllr Fortune	Friday 29 January 2022

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation						
Month	Venue and time	Responsible Dept	Ward	Participants or Villages	Councillors & Contacts	Time Frame
					Luvuno	
			33	Mogwase Unit 1, 2, 4, 5 South & North	Cllr Thato Mosako	
			35	Mogwase Unit 8, & Unit 1 (Portion)	Cllr Lucky Pitso	

Original Newspaper for advert filed with Council Resolution of the 10 December 2021. Council resolved for Consultations to be held in January 2022 where SALGA Councilor induction workshop was done and rescheduling of dates from 10-14 January 22 to the above dates.

7.2.2. 2nd Session – Proposed IDP/Budget Public Participation for financial Year 2022/2023 - April 2022

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation							
Month required	Venue and time	Responsibi lity	Ward	Participants or Villages		Councillors & Contacts	Time Frame
Cluster 1							
April 2022	Mokgalwana 10H00	Mayor's, Speaker's, Offices, IDP Unit	5	Disake, Kraalhoek, Matlametlo.		Cllr Noah Ditsele 073 700 9956	Tuesday - 12 April 2022
			6	Nkogole, Mantsho, Motlhabe, Mapaputle, Molorwe, Ramoshibitswana, Kameelboom, Mogoditsane, Marapallo (Dekameelkuil).		Cllr Justice Mabaso 066 543 1977	
			7	Sefikile.		Cllr Itumeleng Serole 073 422 5970	
			8	Ramasedi, Ngwedding, Magong, Ntswanalemetsing, Magalane, Legkraal, Mononono		Cllr Nelson Sefora 082 256 1042	
			29	Mokgalwana.		Phillista Mabula 072 487 6732	
			34	Mmopyane, Mmantserre.		Cllr Precious Muleya 067 382 2852	
Cluster 2							
April 2022	Welgeval/Madutle Community Hall	Mayor's, Speaker's, Offices, IDP Unit	9	Moruleng, Ramoga, Lesetlheng (Portion), Matlotleng, Vuka, Matangwana, Greenside, Raserapane.		Cllr Herman Magoleng 081 854 0891	Wednesday - 13 April 2022
			10	Sandfontein, Leagajang.		Cllr Itumeleng Sekoboane 063 822 9379	
			15	Lerome Thabeng, Lerome South, Rantsubane Section.		Cllr Tshidi Kgotlhang 079 475 3001/073 074 4567	
			16	Welgeval/Madutle/Block 1 - 6, Dikweipi, R510 Northam Road/		Cllr Mogomotsi Mogale	

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation						
Month required	Venue and time	Responsibi lity	Ward	Participants or Villages	Councillors & Contacts	Time Frame
				Agrico Block 6.	072 538 4381	
			17	Leruleng, Phola Park, Lerome Mositwane.	Cllr Kopano Khunou 072 061 2831	
Cluster 3						
April 2022	Tlokweg 10H00	Mayor's, Speaker's, Offices IDP Unit	4	Uitkyk 1 & 2, Brakkuil, Koffiekraal.	Cllr Samuel Masokwane 078 147 3239/071 701 7750	Wednesday - 20 April 2022
			18	Pella, Kortloof/Letlhakane.	Cllr Mmamiki Radiokana 082 099 3476	
			19	Pella, Madikwe.	Cllr Sello Hlojane 072 395 4596	
			20	Tlokweg.	Cllr Motsisi Mogapi 082 616 6238	
			21	Tlokweg, Vrede, Seshibitswe.	Cllr Tshepo Khumalo 082 310 1545	
Cluster 4						
April 2022	Khayakhulu 10H00	Mayor's, Speaker's; Offices, IDP Unit	1	Goedehoop, Molatedi, Obakeng, Welverdiend (Nonceba), Welgeval (Los Metjerie), De – Brak, Dwarsberg (Dinokaneng), Mankaipaya, Rampampaspoort.	Cllr Tebogo Sephoti 072 767 6374 079 046 8234	Thursday- 21 April 2022
			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 5						
April 2022	Tweelagte 10H00	Mayor's, Speaker's, Offices, IDP Unit	23	Seolong, Mabeskraal, Makweleng, Ratau, Ntsweng.	Cllr Thobego Mogaki 076 471 0477	Tuesday- 26 April 2022
			24	Makoshong, Mabeskraal, Ratau.	Cllr Seanokeng Sekao 084 396 5621	
			25	Mabaalstad/Kwa – Phiri, Leretlweng, Bapong.	Cllr Peter Kanaomang 066 195 1871	
			26	Tweelagte , Lengeneng, Phalane,Makoshong.	Cllr Nkeko Letlape 072 718 2045	
			27	Mmorogong, Makgope, Maologane, Witrantjie, Mabelleng,lhatlhaganyane.	Cllr Shimane Sibanda 064 750 1550	
Cluster 6						
April 2022	Mabodisa 10H00	Mayor's, Speaker's, Offices	22	Manamakgotheng (Legogolwe, Mositwana, Madibaneng, Merokwaneng, Selocha, Mabatlane, Vergenoeg, Matlotleng, Maeraneng, Tswereng, Tlapane), Lesetlheng (Lekutung, Tswaaneng, Lekubung).	Cllr Kabelo Letsatsi 076 128 4977	Friday - 29 April 2022

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation						
Month required	Venue and time	Responsibility	Ward	Participants or Villages	Councillors & Contacts	Time Frame
			31	Segakwaneng, Huma, Manamakgotheng (Poela, Rampipi, Taung, Matetswane, Ramautsu).	Cllr Mookamedi Thale 064 946 1005	
			32	Moruleng Sections: (Ramonkgwe, Malebye, Mabodisa, Ramolope), Raserapane (From Mall to Stadium), Sections (Makresteng, Molapong).	Cllr Obakeng Pilane 084 430 1006	
Cluster 7						
May 2022	Ledig 10H00	Mayor's, Speaker's; Offices IDP Unit	14	Ledig Sections: Kagiso 2, Bakgatlheng, Section 1, Sunfield, Pharama 2.	Cllr Mpho Raboroko 067 780 8017/079 742 1793	Tuesday3 May 2022
			28	Ledig Sections: Letlhabile (Upper & Lower), Selosesha, Lekwadi, Kagiso 1, Kagiso 2, Reagile (Casablanca), Hospital View.	Cllr Peter Radikeledi 067 199 7391/078 682 5391	
			30	Ledig, Zulu Section, Pharama, Khutsong, Khalanyoni, Sofa sonke, Codesa, Zone 2, 4, 6, Matooster, Mahobieskraal.	Cllr Shadrack Sebalo 078 299 2257	
Cluster 8						
May 2022	Bojating	Mayor's, Speaker's Offices	11	Bojating, Phadi/Pylkop, Mmorogong.	Cllr Efesia Matshereng 082 558 3517	Wednesday 4 May
			12	Ramokokastad Sections: Selosesha, Stateng, Niniva, Villa Park, Lotwane, Thabeng.	Cllr Bontle Bosielo 073 243 9798	
Cluster 9						
May 2022	Mogwase Stadium	Mayor's, Speaker's Offices	13	Mogwase Stands, Mabele a Podi.	Cllr Fortune Luvuno 082 840 5797	Thursday 5 May 2022
			33	Mogwase Units 1 Portion, 4, 5 (North and South), Phelabontle	Cllr Thato Mosako 066 016 4845/081 645 9351	
			35	Mogwase Unit 1 (portion), 2, 8	Cllr Lucky Pitso 079 929 1166	

8. Municipal Strengths, Weaknesses, Opportunities and Threats (SWOT)

Political and Senior Management held its Strategic Planning session on the 08-11 and the 14 March 2022. The table below provides detail on the broad SWOT identified by all members during the session

8.1 Municipal SWOT Analysis

Strength	Weakness
Competent and qualified staff	Not being able to invest in our own employees, value for money and gaps on how to recover money for bursars provided
Manage to operate within a small minimal budget	Grant dependent institution and not being able to collect debt owed by various stakeholders
Stability – Political and Administration interface	Limited technical skills and not complying to legislative requirements
Commitment of officials	Retention of qualified and specialized skills
	Low staff morale

Strength	Weakness
Ability to give support to local SMME's	Limited funding (engage other stakeholders)
Sound Council & Service Delivery Policies	ICT and technology Infrastructure (cyber-attack since January 2022)
Functional Skills Development Centre	Insufficient Fleet to deliver effective service
Functional Performance Management System	Misuse of Municipal fleet and own assets
	Performance Management for lower levels
	Lack of performance by even Senior Management
	Bad Communication channels
	Lack of record Management
	Decentralized Record management
Old Disaster management Infrastructure & ICT systems	
Opportunities	Threats
Availability of grants that can be accessed	Future role of district municipalities
Additional functions	Limited funding
Eco Tourism	Grant dependent
Project management unit	SKA – Land expropriation
	Unemployment & poverty
	Limited economic drivers
Solar and Wind Farms	Pandemics

8.2 Amongst the most urgent/ low hanging fruits raised by communities

- 1) Prioritization of water supply, yard connection and maintained
- 2) Water storages and reservoir constructions and borehole maintenance
- 3) Prioritization of energizing high mast lights, street lights and community halls
- 4) High mast lights in darker areas of Mogwase
- 5) Request for Local people to be prioritized for job opportunities and even among all our stakeholders locally
- 6) Maintenance of electrification of community halls, high mast lights various villages and water infrastructure leaking pipes
- 7) Request for reliable waste and refuse removal service in villages
- 8) Provide stringent financial management and oversight (highlights were that no monitoring of projects by PMU office as most of the projects are left unfinished).
- 9) Request for safety and emergency services (development of satellite Police Stations and safety in various schools in villages)
- 10) Safety and security (cutting of dense trees and cleaning of unoccupied vacant land)
- 11) To revive sports field in various villages to keep young people out of drugs
- 12) Skills and capacity building for the youth (Relevant stakeholders would be roped in for assistance)
- 13) Develop serviced sites for business to attract companies and investments to improve economy
- 14) Programmes to promote employment and economic growth and eradication of poverty
- 15) Community members should be organized to have forums in order to participate and engage mining houses and sector departments

- 16) Cracking of houses around Lesetlheng village due to mining in the area and unhealthy environmental issues affecting communities.
- 17) Programmes on supporting the vulnerable and providing social relief (some places are used by drug addicts and youth doing drugs)
- 18) Gender Based Violence and Femicide in various villages and hoping when high mast lights are functional such will call for reduction of abuse.
- 19) How is the municipality planning to fast track development, SCM processes and Human resources by cutting red tape (i.e. where are they to get experience required during adverts, how are they be to be considered during quotation system and bidding processes etc.)
- 20) Blacklisting strategy against service providers who provide poor value to the Municipality
- 21) How to come up with zero tolerance and strict consequence management for wasteful/fruitless and irregular expenditure as AG's recurring matter

8.3 Needs Analysis Priorities: Sector Departments, Parastatals and State - Owned Enterprises (SOE's)

Priority No1: Housing (RDP Houses)

- ✦ Land for housing
- ✦ Middle cost housing
- ✦

Priority No2: Health and Social Development

- ✦ Closure of health centre
- ✦ Lack of medication
- ✦ Lack of staff and operational hours
- ✦ No privacy in various centres for chronic patients

Priority No3: Education

- ✦ Fencing of schools
- ✦ Provision of securities

Priority No4: Safety and Security

- ✦ Resuscitation of Community Police Forums
- ✦ Safety of learners at schools

Priority No5: Transport and Traffic

Priority No 6: Electricity Management (ESKOM)

- ✦ Household connections and infills
- ✦ Energizing of RDP houses and community halls.

Priority No7: Spoornet

- ✦ To ensure bridges are constructed for safety of our communities.
- ✦ And construction of bridges in various villages

Priority No8: South African Post Offices (SAPO)

- ✦ Closure of offices without notifying communities
- ✦ Construction of SAPO offices in various villages and request for such to be equipped with security services.

Generally, communities are complaining about non-compliance mining houses. There are environmental and safety matters ignored. Lot of illegal mining in various villages and police officers are doing nothing about it. In Ledig area we need to think of construction of weigh bridges where this truck will be paying to enhance municipal revenue. In other areas like your Lesetlheng villages, communities are complaining about cracked houses since operation of the mine.

9. Intergovernmental Relations

The Process Plan adopted by Council guides the MKLM on how we engage Provincial Departments to address silo operation and parachuting of projects in various villages without engaging the municipality on the projects to be implemented. All stakeholders were engaged on the 28 September 21 to share the Process Plan and the Province engaged Municipalities on the 04 February 22 on processes of five-year plan developments. The Municipalities were not able to present the community needs that were raised during the IDP processes but a session for the Forum will be conducted with all our stakeholders. Provincial departments presented their plans that should make way in the draft IDP budget of March 2022 if information is received to consolidate is received in time.

Bojanala Platinum District Municipality engaged its local on the March 2022 to provide for status quo analysis and again on the 15 March to engage on projects identified for implementation. The Municipalities managed to present its prioritized community needs analysis that were raised during the IDP processes held around January month.

Provincial departments presented their plans that should make way in the final budget of March 2021.

The objectives of the engagement:

- ✓ Implementation of the District Development Model and roll out per project identified in the previous IDP
- ✓ To report progress with the provincial projects for the 2021/2022 financial year;
- ✓ To provide a platform for provincial departments to articulate their priorities for the 2022/23 financial year; and
- ✓ To address issues of inter-dependency and to ensure alignment with provincial planning initiatives.
- ✓ The DDM is to ensure that there is an integrated approach toward development planning for communities' basic service delivery
- ✓ To ensure alignment with Municipal plans as required through legislation and avoid duplication of services in one ward or same village.
- ✓ Presidential Imbizo was held in North West Mahikeng on the 12 March 2022 where about 2000 communities from various municipalities were engaged on service delivery and communities raised water, crime and bad road infrastructure were challenges.

The process outlined above will be for us to develop a Draft Five Year IDP to be adopted by Council on the 31 March 2022.

10 Communications

The Draft will be placed on National Newspaper where communities will be consulted of projects to be implemented for the financial year 2022/2025 (MTREF). The communities will then be required to make inputs either in writing, or any means set by the Municipality before final adopted planned for the 31 May 2022. During the Process we will continue to invite all stakeholders for further engagements and project identification.

11. Performance Management Framework

PMS highlights the review of the performance management framework that will ensure delivery against the planned deliverables for the term of office, per adopted IDP by Council

Section G: Department: Local Economic Development

KPA 3: Local Economic Development

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

1. Introduction - Priority 5: Economic Development

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

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

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

2. Key focus areas for LED

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

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

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) Local Government, Laws Amendment Act (No.19 of 2008), Comprehensive Rural Development Programme, Regional Industrial Development Strategy (RIDS), 2006 National Industrial Policy Framework (NIPF), 2007 and Industrial Policy Action Plan, 2010 (IPAP), A Mineral Beneficiation Strategy for the Minerals Industry of SA, June 2006, Co-operative Development Strategy 2004 – 2014, National Tourism Strategy, 2010. Energy Master Plan, 2007 – 2025, SONA & SOPA, The Integrated Strategy on the promotion of co-operatives & collective, Entrepreneurship, 2008, The National Strategic Plan on HIV/AIDS 2007-2012.

There is also a significant volume of directives that are applicable to LED within the Moses Kotane LM:

- ✦ LED Plan, Agricultural Master Plan, Draft Tourism Masterplan, EPWP Policy, New economic growth path plan, IPAP, North West Agricultural Master Plan, Bojanala PDM LED Strategy, Bojanala PDM Agricultural and Rural Development Strategy, Bojanala PDM, Tourism Master Plan, Draft feasibility of Rural Nodes and Moses Kotane LM SDF. MKLM Commonage Policy.

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 MKLM (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.

3.1 Level of skill

51% of residents within the MKLM 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.

3.2 Mode of transport

The main mode (68.3%) of transport within the MKLM 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 MKLM is quite rural and areas are fairly dispersed within the local municipality.

3.3 Income

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

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

3.4 Expenditure

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

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

4. Social Indicators

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

- ✦ Access to housing
- ✦ Access to electricity
- ✦ Access to communication
- ✦ Access to refuse removal services
- ✦ Access to sanitation services
- ✦ Access to water

4.1. 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.

4.2. 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.

4.3 Access to communication

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

4.4 Access to Refuse Removal

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

4.5 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.

4.6 Access to water

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

Implication of the socio-economic indicators The low level of education, skill and income are some of the socio-economic characteristics that need to improve within the MKLM. 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 MKLM reside within brick structures.

4.7 Labour Indicators

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

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

5. Employment and Unemployment Rate

Moses Kotane LM has amongst the highest unemployment rate 51%. This is discouraging as it indicates that approximately one third of the labour force wants to work but cannot find employment opportunities.

5.1 Participation rate

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

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

5.2 Occupation

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

6. Formal and Informal Employment

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

6.1 Economic indicators

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

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

6.2 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%.

6.3 GGP per sector

The mining sector is the main contributor towards the total GGP for the local municipality. The finance sector (19.5%), the transport sector (10.9%) and the general government sector (10.0%) are also significant contributors to the local economy. Tourism is unfortunately not classified as a sector on its own, and thus the contribution that tourism makes towards the local municipality cannot be easily quantified. However, it is clear that tourism is a very important sector for the local municipality, and therefore this sector will be further analysed in section five of this report.

7. 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 MKLM reached its highest growth at a growth rate of 2.4%, whilst the local municipality experienced negative employment growth rates of -3.9%.

7.1 Employment per sector

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

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

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

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

8. Table 1: Economic Analysis and challenges

Economy	Status quo and challenges
Economy and economic development trends (growing, stable, declining)	<p>A slow economic growth rate Lack of education High rate of unemployment Low levels of income Low levels of skill Mining vulnerable to economic shocks</p>
<p>Key Drivers Main economic sectors Main employers Unique advantages Competitive edge</p>	<p>The main employer for the MKLM is Mining sector Wholesale and retail trade sector</p> <ul style="list-style-type: none"> ✦ General government sector ✦ Finance & insurance ✦ Community & social services ✦ Manufacturing ✦ Transport ✦ Construction ✦ Agric. & forestry ✦ Electricity, water, gas ✦ MKLM Tress Index – 59% ✦ High Location Quotient (mining) – 4.97 <p>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</p>
Key economic Opportunities and Potentials	<ul style="list-style-type: none"> ✦ Manufacturing hub ✦ Agro-processing ✦ Aquaculture ✦ Eco-tourism ✦ Historic heritage development ✦ Agri-incubation centre
Key planned investments and projects including locally made products (Low hanging investment fruits)	<ul style="list-style-type: none"> ✦ Economic growth and development ✦ City Centres ✦ Central Business Districts (CBDs) ✦ Industrial Nodes/Parks (SEZs) ✦ Corridors ✦ Logistic Hubs ✦ Road, Rail, Harbour infrastructure ✦ Air linkages ✦ AgriPark FPSU ✦ Fresh produce market ✦ Tourism Node
Barriers and Constraints to unlocking opportunities and potentials	<ul style="list-style-type: none"> ✦ 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.
<p>Key Enablers People, Skills Technology Incentives Global, National and Regional Linkages Administrative Costs (Utilities etc.)</p>	<ul style="list-style-type: none"> ✦ 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%

Economy	Status quo and challenges
Key challenges	<ul style="list-style-type: none"> ✦ 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. ✦ Weak capabilities for spatial decision-making and administration. Inefficiencies in processing planning applications carry enormous cost implications, especially for the private sector, with negative consequences for investment growth and job creation. ✦ Poor urban management. Some parts of towns, particularly the poorer parts, are characterized by unreliable service provision because of frequent and lengthy disruptions in the supply of services. ✦ Economic development has been neglected in most municipalities. Currently, the spatial pattern of investment is somewhat haphazard, with investment driven by where developers can access cheap land or existing infrastructure. ✦ Inadequate focus on creating enabling environments for innovation and economic growth. Entrepreneurs face particular hurdles in doing business because of varying regulatory and efficiency levels within local municipalities and in relation to other public agencies. ✦ Informal sector dismissed or marginalized. Municipalities are thus often more inclined to restrict rather than help grow and diversify the activities of informal traders. ✦ Dependent on one or key economic sectors and so vulnerable to economic or policy shocks. As a rural municipality, challenges include stagnant and declining economies, high levels of unemployment, marginalized townships on the periphery, poorly maintained infrastructure and decaying buildings.
Actions / strategies to achieve desired outcomes	<ul style="list-style-type: none"> ✦ Government to consider IDP in terms of planning, funding and delivering projects. ✦ Municipality should develop long-term plans, which are aligned to the NDP and to provincial strategies and such must form the basis of their SDFs and guide sectoral and private ✦ A framework for multi-jurisdictional collaboration should be developed, to promote regional development with clearly aligned and sequenced plans and investments. ✦ Align land-use and human settlement planning to transport planning. ✦ Support and strengthen capacity to implement SPLUMA. ✦ Maximize existing IGR structures as a mechanism for coordinating planning. ✦ Policies should accommodate informal economic activities, supported by a planning system that does not see the sector as a problem or 'formalization' as the only solution. ✦ Municipal leadership needs to send clear and consistent signals that economic development is central to their agenda

Economy	Status quo and challenges
	<ul style="list-style-type: none"> ✦ Transforming human settlements and the national space economy' and its vision for urban local government: ✦ A successful economic strategy is an improved evidence base, and the ability to use it effectively. ✦ Strengthen roles and leverage partnerships with other economic stakeholders. ✦ Create the local conditions for supporting enterprise development and growth

9. Agricultural Overview: Labour

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

9.1 Land

A significant proportion of the land within the MKLM 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 MKLM 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 MKLM tribal areas.

9.2 Water

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

9.3 Linkages

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

9.4 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 MKLM Agricultural Master Plan that runaway fires are also a factor that negatively affects the agricultural sector within the local municipality.

9.5 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 MKLM.

High Potential Agriculture Areas for Cultivation

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, with the exception of 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. Figure 16 shows the High potential agriculture areas for cultivation in MKLM.

11. Rural Development

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

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

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

There resources need to be accessed by those who have interest and the general socio-political situation, who can understand the word "rural" to assist with clear

explanation to the rural situation of each village, town, municipalities and its Provinces. The ultimate cause of rural poverty is the lack of integration of rural areas into the overall socio-political and economic system. This holds true, not only for the national, but for the international system as well.

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

To address issues of rural poverty and landlessness, the municipality has developed a feasibility concept for Fresh Produce Market established AgriPark project, Expanded Public Works Programme and developed a commonage policy

10.1 MKLM Fresh Produce project

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

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

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

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



10.2 Commonage policy

The policy seeks to:

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

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

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

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

Even though the Municipality is not directly responsible for agricultural development or land reforms, the municipality still has to support processes as far as is possible within the established legal framework.

The Special Development Framework will be a key document in designating the use of commonage which can be used to identify specific land parcels for specific uses. This policy together with the applicable statutory provisions, instruments and other related documents including but not limited to the IDP, applicable municipal regulations relating to grazing, impoundment, sowing sites, irrigation and special project regulations, plans and related documents in respect of commonage agreements with land users forms the framework in terms of which the municipality will manage commonage and, if necessary, acquire new commonage

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

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

10.3 Agri Park project

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

10.4 Definition of Agri Parks

An Agri-park is a system innovation of agro-production, processing, logistics, marketing and training and extension services located in District Municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The AP contains three basic units: - The Farmer Production Support Unit (FPSU). The FPSU is a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanization. - Agri-Hub Unit (AH). The AH is a production, equipment hire, processing, packaging, logistics and training (demonstration) unit. - The Rural Urban Market Centre Unit (RUMC). The RUMC has three main purposes; - Linking and contracting rural, urban and international markets through contracts. - Acts as a holding-facility, releasing produce to urban markets based on seasonal trends.

10.5 Progress to date

Farmers were trained in five clusters about cooperative management (Makweleng, Madikwe, Mogwase, Kraalhoek and Motlhabé). These clusters will then establish primary cooperatives according to their clusters and facilitate those structures into a secondary cooperative that will become the legal management structure of the FPSU. FPSU management coordinating structure is being established comprising of Rural, Environment and Agricultural Development (READ, MKLM Local Councillor,

Community Work Programme (CWP), MKLM – LED Official, DRDLR, Farmers representative, SEDA and Batlhako Ba Matutu Tribal Councillors. Rural Enterprise and Industrial Development (REID) unit from Department of Rural Development and Land reform (DRDLR) facilitate the implementation of the approved designs FPSU plans as annexure. Fem Plan is being appointed as projects construction management unit by DRDLR to come up with scope of work, structural designs plan, environmental impact assessment (EIA) and implementation management thereof.

FPSU tender briefing for the construction of the facility was held on the 20 August 2018 where 57 MKLM SMME show up even though the project is of 7G CIDB category (R20 000 000 – R40 000 000) and our SMME may benefit from 30% that is legible for local contractors or 100% if they are awarded the tender. Construction of structures has commenced, whilst the store room and admin block will be completed by end August 2022.

Advertisement was circulated to our SCM from Department of Rural Development and Land Reform (DRDLR) to disseminate to our local SMME captured in MKLM database. This is a 7G CIDB planned for a period of two years. MKLM farmers held their over 20th Auction sale with a turnover of +R20 162 380 000 million with 561 farmers selling 2184 livestock. 25 SMMEs benefitted from this marketing initiative. The second auctioneer have been introduced to reduce monopoly and farmers' uncertainties.



10.6 Inequality (Integrated Poverty Alleviation)

There are programmes that are geared towards addressing inequality (integrated poverty alleviation). These are as follows:

- ✦ Municipal Expanded Public Works Programme
- ✦ Mining EPWP Programme
- ✦ Community Works Programme

EPWP:Municipal

This is a programme that is funded through the Integrated Grant from the Department of Public Works. The projects that have been currently implemented are: EPWP Admin (1), MKLM Trading Policy Administration (6), MKLM Covid-19 Screeners (6), Baphiring Game Farm (10), Maleta-a-Pula (10), Forong Agricultural Cooperative (10), Tlokweng Fencing (10), Cleaning of Public Offices (2), MKLM Museum (9), Waste Management (20), Storm water (30), MKLM Set works (26)

(created NPO for sustainability, approached MKLM foundation to create MK stage play, currently engage Market theatre

Pictorial overview of current projects





10.8 Youth Employment Services (Anglo Platinum Mine)

This is an EPWP funded by Anglo Platinum Mine where 36 participants are employed and distributed to various departments for experiential training. This is a one-year programme which started in July 2021 and will end by 2022 June.

10.9 Community Works Programme

CWP is an innovative offering to provide a Job safety net for unemployment people of working age whereby participants are work 8 days in a month.

10.10 Useful work activities:

Agriculture, Environment/Waste management and refuse removal, Infrastructure Health & social service and Education

10.11 Participating Wards

- ✦ Ward 01 (Wolverdient and Debrak)
- ✦ Ward 05 (Disake and Matlametlo)
- ✦ Ward 18 (Pella and Kortkloof)
- ✦ Ward 19 (Pella and Madikwe)
- ✦ Ward 20 (Tlokwen)
- ✦ Ward 21 (Tlokwen, Vrede and Seshibitswe)
- ✦ Ward 29 (Mokgalwana)
- ✦ Ward 31 (Huma and Segakwana)



12. Tourism Overview

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

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

11.2 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 utilizing 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.

11.3 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, Accommodation Function Centre , Retail Centre , Restaurant, One-stop Shop, Cultural Centre, Local Market Place and Souvenir Shop



11.4 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

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

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

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

11.6 Hard and Soft Infrastructure Gaps and Challenges

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

- ✦ The municipal road infrastructure is bad, as there are potholes and the lighting system is inefficient
- ✦ A Tourism Information Centre is required
- ✦ The area needs to be presentable as consumers do not only base their satisfaction on the establishment themselves but on the surrounding environment as well
- ✦ Tourism Signage is a problem in the area as some places need nationally recognised road signs while others need more directive signage

- ✦ Pilanesberg Airport re-launch provides great potential, but also conflicts in the tourism industry relating to the profitability and operations of tour operators
- ✦ The industry requested a framework on which they can submit their proposal for infrastructure development
- ✦ Water shortages in the area is a big problem
- ✦ Zoning of establishment areas is a challenge
- ✦ Molatedi Dam has great development potential
- ✦ NWP&TB youth skills programmes, MKLM's tourism buddy programme and other tourism industry staff training programmes have a very important role and creates great potential in the industry
- ✦ Adventure and outdoor tourism are very important and attractive tourism products in MKLM
- ✦ Lack of proper ICT connections in north western part of MKLM
- ✦ Lack of proper community development infrastructure that can assist the lower class community to develop skills, potential entrepreneurial ventures and improve engagement

11.7 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

11.8 Institutional Gaps and Challenges

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

- ✦ No Municipality funding to assist and develop tourism industry
- ✦ The different level of government bodies in the North West Province does not have the same tourism vision and strategic goals, therefore hindering proper implementation of strategies on all levels
- ✦ There is no framework which supports the tourism industry with their queries, proposal and challenges
- ✦ There is a lack of umbrella associations in the area
- ✦ Some associations and local organisations lack resources and capacity and needs to be revived

- ✦ Governance lack in MKLM and the North West Province.

11.9 Report back on North West Local Government Tourism Peer Learning Network Session

To report back on the deliberation and implications of the North West Local Government Tourism Peer Learning Network Session held on the 09 to 10 March 2022, Kader Heritage Museum, in Rustenburg. The National Department of Tourism in collaboration with the North West Department of Economic Development, Environment, Conservation and Tourism (DEDECT), and South African Local Government Association (SALGA) hosted a local government tourism peer learning network, as part of local government tourism support.

The implementation of tourism activities at local government required highly organized interaction with other spheres of government, local communities and the private sector. Ongoing and consistent information sharing on national frameworks, strategies and developments in the tourism sector is critical if we are to grow tourism collectively. When government policy frameworks and stakeholder's private beliefs are not aligned, tourism development becomes the victim of self-sabotage, short-term thinking and not seeing the bigger picture.

Therefore, there was a need for a platform where each sphere would be appraised of the challenges of other spheres and concerns. The platform was also used to develop a common approach to tourism amongst spheres and resolutions agreed, would be implemented by all. The 2017 Local Government Tourism Conference recommended for the establishment of either online or contact platform for tourism practitioners at local government.

The learning areas of the networking session included:

- ✦ Tourism Recovery Plan (National, Provincial and Local Government).
- ✦ National Tourism Information Management System (NTIMS).
- ✦ District Development Model (DDM).
- ✦ Budget Resorts Concept.

11.12 The objectives of the North West Local Government Tourism Peer Learning Network Session were to:

- ✦ Strengthen and enhance technical capacity (skills, expertise and knowledge) of local government Tourism/ Local Economic Development (LED) practitioners;
- ✦ Identifying and proposing areas of government intervention, norms, standards and guidelines;
- ✦ Create a platform where Tourism/ LED practitioners from various municipalities shared experiences, best practices, case studies, tourism development models or approaches;
- ✦ Ensure alignment of municipal tourism plans with provincial and national tourism plans;
- ✦ Provision of technical support to municipalities.

11.13 Resolutions of the North West Local Government Tourism Peer Learning Network Session were:

- ✦ Conduct a Safety and Security workshop on the draft National Tourism Safety Strategy.
- ✦ Establish functional partnerships for tourism plans and tourism associations in municipalities.
- ✦ Establish and resuscitate fully representative District Tourism Forums.

- ✦ Promote Social Tourism at a school level.
- ✦ Tourism integration and prioritization into Municipal IDP's
- ✦ Develop a single vision for Tourism in the Province despite different budget cycles.
- ✦ A training programme for political and administrative municipal leadership to be developed.
- ✦ Resuscitation of the Provincial Tourism Technical Committee (PTTC).

The Municipality is to acknowledge the North West Local Government Tourism Peer Learning Network Session Report with its Resolutions.

13. Mining Overview

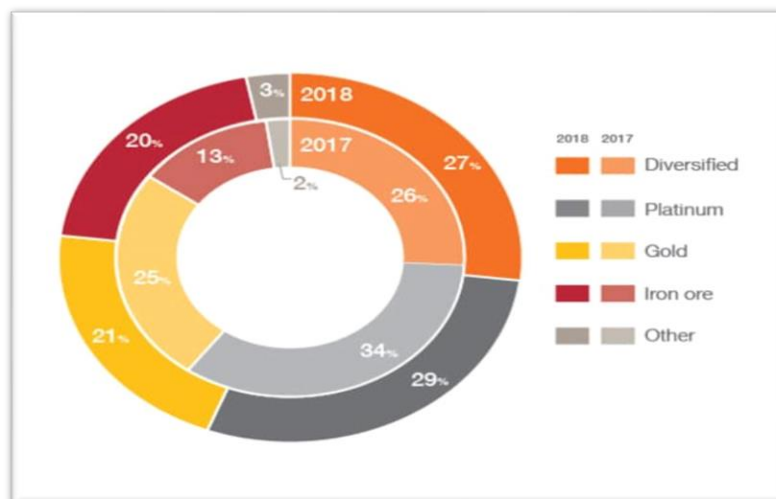
The potential of Mining development in Moses Kotane Local Municipality is encouraging due to the abundance of mineral commodities with other attributes that are essential elements for, and can form the base of a successful locality. The Municipality is recognized in some areas as a nodal point for rural 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.

12.1 Objectives

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.

12.2 The South African Minerals and Commodities Spread (Almost 50% of these are in the North West Province)



12.3 Establishment of the Working Group for MKLM to integrate mining as an economic driver and value add to led programs

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
- ✦ Local Economic Development Office
- ✦ Relevant Communities
- ✦ Legal Office
- ✦ Planning and Development
- ✦ Community Service
- ✦ Infrastructure and Technical Services

NB! This collective shall be chaired by the HOD: Local Economic Development

12.4 Oversight Committee

This collective will play an oversight role in relation to the PESTLE (political, economic, social, technical, legal and environmental factors) and provide much needed advice and guidance. Among other duties of this collective, it will be to coordinate engagements with all mining houses operating within our jurisdiction on a pre-determined basis and it shall consist of:

- ✦ Office of The Mayor
- ✦ Municipal Manager
- ✦ Office of the Speaker
- ✦ Office of the Chief Whip
- ✦ EXCO Members

12.5 NB! This collective will be chaired by the Municipal Manager

Each stakeholder or organization shall be represented for all purposes by one plus alternate representative per institution authorized in writing by the legal Representative or an executive meeting of that stakeholder or organization. This collective needs to ensure that through Inter Governmental Relations and Cross Border arrangements the Thabazimbi Local Municipality EXCO Member responsible

for mining be regularly engaged and or be invited for exchanging notes on matters of common interest

12.6 Key Roles

- ✦ To devise policy initiatives for Mining development and promote sustainable Mining policies and practices.
- ✦ To monitor and improve policies and procedures governing the facilitation of the sector.
- ✦ To coordinate the activities of all stakeholders participating in the Forum in way that will ensure that communities are developed and their environment protected
- ✦ To plan and monitor the implementation of Mining development programs in an integrated and well-coordinated manner
- ✦ To monitor the socio-economic contribution of Mining to the local / provincial /national economy, commencement of any construction work or fencing of the property.
- ✦ To emphasize compliance and adherence to all the laws governing mining sector and its activities in relation to Local Economic Development

12.7 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 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.

12.8 Regulation 46 (c) (iii) of the MPRDA

Requires that the contents of a social and labour 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

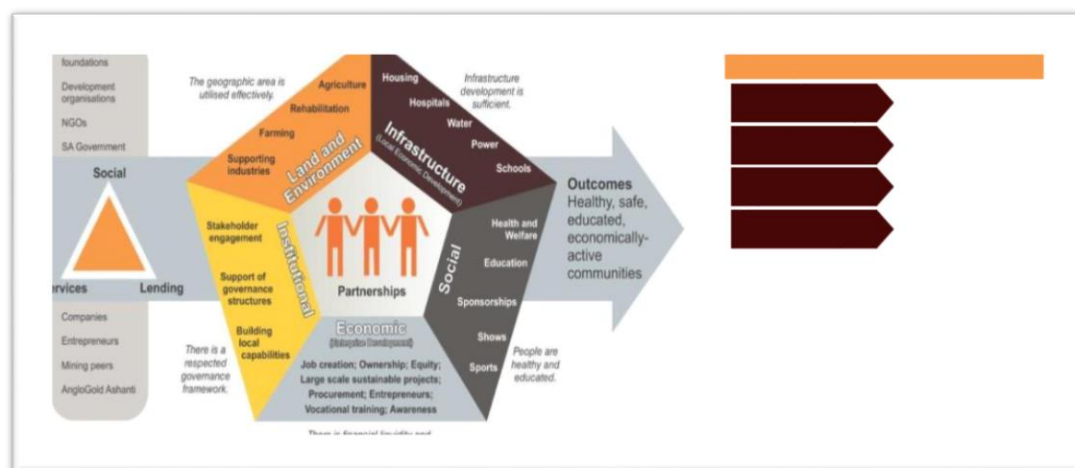
analysis for their **contribution to community development in line with Integrated Development Plans (IDPs)**, the cost of which should be proportionate to the size of investment.

12.9 MPRDA Section 102/Regulation 44 – any changes to the SLP must be approved by the Minister - Rationale

We have therefore taken liberty and studied the act in order for the mining working group and the local economic development department to assist and coordinate this function in line with the above mentioned. Previously our social labour plan programs were more inclined on the social infrastructure, cause related marketing and corporate social investment as opposed to what the act needs it to be. Such left out enterprise development out and this is a key to local economic development.

Objectives	Activities
<ul style="list-style-type: none"> ✦ To streamline conversation/s with the mining community ✦ Standardize the engagement levels ✦ Seek approval of other department in line with the needs and wants ✦ Synchronize the above mentioned with community needs ✦ Further synchronize the IDP and the SLP programs ✦ Monitor and evaluate the socio-economic impact of the SLP ✦ Review the needs and wants as and when rolling out the SLP ✦ Ensure transparency and openness with our social partners 	<ul style="list-style-type: none"> ✦ SLP preparation meetings ✦ IDP process consultation ✦ Working Group quarterly meetings ✦ Oversight Committee approvals ✦ Review and take remedial actions ✦ Monitoring and evaluation ✦ Assessment of the socio-economic impact

12.10 The Development Continuum



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 – Amanderbuilt SLP 3:

- **Enterprise Development** – Financial Management, Marketing Management, Innovation and Creativity in line with the 4th 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
<ul style="list-style-type: none"> ✦ 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 	<ul style="list-style-type: none"> ✦ Enterprise Development Fund ✦ Mining Academy ✦ Innovation Hub ✦ Alternative Industries Creation ✦ Manufacturing ✦ Regional Communication Platform ✦ Education and Training ✦ Annual Awards System

12.11 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 and Creation of a regional collaboration
- ✦ Creation of regional terms of reference and Creation of annual general meeting
- ✦ Submission of Immediate Implementable Programs and Projects (*in line with municipal internal Processes*)
- ✦ Preferential Procurement Practice and
- ✦ Monitoring and Evaluation Activities

14. Arts and Culture Overview - as A Development Quest

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

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

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

13.1 Statistical Data

The 2015 *EY report, Cultural Times – The First Global Map of Cultural and Creative Industries*, the first global survey quantifying the global economic and social contribution of the industries, found that revenue from cultural and creative industries generated globally accounts for 3% of the world's GDP or a total of \$2 250bn. It also creates a total of 29.5 million jobs worldwide, or 1% of the earth's actively employed population. South Africa is aligned with this trend where in 2014, according to some early mapping of the sector, South Africa's creative economy contributed over R90.5bn to the national economy or 2.9% of the GDP in 2013 to 2014, exceeding, for instance, the contribution of agriculture to the GDP (2.2%).

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

Despite its growing importance, monitoring and evaluating cultural and creative industries is not always simple – because of the complicated indicators involved such as various social and economic values, and the intrinsic values that arts and culture generate. For example, measuring the intrinsic value – individual and personal responses, the importance of art or performance to a community and in a public space – is very different to measuring the economic (e.g. ticket sales) or social (e.g. education) values. The benefits of some cultural activities, like archiving and preserving heritage, may only become apparent over time, and are thus not suited to short-term valuation methods.

Nevertheless, all three of these values make an important contribution to the overall value and impact of arts, culture and heritage sector projects – and South Africa has long needed a framework to support this type of measurement. Enter the SACO, the cultural statistics research arm of the Department of Arts and Culture, which recently

developed a ‘Framework for the Monitoring and Evaluation of Publicly Funded Arts, Culture and Heritage’ to do just that. Based on international best-practice and guided by the funding guidelines of the Mzansi Golden Economy, the framework allows artistic practitioners and funders to express and demonstrate the value of their projects.

13.2 Development Rationale

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

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

13.3 Funding Challenges Versus the Reports

This allows projects that have limited economic or ‘market-impact,’ to demonstrate their alignment with the Department of Arts and Culture’s strategic goals in terms of their social and intrinsic values – a key component for securing future public funding. Also, from a funder perspective, tracking impact of funding on the cultural sector can assist the Department of Arts and Culture to monitor policy and funding effectiveness and identify potential high-performing sectors.

It can also help to ensure that funds are allocated to projects that are most closely linked to realizing its strategic goals and vision. From a practitioner perspective, apart from providing the data needed to apply for public funding, the monitoring and evaluation framework can be used to demonstrate practitioners’ abilities to achieve stated aims, evaluate marketing strategies, help funders to understand projects’ goals, demonstrate accountable use of funds, engage stakeholders (artists, audiences, funders) and demonstrate the value of the arts to communities and funders.

13.4 The Socio-Economic Solution

With a focus on facilitating partnerships and collaborative capacity-building, the framework provides creative with a straightforward tool to clearly measure and evaluate the success – or failure – of their projects. This is something that has not

been available to the industry before, and a tool that can help us better understand an industry that has vast socio-economic potential still to be understood and realized.

The above mentioned is a clear indication of the direction we wish to take in collaboration with our communities is in the right direction. We would like to utilize the arts and culture or creative industries as a tool that will fight unemployment, moral decay, poverty and addition to narcotics and drugs like Nyaope and others. Arts and Culture has proved itself in many ways that it can help communities around the world.

The talent spread within our 10 clusters of MKLM

Diagram 1 – The Generic View

FORMS	TOTAL %
Dance	18.00%
Music	25.00%
Fashion	13.00%
Crafts	12.00%
Acting	9.00%
Literature	8.00%
Visual	10.00%
Photo/vid.graphy	5.00%

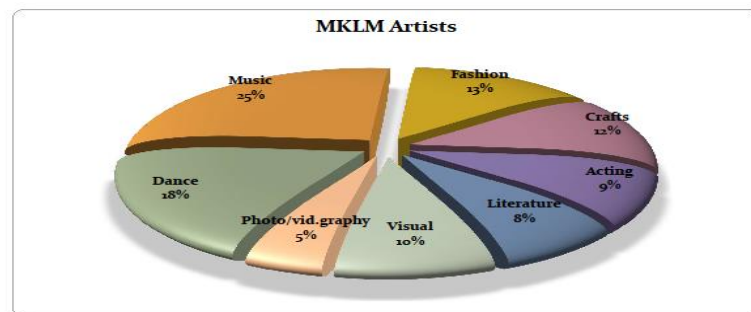


Diagram 2 – Stage Play and Television Talent per Cluster

Cluster	TOTAL %
1	5.00%
2	10.00%
3	10.00%
4	15.00%
5	9.00%
6	11.00%
7	14.00%
8	14.00%
9	6.00%
10	6.00%

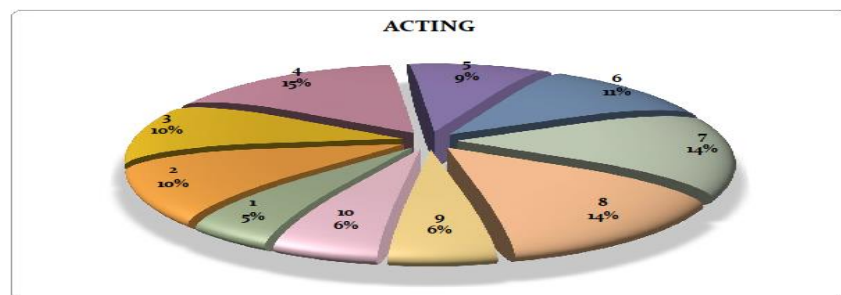


Diagram 3 – Visual Artistic Talent Per Cluster

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

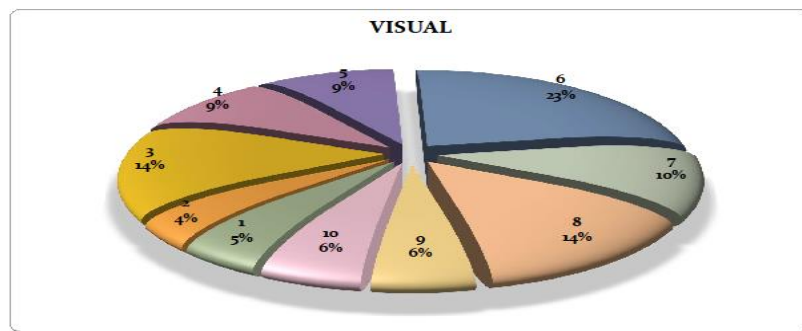


Diagram 4 – Dancers Per Cluster

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

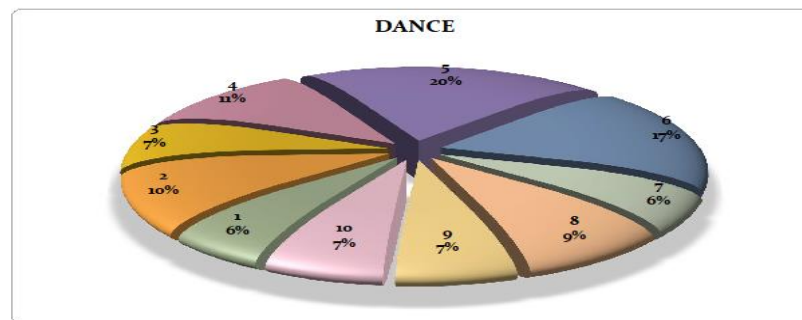


Diagram 5 – Fashion and Sewing Talent

Cluster	TOTAL %
1	6.00%
2	9.00%
3	7.00%
4	12.00%
5	16.00%
6	16.00%
7	9.00%
8	7.00%
9	6.00%
10	12.00%

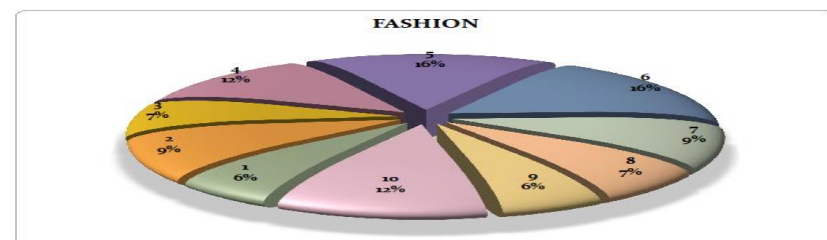
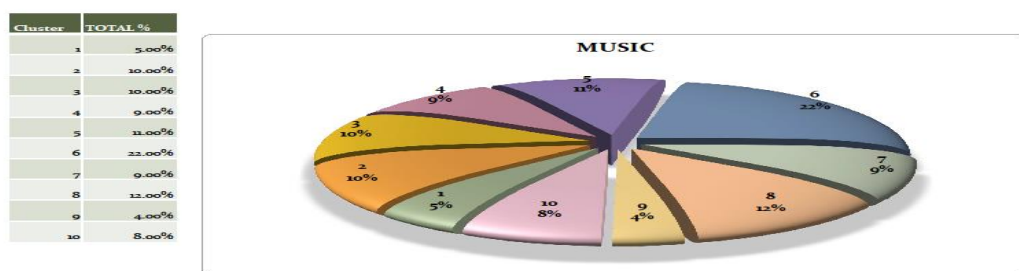


Diagram 6 – Music Talent



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

13.5 Concluding Remarks

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

13.6 Desired Future

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

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

Activity	Source of Information	Comment
economic positioning the projects and actions that will generate a competitive edge for the districts so that domestic and foreign investment attraction and job creation takes place.	COGTA, OOP, SALGA, DEDECT, Prov. Treasury and District municipalities	<ul style="list-style-type: none"> ✦ the planning and implementation of catalytic and turn-key economic projects that will contribute to economic growth, employment creation and diversification across all economic sectors. ✦ to develop a comprehensive range of technical skills ✦ facilitating and implementation of initiatives and projects that will promote labour force, entrepreneurial and skills development, as well as the establishing of networks through which these skills can be matched with demand ✦ marketing and promotion of the economic opportunities in the municipal area, including investment brokerage and aftercare ✦ to leverage funding for economic development ✦ to improve and stimulate investment environment to ensure that the municipal area is conducive to business investment ✦ to attract investment within and outside the country ✦ to market and advertise the area especially where there is under-exploited business investment potential <p>Projects:</p> <ul style="list-style-type: none"> ✦ pilanesberg national airport is a key facility which can be utilised for freight purposes, ✦ industrial park expansion, Agro processing, bio refinery, heritage precinct (Pella), tourism node Mogwase informal traders' stalls ✦ marketing and single branding MKLM, develop molatedi dam, provision of signage, ICT infrastructure

Section H: Department: Development and Planning Town Planning

KPA 4: Spatial Rationale

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

Priority No 8: Land and Housing (Land residential and business – might be Agricultural and others)

1. Introduction

Municipal Planning is a Unit under the Department of Planning and Development which comprises of two divisions: The Municipal Planning (Town Planning and Geographic Information System-(GIS).

This unit function is assigned to South African Municipalities in terms of section 156 of the Constitution of the Republic of South Africa read with Part B of schedule 4 and in terms of which Municipalities have both executive and a right to administer to the extent set out in section 155.

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

Consequently, Municipal Planning (Town Planning) division in MKLM is responsible for processing the following Statutory Planning applications:

- ✦ Amendment Scheme (Rezoning) applications;
- ✦ Special Consent (secondary rights use) applications;
- ✦ Township Establishment Applications;
- ✦ Temporary/Departures applications;
- ✦ Amendment of conditions of approval;
- ✦ Removal of restrictive title conditions;
- ✦ Land subdivision and consolidation applications

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

The unit is also responsible for the Geographic Information System of the Municipality. GIS is a critical tool that supports a number of municipal legislative requirements contained in the Municipal Systems Act (No. 32 of 2000), the Municipal Structures Act (No 117 of 1998), the Spatial Data Infrastructure Act (No. 54 of 2003), the Promotion of Access to Information Act (No. 2 of 2000) and the Property Rates Act (No 6 of 2004).

It is a vital tool to support the Municipal Integrated Development Plans (IDPs), the Spatial Development Framework and projects that have a recorded spatial location. Geographic Information System is a framework used for gathering, managing and analyzing data which integrates all data types such as statistical, environmental, infrastructure, billing, IDP and built environment. It is a tool that keeps track/ record of events, activities and things but most importantly where these events, activities and things are located.

MKLM has a Municipal Property Register System (MPRS). The system delivers the following functions:

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

2. Action Plan and Challenges

Challenges	Action Plan
There is a lack of reliable spatial data for planning and reporting. Poor integration of municipal systems.	A proposal for establishing and investing in a sound spatial data infrastructure which will support efficient municipal operations has been set.

Inadequate staff	A proposed Planning and development structure has been submitted for Council's consideration.
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Short Term	Medium Term	Long Term
Unit 8 township establishment finalization	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)
Appointment of a Panel of professionals 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 PSHDA's		

3. Municipal Planning unit 5-year project and program plan

3.1 Spatial Planning and Land Use Management Act (SPLUMA)

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

3.2 Objectives of SPLUMA

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

- ✦ Provide for 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 and 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.



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

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



Table 4:	Six (6) NDP Priorities
✦	Strengthen Partnership between the private sector and Local Government
✦	Partner with Municipalities to address Waste Water Treatment
✦	Enhance the relationship between TVET colleges and industry
✦	Support Nation building & Social cohesion
✦	Incorporate a greater share of gas in the energy mix
✦	Cross-cutting role of the NBI in supporting collaboration

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

4. Municipal Spatial Development Framework

The Spatial Development Framework of the Municipality (hereafter "MSDF) is firstly introduced through the Local Government Municipal System Act (MSA), as a

component of the mandatory Integrated Development Plan (IDP) that every Municipality has to adopt. Cognizance should also be given to the fact that the provisions of the MSA that deals with MSDF's have to be read together with the relevant provisions contemplated from Part E of Spatial Planning and Land Use Management Act (SPLUMA)

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

Provisions required for the compilation of a credible SDF: -

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

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

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.

5.1 Spatial Strategies – Protected Areas

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

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

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

5.2 Critical Biodiversity Areas & Potential Biodiversity corridors,

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

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

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

5.3 Mining Focus areas,

Protect: Mining activities should as far as possible, be confined to the identified mining focus area and should be conducted in a sustainable manner. In terms of the 2017/2022 Municipal IDP, the Broad-Based Socio-economic Charter for the Mining Industry gave way to the Mining Stakeholder's declaration strategy for Sustainable Growth and Meaningful Transformation of South Africa's Industry.

The stakeholder's declaration is committed in developing the mining industry in resonance with government's socio-economic development priorities. In this regard it identifies thirteen commitments, two of which include:

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

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

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

5.5 Tourism Focus Areas,

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

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

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

5.6 Agricultural and Sustainable 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 optimized. Subsistence agriculture: Existing subsistence agricultural activities should not be jeopardized by any other alternative form of land use. Support should be provided to encourage more intensive agriculture and sustainable farming practices should be encouraged.

Other agriculture: Agriculture should remain the main focus within this zone and should be prioritized 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 prioritized above all other types of activities and developments. Any change to non-agricultural activities and uses should comply with the provisions of BPDM EMF guidelines.

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

5.7 Industrial Focus Areas.

Protect: Existing services and infrastructure should be maintained, and where necessary upgraded.
Change: Existing services and infrastructure should be maintained, and where necessary upgraded
New: New industrial activities should be confined to the identified industrial focus areas.

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

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

The 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.

6. Land Use Scheme

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

7. 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. Housing Sector Plan was developed and adopted in 2015.

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

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

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

7.1 Human Settlement Status Quo - Current New Low-Cost Housing Project

Below are houses allocate to MKLM villages and construction ongoing. Ntswana Le Metsing (100), Ledig (100), Bapong (100), Masekoloane (100), Ngweding (100), Mogodishane (100), Maretlwane (100) and Sesobe (200), Mopyane (100), Motlhabe (100), Kameelboom (100), Tlokweng (300) and Pella (300). These projects are still ongoing due to delays posed by Covid Restrictions experienced between the year 2020 – 2021.

MKLM has got 2 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 Authority 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 our Communities need to be developed on land, and it will thus be necessary to establish a sound working relationship between traditional authorities and other government structures within the MKLM

7.2 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.

Section I: Department Budget and Treasury (BTO)

KPA 6: Municipal Financial Viability

Strategic Objective: Sound Financial Management: adherence to all laws and regulations as prescribed to local government

1. Financial Plan

Sections 16 of the Municipal Finance Management Act (MFMA) require that: “(1) The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year. (2) In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year. (3) Subsection (1) does not preclude the appropriation of money for capital expenditure for a period not exceeding three financial years, provided a separate appropriation is made for each of those financial years

The Draft MTREF Budget 2022/2023 to 2024/25 was compiled and aligned to the draft Integrated Development Plan and the following National Treasury circulars were considered:

- ✦ Municipal Budget Circular for the 2022/2023 MTREF - MFMA Circular No. 112 and 114, and previous guidelines and circulars,
- ✦ Municipal Budget Circular: Cost containment measure - MFMA Circular No. 82,
- ✦ Division of Revenue Bill (Gazette 46014 of 7 march 2022), and
- ✦ Municipal Budget and Reporting Regulation

Financially we are not a sound municipality, with a rare ability to lead public investment, and reliant on grants to ensure operational programmes. The implementation of projects in various villages only happen through MIG Grant funds. The same grants that makes it hard to focus on the town of Mogwase as the only ones paying for services.

1.1 Level of Reliance on Grants

The Municipality is mostly reliant on grants, the main one being the Equitable Share allocation from the National Government. Very limited revenue raising capacity exists, which is mainly the contributions and lack of basic services with own revenue.

Rehabilitation of internal roads is really needed for the community of Mogwase to ensure that they at the end are able to see services that encourages payment of

services. A very serious engagement is required with ensuring that some services done to our rural communities are standardized to promote revenue base of the municipality.

1.2 Consolidated Overview of the Budget

Description	Approved Budget	Adjusted Budget	Budget Year 2022/2023	Budget Year 2023/2024	Budget Year 2024/2025
Total Operating Revenue	902 488 802	914 353 958	1 009 862 693	1 064 149 170	1 123 357 745
Total Operating Expenditure	926 652 831	927 518 831	997 155 721	1 047 300 207	1 099 148 750
Surplus/(Deficit)	- 24 164 029	- 13 164 873	12 706 972	16 848 963	24 208 995
Total Capital Expenditure	202 495 000	268 685 000	233 759 872	215 961 991	247 001 000

Total Operating revenue has increased by R95 509 000 million rand or 11% for the 2022/2023 financial year, when compared to the 2021/2022 Adjustment Budget. For the two outer years operational revenue will increase by 6% in the year 2024/2025. The increase is mainly due to the increase in the following:

- ✦ Equitable share has increased by R51 747 000 million
- ✦ Serving charges has increased by R21 428 000 million

The total operating expenditure for the 2022/2023 financial year has been increased with R69 636 890 million compared to the Adjustment Budget 2021/2022/. The increase is mainly due to the increase in the following line items.

- ✦ Increment of Employees related by 5% SALGA Guidelines
- ✦ Increment of Remuneration of Councillors by 5% SALGA Guidelines
- ✦ Debt Impairment decrease by R12 552 000 Million
- ✦ Water Bulk Purchase increased R30 000 000 Million
- ✦ Contracted Services increase by R25 600 000, this is due to the increased of Water maintenance, Water Tankers, Water Chemicals and Water Quality Control.

The Municipality has a projected Budget surplus of R32 707 000 million as indicated on the table below

1.3 The following proposed changes regarding the operating budget are highlighted: Operating Expenditure

Description R thousand	Ref	2018/2019	2019/2020	2020/2021	Current Year 2021/2022				2022/2023 Medium Term Revenue and Expenditure Framework		
		2018/2019 9	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full year Forecast	Pre – Audit Outcome	Budget Year 2022/2023	Budget Year 2023/2024	Budget Year 2024/2025
<u>Expenditure By Type</u>	1										
Employee Related Costs	2	194 442	236 925	256 653	260 971	260 971	260 971	175 728	274 483	288 132	302 463

Description R thousand	Ref	2018/2019	2019/2020	2020/2021	Current Year 2021/2022				2022/2023 Medium Term Revenue and Expenditure Framework		
		2018/2019	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full year Forecast	Pre – Audit Outcome	Budget Year 2022/2023	Budget Year 2023/2024	Budget Year 2024/2025
Expenditure By Type	1	9									
Remuneration of Councillors		22 827	24 128	25 027	25 340	25 340	25 340	16 341	26 922	28 268	29 682
Debt Impairment	3	296 210	201 035	204 479	218 877	218 877	218 877	264 272	206 325	215 403	225 097
Depreciation & Assets impairment	2	159 814	150 615	139 917	167 684	167 684	167 684	88 420	150 878	157 517	164 605
Finance charges		6 178	5 317	4 242	3 518	3 518	3 518	1 459	3 687	3 849	4 023
Bulk Purchases – Electricity	2	11 539	24 542	23 524	20 000	20 000	20 000	13 121	20 000	20 880	21 820
Inventory Consumed	8	3 116	3 139	2 830	78 431	77 431	77 431	2 252	81 725	85 321	87 278
Contracted Services		139 957	123 389	145 007	101 987	102 531	102 531	89 500	127 587	133 157	138 469
Transfers and Subsidies		75	-	-	-	-	-	-	-	-	-
Other Expenditures	4, 5	138 957	113 325	88 798	49 845	51 168	51 168	46 637	85 548	93 892	103 893
Losses		2 797	8 738	8 738	-	-	-	-	-	-	-
Total Expenditure		975 817	891 185	898 811	926 653	927 519	927 519	697 729	977 156	1 026 420	1 077 329

1.4 Employee Related Costs

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The Municipality Employee related cost current Increment is guided f by 5% (SALGA Guideline)

1.5 Debt Impairment

Debt Impairment decreases by R12, 552,000 Million, and the current trend was used to calculate this line item, this line item can have a slightly increased towards the finalisation of the draft budget.

1.6 Repairs and Maintenance

The Municipality is able and responsible for the delivery of basic municipal services and but has not allocated budget for the above in the last five year.

1.7 Water Bulk Purchase

Water Bulk Purchase increased by R30, 000,000 Million

1.8 Contracted Services

Contracted Services increase by R 25,600,000 this is due to the increased of Water maintenance, Water Chemicals and Quality Control.

1.9 Depreciation

Decreased of R 16,806,000 million, the movement is due to the correction of assets register, this amount might be adjusted during final budget.

According to Circular 115 Depreciation charges must be funded from operational funds such as service charges for electricity if 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 like roads that is primarily funded from property rates.

When deprecation 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

1.10 Finance charges

The increment is to the inflation rate of 4.4% guided by circular 155.

1.11 Other Expenditure

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

The surplus of R 32, 707,000 indicate above is not the cash surplus, it is a budget surplus, meaning that the amount is not cash backed.

There is also a major increase in the outstanding debtors this is due the non-payment of services by consumers. The following proposed changes regarding the operating budget are highlighted:

12 Operating Revenue

Description		2018/2019	2019/2020	2020/2021	Current Year 2021/2022				2022/2023 Medium Term Revenue and Expenditure Framework		
R thousand											
Expenditure By Type	1 Ref	2018/2019	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full year Forecast	Pre – Audit Outcome	Budget Year 2022/2023	Budget Year 2023/2024	Budget Year 2024/2025
Property Rate	2	134 800	141 420	144 972	149 168	118 457	118 457	80 325	124 143	129 606	135 430
Service Charges – electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service Charges – water revenue	2	147 290	164 373	160 572	175 691	214 416	214 416	148 948	235 844	246 457	257 301
Service Charges – sanitation revenue	2	2 274	2 665	2 921	2 846	5 377	5 377	3 647	5 633	5 886	6 145
Service Charges – refuse revenue	2	4 645	10 004	10 823	10 933	10 933	10 933	7 511	11 558	12 078	12 609
Rental of facilities and equipment		42	74	76	76	504	504	80	127	132	138

Description R thousand	1 Ref	2018/2019	2019/2020	2020/2021	Current Year 2021/2022				2022/2023 Medium Term Revenue and Expenditure Framework		
		2018/2019	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full year Forecast	Pre – Audit Outcome	Budget Year 2022/2023	Budget Year 2023/2024	Budget Year 2024/2025
Interest earned – Internal investments		453	5 587	4 171	5 500	5 168	5 168	3 460	5 438	89 350	93 382
Interest earned – Outstanding debtors		45 874	62 399	67 570	67 683	80 931	80 931	54 449	85 594	89 360	93 382
Dividends received		4 237	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		2 326	5 600	1 209	2 000	2 000	2 000	-	2 000	2 000	2 132
Licenses and permits		179	13	-	50	50	50	-	50	52	55
Agency services											
Transfers and Subsidies		397 008	434 445	549 901	485 440	473 548	473 548	362 158	537 363	570 606	607 870
Other revenue	2	1 934	2 329	1 233	2 901	485 440	473 548	473 548	362 158	537 363	570 606
Gains		1 269	1 981	3 900	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contribution)		742 329	830 899	947 347	902 489	914 354	914 354	661 551	1 009 863	1 064 149	1 123 350

13 Property Rates

The revenue on property rates increased from R118, 457,000 to R124, 143,000 million this is due to development of new private in Mogwase.

14 Water Services

The revenue on water services has increased from R214, 416,000 to R 235,844, 000 million this is due to development of new private in Mogwase and extension of Phelabontle.

The water service is currently operating on a deficit where it is supposed to be operating on a surplus being a trading account.

The water service is currently ring-fenced with a portion of the Equitable Share. The above is due to the vast rural area of the municipality where many of the consumers are making use of standpipes and boreholes.

The loss in water distribution also has an effect on the account to run on a deficit.

The water crisis that the municipality is facing at the moment will have to be addressed urgently as it has a negative influence on the cash flow of the municipality as consumers are reluctant to pay for the services that they are only receiving now and then.

The matter has also been taken up with the Magalies Water Board.

The goal is to have the water services, with the implementation of the above measures, operating on a surplus without being ring-fenced with the equitable Share. The free basic service of 6 Kl of water is only applicable to indigents.

15 Sanitation

The revenue on sanitation increased from R 5,377,000 to R 5,633,000 million.

Sanitation is only applicable to households and businesses in Mogwase and Madikwe where a water born service is rendered.

This is an economical service. Revenue should be more than the expenditure.

Currently this service is operating on a deficit and is ring-fenced with a portion of the Equitable Share.

16. Refuse Removal

The revenue on refuse removal increased from R 10,933,000 to R 11,558,000 million.

This is an economical service. Revenue should be more than the expenditure.

Currently this service is operating on a deficit.

The deficit is due to the fact that the service is rendered to 75,000 households whereas only 25,000 households are receiving accounts as the municipality is mostly a rural municipality.

The municipality will investigate the matter on how to render accounts in those areas where no accounts are being rendered.

The implementation of a flat rate is also under investigation.

17. Interest on External Investments

It is proposed that the amount be kept at R5, 168,000 to R 5,438,000 million.

The interest received on investments are for funds invested.

18. Interest on Outstanding Debtors

The interest on outstanding debtors has been increased from R80, 931,000 to R85, 594,000 million.

The increase in the interest on outstanding debtors increases the outstanding debtor's book.

There is also a major increase in the outstanding debtors which is due to the coronavirus that might have a negative impact in the economy of the country.

The bigger portion of this increase is budgeted under provision for bad debts as debtors are reluctant to pay for services rendered.

Consumers must be encouraged to pay for service rendered as it will lead to an improvement in service delivery as well as increase in the cash flow of the municipality.

19. Traffic Fines

An amount of R2, 000,000 million has been provided for the issuing of traffic fines.

20. License Applications

The municipality has established a license office in Tweelaagte with the assistance of Northwest Provincial Government.

An amount of only R50 thousand rand has been provided for this service for the 2022/2023 financial year as it is not clear at this stage what the revenue actuals will be.

21. Operational Grants

The allocation to the municipality in terms of the draft Division of Revenue Act for the 2022/2023 financial year Makes provision for the following grants:

✦ Equitable Shares	R 528,602,000
✦ Finance Management Grant	R1, 950, 000 million
✦ EPWP	R1, 652, 000 million
✦ MIG (PMU operating)	R5, 159, 010 million

22. Other Revenue

Included under other revenue is the operational

The cash flow situation of the municipality was considered with the compilation of the budget.

23. Capital Budget

The allocation to the municipality for MIG projects in terms of the draft Division of Revenue Act for the 2022/2023 financial year amounts to R 171, 967,000 million.

An amount of R5, 159,010 million has been allocated to PMU which leaves an amount of R166, 807,990 million available for MIG projects.

The total draft capital budget for the 2022/2023 financial year amounts to R233, 760 million which is to be funded as follows:

✦ MIG	R166, 807,990 million
✦ WSIG	R65, 000,000 million
✦ Total Capital Projects	R231, 807,000 million

The following capital projections will be funded with our own funds:

- ✦ R 1,000,000 million Vehicle Pounding Station
- ✦ R 500,000 thousands Office equipment Mogwase
- ✦ R 500,000 million ICT equipment's
- ✦ R 1,000,000 traffic speeding cameras

24. Projected Cashflow

24.1 Property Rates and Service Charges

- ✦ 60% projected for the collection of Property rates.
- ✦ 40% projected for the collection of water services.
- ✦ 15% projected for the collection of sanitation services.
- ✦ 10% projected for the collection of solid waste services.

The projected surplus is R 10,025,000 depending on the collection rate as stipulated above.

25. Long-Term Debt to Annual Income

Municipality's long-term debt not clear in the reports as the increment will be done by leasing of vehicles.

26. Cash / Cost Ratio

A measure of the Municipality's ability to meet its short-term obligations, at least its monthly fixed operating commitments from cash and short-term investments without collecting any additional revenue during that month [MFMA Circular No, 71]. Cash coverage=1month (R61 596 000 – R26 660 000 + R53 726 000/R994972 000.

The cash coverage ratio in in line with the norms of the circular which require that the municipality maintains a cash coverage of between one to three months. The table below indicates that the current ratio is used to assess the Municipality's ability to pay back its short-term liabilities (Debt & Payables) with its short-term Assets. (Cash, Inventory and Receivables) [MFMA Circular 71]

Financial Years			
Description R000	2020/2021	2019/2020	2018/2019
Current Assets	229 144	146 054	126 650
Current Liabilities	268 825	319 188	295 652
Current Ratio	-39 681	-173 134	-169 002
Networking Capital	0.85	0.46	0.43

The municipality's working capital ratio has shown an unfavourable outcome over the period, currently experiencing financial difficulties to meet its short-term obligations with short-term assets, but that the ration will improve over the next three years. This is not consistent with the requirements of MFMA Circular No. 71 which require that the municipality maintain a ratio norm range between 1.5 to 2.1. There is a detailed Financial Plan to address:

- ✦ Positive cash flow with a focus on revenue from trading services
- ✦ Implementation of cost containment measure and reduction of expenditure
- ✦ Realistic debtor's collection rates with incremental improvements year on year
- ✦ Creditors payments rates that ensures that all fixed obligations, including obligations for bulk purchases are met, and
- ✦ Ring fencing of conditional grant and ensuring that conditional funding is cash backed

27. Budget Steering Committee

The re-affirmation for the next 5 years never done. Since Local Government Elections MKLM has not been politically functional from 22 November 21 to date. From Local Government Elections we came out of stable administration and all these changes have affected the stability and the Administration. We need to put emphasize on COVID 19 pandemic which also impacted on the way we do business and planned to roll out our programmes. The impact of COVID has affected the finances where employees were paid without council resolution and SALGA Guidelines.

Strategic MIG projects could not be implemented on time due to the imposed regulations and that caused a total of 20 million roll over. Unemployment has increased due to company retrenchments and that impacted on various households

being unable to pay for their municipal services. Then all Directorates are encouraged to come up with strategies of revenue enhancements and on how to encourage communities to pay for municipal services.

The challenge faced by Finance is a cross cutting matter and we need to put emphasis to improve on how to provide basic services and access to infrastructures services; improving on maintaining roads, patching potholes or rehabilitating our roads; maintaining our parks; grass cutting along our roads; prioritizing job creation and community safety, keeping safe and clean city and encouraging ESKOM to energizing our community halls, high mast lights and supply of electricity; to various households.

The above will be done while we focus on ensuring we grow and develop Mogwase as our City.

- ✦ To attract investment and encouraging growth by making it easy to do business in MKLM
- ✦ To ensure support revitalization of entrepreneurs to benefit in our tender system and making conducive environment for them
- ✦ To engage our Stakeholders in empowering individuals and contractors, companies to take advantage of opportunities
- ✦ To encourage tourism as our node for development and recreation of facilities.

The section outlines the Medium-Term Revenue and Expenditure Framework (MTREF) where budget need to be aligned in terms of the allocation of resources to implement the new IDP. The Plan will guide and ensures that projects as mentioned are feasible and can be implemented by various department. The Plan will also touch base on the present tariffs proposed for 2022/23 and need to be covered under the separate Budget Report

Section J: Municipal Project Phase

1. Introduction

Chapter 5 of the Municipal Systems Act (Act 32 of 2000) in particular provides instruction on cooperative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan. The Act further goes to inform that the IDP must Link, Integrate and Coordinate development plans for the Municipality.

Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget is based. The plan must also be compatible with national development plans and planning requirements binding on the Municipality in terms of legislation. The IDP should therefore serve as a guideline for where sector departments allocate their resources at local government level, in our case the District Development Model is taken into cognizance.

The Municipality should however also take into consideration the sector departments' policies and programmes when developing its own policies and strategies. For this reason, is it in the interest of the sector departments to participate in municipal IDP planning processes to ensure alignment between programmes. The following projects are planned by the various national and provincial sector departments from the previous years and this silo implementation of projects hinders progress.

The tables below indicate projects that are planned by the Municipality, and various national and provincial sector departments. Unfortunately, not all the applicable

sector departments submitted information and provide progress for such projects to allow us to report back to our communities.

2. Municipal Project List

2. Municipal Project List									
MSCOA Line Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2021/2022	2022/2023	2023/2024	2024/2025	
Water Projects: Infrastructure & Technical Services									
Financial Year – 2021/2022 – 2022/2023									
New Projects									
Water Projects									
39056446020 WSE32ZZ20	MKW – 118	Construction of Letlhakane/Kortloof Water Supply	18	New	6,880,000				WSIG
39056446020 WSE40ZZ20	MKW – 79	Construction of Manamakgotheng Reservoir and Bulk Water Supply	22/31	New	13,208,308	6,791,691	15,378,956		WSIG
39056445020 WSE27ZZ29	MKW – 126	Construction of Lerome Water Supply	17	New	8,000,000				WSIG
Adjusted									
39056446020 FBD77ZZ20	MKW – 115	Construction of Maologane Water Supply	27	Adjusted	7,418,518				MIG
39056446020 WSE33ZZ20	MKW – 119	Construction of Pitsedisulejang Water Supply	2	Adjusted	0				WSIG
39056446020 WSE34ZZ20	MKW – 120	Construction of Lossmytjerie - Goedehoop Water Supply	1	Adjusted	4,800,00				WSIG
3905644020 FBC50ZZ17	MKW – 74	Lerome Water Supply - Internal Reticulation (Thabeng Section)	15	Adjusted	0	15,135,731	16,045,898	16,045 898	MIG
39056446020 WSE39ZZ29	MKW – 94	Construction of Mahobieskraal Bulk Water Supply and Reticulation	30	Adjusted	9,000,723	7,381,766	15,200,000	11,000,000	WSIG

MSCOA Line Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2021/2022	2022/2023	2023/2024	2024/2025	
390564460 20WSE37 ZZ20	MKW – 123	Construction of Tweelaagte Water Supply (Phase II)	26	Adjusted	10,756,045	8,409,926			WSIG
Ongoing									
390564460 20FBD76Z Z20	MKW – 114	Construction of Sandfontein Water Supply	10	Ongoing	11,501,445	13,022,555			MIG
	MKW – 136	Magong Water Augmentation	8	Ongoing	3,597,044				MIG
	MKW - 137	Pella water supply (Phase II)	19	Ongoing	728,433				WSIG
Roll Over									
390564460 20FBE38Z Z20	MKW – 116	Ledig Water Supply Various Sections	14/28/30	Roll Over	4,582,619	14,777,789	17,011,712	19,511,712	MIG
	MKW - 139	Lerome bulk water scheme	15	Roll Over	3,445,448				WSIG
	MKW - 138	Pella water supply (Phase I)	20	Roll Over	1,211,079				MIG
Phase I Completed									
39056445020W SE28ZZ29	MKW – 117	Upgrading of Madikwe Water Treatment Plant (Phase II) (Vrede, Seshibitswe)	19	Phase I Completed	12,000,000	10,637,692			WIG PIG
Financial Year 2022/2023									
New Projects									
390564460 20FBE31Z Z20	MKW – 125	Maeraneng Water Supply	22	New		2,418,750	13,706,250		MIG
390564460 20FBE30Z Z20	MKW – 127	Segakwaneng Water Supply	31	New		2,250,000	12,750,000		MIG

MSCOA Line Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2021/2022	2022/2023	2023/2024	2024/2025	
	MKW – 128	Upgrading of Mogwase Sewer Plant	33	New		10,000,000			WSIG
	MKW – 129	Tweelagte Water Supply – Phase 3 (New Stands) – (Design)	26	New		1,200,000	6,800,000		MIG
	MKW – 130	Sandfontein Water Supply – Phase 2 (Boikhutso Extension) – (Design)	10	New		1,500,000	8 500 000,		MIG
	MKW – 131	Manamakgotheng Water Reticulation(Leagajang Extension) (Design)	31	New		1,500,000	8,500,000		MIG
	MKW – 132	Molatedi Water Treatment Plant (Upgrading) (Design)	1	New		2,700,000	15,300,000	20,000,000	MIG
	MKW – 133	Mogwase Replacement of Asbestos Pipes (Design)	13/15/33	New		2,386,521	18,644,328	17,013,754	MIG
	MKW – 135	Mabeskraal to Uitkyk Bulk Water Pipeline (Various Villages) (Design)	23	New	R2,125,353	18,181,881	23,597,044	8,221,075	WSIG
	MKW -	Lerome water supply		New		3,597,043			WSIG
	MKW -	Greater Saulspoort Bulk water augmentation		New				20,000,000	WSIG
		Madikwe bulk water augmentation scheme	19					26,778,925	WSIG
Sanitation Provision									
Financial Year 2021/2022 – 2023/2024									
New Projects									

MSCOA Line Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2021/2022	2022/2023	2023/2024	2024/2025	
	MKS - 84	Sandfontein rural sanitation (254)	10	New		5,591,140			MIG
	MKS - 85	Mabeskraal rural sanitation (508)	24,26	New		11,182,279			MIG
	MKS - 86	Makgophe rural sanitation (278)	27	New		6,128,903			MIG
	MKS - 87	Mabele a podi (278)	13	New		6,128,903			MIG
	MKS - 88	Supply & installation of VIDP Toilets: Sandfontein (254) Mabeskraal (508)	10,	New		14 ,273 419			MIG
	MKS - 89	Rural Sanitation Programme: Makgope (278) & Mabale-a-Podi (278)	27,13	New		10,757,806			MIG
	MKS - 90	Segakwaneng	31	New			2,500,000		MIG
	MKS - 91	Davidkatnagel	2	New			2,500,000		MIG
	MKS - 92	Leruleng		New			2,500,000		MIG
	MKS - 93	Makoshong	26	New			2,500,000		MIG
	MKS - 94	Phalane		New				3,000,000	MIG

MSCOA Line Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2021/2022	2022/2023	2023/2024	2024/2025	
	MKS - 95	Manamakgotheng		New				3,000,000	MIG
	MKS - 96	Upgrading of Mogwase sewer plant		New		10,000,000	15,824,000	24,000,000	WSIG
Adjusted									
381564494 20FBC64Z Z02	MKS - 51	David Katnagel Rural Sanitation (85)	2	Adjusted	R0,00				MIG
381564494 20FBC68Z Z17	MKS - 52	Leruleng Rural Sanitation (85)	17	Adjusted	R0,00				MIG
381564494 20FBC78Z Z26	MKS - 54	Phalane Rural Sanitation (85)	26	Adjusted	R0,00				MIG
381564494 20FBC70Z Z22	MKS - 55	Manamakgotheng Rural Sanitation (85)	22/31	Adjusted	R0,00				MIG
381564494 20FBD61Z Z24	MKS - 74	Makoshong Rural Sanitation (85)	24/26	Adjusted	R0,00				MIG
381564494 20FBE10Z Z02	MKS - 83	Segakwana Rural Sanitation (85)	31	Adjusted	R0,00				MIG
	MKS - 80	Supply & installation of VIDP Toilets in Sandfontein (325)	10	Adjusted	6,593,867				MIG
	MKS - 79	Supply & installation of VIDP Toilets in Mabeskraal (527)	24,26	Adjusted	8,352,578				MIG
	MKS - 78	Supply & installation of VIDP Toilets in Mabele a podi (260)	13	Adjusted	6,740,780				MIG

MSCOA Line Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2021/2022	2022/2023	2023/2024	2024/2025	
	MKS – 73	Supply & installation of VIDP Toilets in Ramokokastad (391)	12	Adjusted	7,313,637				MIG
	MKS – 74	Supply & installation of VIDP Toilets in Disake (215)	5	Adjusted	5,268,207				MIG
	MKS - 71	Supply & installation of VIDP Toilets in Makgophe (103)	27	Adjusted	1,839,312				MIG
Roads & Stormwater									
Financial Year 2021/2022 – 2022/2023									
New Projects									
37156472420 FBE13ZZ32	MKRS – 90	Paving of Lerome (Thabeng Section) internal road	15	New	15,460,174				MIG
	MKRS – 91	Paving of Phalane internal road	26	New	16,537,516				MIG
37156472420 FBE15ZZ32	MKRS – 92	Paving of Mononono internal road	8	New	17,434,218				MIG
	MKRS – 93	Paving of Pella internal road (Phase 3) Moses Kotane Cemetery	18	New		28,990,714			MIG
	MKRS – 94	Oudekkers Road		New		28,990,714			MIG
	MKRS – 95	Rehabilitation of Matau Internal Roads	3	New			16,425 088		MIG

MSCOA Line Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2021/2022	2022/2023	2023/2024	2024/2025	
	MKRS – 96	Tlokweng Internal Roads		New				15 000 000	MIG
	MKRS – 97	Rehabilitation of Welverdiend Internal Roads	1	New				20 000 000	MIG
	MKRS – 98	Vrede Storm Water Management Phae III	21	New		25 708 920			MIG
Adjusted									
37156472420 FBD67ZZ32	MKRS – 94	Paving of Tlokweng internal road	20	Adjusted	1,900,000				MIG
Ongoing									
37156472420F BE12ZZ32	MKRS – 89	Vrede Storm water (Phase III)	21	Ongoing	9,563,028	24,696,418			MIG
Roll Over									
	MKRS – 87	Madikwe (China Section) internal road	19	Roll Over	3,761,929				MIG
	MKRS - 85	Ramoga internal road	17	Roll Over	1,064,991				MIG
Electricity: High Mast Lights									
Financial Year 2021/2022									
Adjusted									
372064330 20FBE24Z Z15	MKELC- 95	Installation of high mast lights Bapong – (4)	25	Adjusted	1,866,095				MIG
372064330 20FBE25Z Z15	MKELC- 96	Installation of high mast lights Pella (4)	19	Adjusted	1,874,821				MIG

MSCOA Line Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2021/2022	2022/2023	2023/2024	2024/2025	
372064330 20FBC89Z Z13	MKELC- 97	Installation of high mast lights Mabele a Podi – (2)	13	Adjusted	960,000				MIG
372064330 20FBE03Z Z15	MKELC- 98	Installation of high mast lights Masekolane – (2)	3	Adjusted	920,391				MIG
372064330 20FBE17Z Z15	MKELC- 99	Installation of high mast lights Greater Ledig – (17)	14/28/30	Adjusted	7,832,168				MIG
37206433 020FBE0 4ZZ15	MKELC- 100	Installation of high mast lights Molatedi – (3)	1	Adjusted	1,410,874				MIG
		Energising of high mast lights in various villages (Mmatau – 2, Mabeskraal – 5, Tlokweg – 3, Mogwase – 1, Mmorogong – 3, Dikweipi – 1, Legkraal – 4, Mononono – 3, Koffiekraal – 14, Motlollo 1)		Adjusted	5,806,000				MIG
New Projects									
		High Mast Light Programme Cluster A		New		4,459,497			MIG
		High Mast Light Programme Cluster B		New		4,459,497			MIG
		Energizing of HML and Community Halls from previous FY		New		4,000,000	5,000,000	6,000,000	MIG
Financial Year 2022/2023									
New Projects									
	MKELC- 106	Installation of high mast lights Dwarsberg /Dinokaneng (4)	1	New		1,824,000			MIG
	MKELC- 107	Installation of high mast lights Uitkyk (4)	4	New		1,824,000			MIG

MSCOA Line Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2021/2022	2022/2023	2023/2024	2024/2025	
	MKELC-108	Installation of high mast lights Molorwe (4)	6	New		1,824,000			MIG
	MKELC-109	Installation of high mast lights Mapaputle (4)	6	New		1,824,000			MIG
	MKELC-110	Installation of high mast lights Ntswanalemetasing (4)	8	New		1,824,000			MIG
	MKELC-111	Installation of high mast lights Lerome (Mositwana East) (4)	17	New		1,824,000			MIG
Institutional Development									
Financial Year 2021/2022 – 2022/2023									
Adjusted									
34256473520F BE06ZZ12	MKID- 85	Construction of Phola Park Community Hall	17	Adjusted	9,040,420				MIG
New Projects									
	MKID - 86	Mogwase Fresh Produce Market (Design)	33	New		2,736,000	9,979,089	18,000,000	MIG
	MKI - 87	Disaster Management Centre		New				18,300,257	MIG
Sports / Parks / Recreation: Community Services									
Financial Year									
Adjusted									
	MKSAC - 31	Upgrading of Mogwase Sports Park Phase II	33	Adjusted	9,665,128				MIG
	MKSAC - 32	Upgrading of Madikwe Sports Park	19	Adjusted	8,875,390	1,012,503			MIG
Ongoing									

MSCOA Line Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2021/2022	2022/2023	2023/2024	2024/2025	
35306473520 FBE41ZZ12	MKSAC - 30	Upgrading of Mogwase Sports Park (Phase III)	33	Ongoing		9,673,334			MIG
New Projects									
	MKSAC - 33	Refurbishment of Tlokwenj Cemetery		New				11 000 000,	MIG
Solid Waste & Environment									
Financial Year 2022/2023									
353564500 20FBD87Z Z19	MKSWE - 01	Rehabilitation of Madikwe Landfill Site (Design)	19	New		3,076,847			MIG
	MKSWE - 01	Upgrading of the Madikwe Landfill Site	19				15,000,000	15 000,000	MIG

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.

3.1 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

3.2 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 agro-processing, logistics, marketing and training	BPDM	2 billion	25 billion	0	0	Over 3 years	Moses Kotane Local Municipality is a pilot: For All 4 Local Municipalities	3

3.4 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
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Sector Departments Projects

4. Department of Health

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

5. Department of Arts, Culture

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

6. Department of Community Services and Transport Management (CSTM)

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

7. Department of Education

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

8. Department of Cooperative Governance & Traditional Affairs

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

9. Department of Public Works and Roads (DPWR): (Public Works)

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

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

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

11. Department of Social Development

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

Mining Houses Project

12. Bakubung Platinum Mine

N o	SLP Projects	2019	2020	2021	2022	2023	Total Budget
1.	Human Resource Development Project	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R25,000,000.00
2.	Host Community Daily Water Delivery	R5,100,000	R0	R0	R0	R0	R5,100,000.00
3.	Bulk Infrastructure Water Project	R3,300,000	R2,000,000	R0	R0	R0	R5,300,000.00
4.	Public Transport Support Project	R0	R1,500,000	R0	R0	R0	R1,500,000.00
5.	Zwartkoppies Agricultural Farm Project	R800,000	R800,000	R2,196,704,78	R800,000	R800,000	R4,000,000.00
6.	Enterprise Development Project	R600,000	R600,000	R600,000	R600,000	R600,000	R3,000,000.00
7.	Community Schools Infrastructure Project	R300,000	R2,000,000	R2,000,000	R2,000,000	R2,000,000	R8,300,000.00
8.	Environmental Projects	R120,000	R495,000	R495,000	R495,000	R495,000	R2,100,000.00
9.	Mphuphuthu / Community Multi-Purpose Sport Court project	R700,000	R0	R0	R0	R0	R700,000.00
10.	Gabonewe Housing Estate Development	R35,000,000	R36,250,000	R40,722,364,72	R36,250,000	R36,250,000	R180,000,000.00
Grand Total		R50,920,000	R48,645,000	R45,145,000	R45,145,000	R45,145,000	R235,000,000.00

12.1 Projects on a Planning Stage – 2021/2022

Project Name	Description	Project Status	Expenditure
Community Schools Infrastructure	Project entails Ablution Facilities both Makgofa and Mphuphute Primary schools in Ledig	Planning – Finalization of BOQ's	R4 000 000
Public Transport Support	Project entails assisting the local Taxi Association (Lesuma) with the construction of the office block in Ledig	Planning – Finalization of BOQ's	R1 500 000
Gabonewe Housing Estate – Phase 2 (168 Units)	Construction of 801 housing units for both Mining Employees and Community members	Tender Awarded	R84 000 000

Environmental Projects	Rain Harvesting and Food Security (Gardening) for schools as well as supporting local (Ledig) Recyclers	Order issued for procurement of all required material	R990 000
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Samancor Chrome Mine Limited - Varkensvlei (Mantserre Village)

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

15. Pretoria Portland Cement (PPC) - DWALBOOM

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

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

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

16. Matutu Milling SLP Projects

Project	Community	Budget	Expenditure	Status
Wifi Tower project	Mabeskraal	R150 000	R35 000	Changed Scope
Sekel Bos Project	Mabeskraal	R85 000	R105 350	Ongoing (Changed Ownership)
Paving of Graveyard	Ratau	R80 0000	R0	Ongoing
Librabrian Bush Camp	Mabeskraal	R15 000	R8 500	Ongoing
U/19 Sport Tournement	Mabeskraal	R4 500	R0	Ongoing
Rakoko Sanity ware drive	Mabeskraal	R1 200	R1 200	Completed

