



**MOSES KOTANE LOCAL MUNICIPALITY
DRAFT INTEGRATED DEVELOPMENT PLAN
FOR FINANCIAL YEAR 2023/2024**



Content / Heading	Pages
Foreword by the Mayor	6
Acknowledgement by the Accounting Officer	7
Section A	
1. Towards a Strategic Plan and Charter.....	8 – 10
2. Introduction.....	10 – 11
3. Legislative Context.....	11 – 14
4. Municipal Vision, Mission and Values.....	14 – 15
5. IDP Development Processes	15
6. The Approach and Alignment.....	15 – 16
7. Traditional Authorities.....	16
8. Gender Based Violence and Femicide	16
9. Special Social Programme.....	16
10. Shared and Detailed Analysis.....	16 – 18
Section B: Situational Analysis Phase (Demographics)	
1. Demographic Profile.....	19
1.1 Population Growth.....	19
1.2 Table 1: District Population Data.....	19
1.3 Population: Age and Gender for 2001 and 2021.....	19 – 20
1.4 Table 2: Population Gender and Age Distribution.....	20
1.5 Population Pyramid for comparing years 2011 and 2021.....	21
1.6 Population growth trend per settlement footprint.....	22 – 24
2. Settlement types	24 – 25
2.1 Roles of settlement and type of social facilitation.....	25
2.2 Service wheel for social facility.....	26
2.3 Figure 1: Priority nodes for service delivery.....	26
3. Socio Economic Analysis.....	27
3.1 Economic production and employment per sector (2020)	27
3.2 Table 3: Gross Value Added (GVA) per sector.....	27 – 28
3.3 Regional Economic Production	29
3.4 Figure 2: Indicators of formal economic activities	30
3.5 Growth in Structures: 2015 – 2020	30
3.6 Figure 3: Changes in the number of residential structures.....	31
4. Strategic Water source	31
4.1 Figure 4: Strategic water source.....	32
5. Conclusion	32
Section C: KPA 1 – Basic Service Delivery and Infrastructure Development	
Department: Infrastructure and Technical Services	
1. Overview and Background.....	34 – 35
2. Priority No. 1: Water and Sanitation	35
3. Water and Sanitation Status	35 – 36
4. Infrastructure Study conducted.....	36
5. Water Supply Status Quo.....	36 – 39
6. Water Resource Profile.....	39
7. Water level @Schools and @Health Centre.....	40
8. Water Service Planning.....	40

Content / Heading	Pages
9. Sanitation – Study System conducted.....	40
10. Water Supply in three categories.....	40 – 47
11. Sanitation Infrastructure.....	48
12. Roads and Storm water	48
12.1 Status Quo on Municipal Roads	49
12.2 Roads paved in fair condition.....	49 – 50
12.3 Roads paved in good condition.....	50 – 51
12.4 Types of gravel roads within MKLM.....	51 – 52
13. Electricity Status Quo.....	53
14. Services and Backlogs.....	54
Department: Community Services	
1. Introduction	55
2. Purpose of Public Safety.....	55
3. Status Quo on Public Safety.....	55
4. Status Quo on Parks, Cemeteries and Recreational Facilities.....	55 – 56
5. Public Safety Mandate.....	57
6. Department SWOT Analysis.....	57 – 58
7. Intergovernmental Relations Intervention.....	58 – 59
8. Environment and Waste Management	59 – 60
9. Key Project Proposal.....	61 – 63
10. Disaster Management Services overview and background.....	63 – 64
11. Accident Frequency.....	64 – 65
12. Parks, Cemeteries and Recreational Facilities.....	66
13. Municipal Sports Park Facilities.....	66 – 67
14. Municipal buildings and Facilities.....	67 – 73
15. Thusong Centres.....	73 – 75
16. Municipal Libraries	75
17. Six Municipal Libraries Status Quo.....	75 – 76
18. Primary, High Schools and Health Centres in MKLM.....	76 – 79
19. Basic Service Delivery and Infrastructure Development.....	80 – 83
Section D: KPA 2: Local Economic Development	
1. Introduction.....	85
2. Legislative Imperative.....	85 – 86
3. Economic Analysis.....	86 – 88
4. Agricultural Overview.....	88 – 90
5. Rural Development.....	90 – 91
6. Fresh Produce Market.....	91
7. Commonage Policy.....	92 – 93
8. Agri-Park Project.....	93 – 94
9. Tourism Overview.....	95 – 99
10. Mining Overview.....	99 – 101
10.1 Legislative Context.....	102
10.2 Rationale.....	102-103
10.3 Anglo/MKLM SLP Proposed Priorities.....	103-104
10.4 Proposed Interaction in the Region.....	104
11. Arts and Culture Overview.....	104-105
12. Programmes and Project Layout.....	105
12.1 Agriculture and Rural Development.....	105-106
12.2 Tourism Development.....	106
12.3 Creative Industries.....	106

Content / Heading		Pages
12.4	Sports.....	106 –
12.5	Business Support.....	107
12.6	Mining	107
Section D: KPA 3: Municipal Financial Viability		
1.	Strategic Objective	109
2.	MSCOA	109
3.	Financial Plan	109
4.	Level of Reliance on Grants	110
5.	Consolidated Overview of the budget.....	110-111
6.	Operating Expenditure	111
7.	Employee Related	111
8.	Remuneration	111
9.	Debt Impairment	111
10.	Bulk Purchase Electricity	112
11.	Water Bulk Purchase	112
12.	Contracted Services	112
13.	Depreciation	112
14.	Finance Charges	112
15.	Operating Expenditure	112-113
16.	Operating Revenue	113
17.	Property Rates	113
18.	Water Services	113-114
19.	Sanitation	114
20.	Refuse Removal	114
21.	Interests on External Investments	114
22.	Interest on Outstanding Debtors	114-115
23.	Traffic Fines	115
24.	License Application	115
25.	Operational Grants	115
26.	Other Revenue	115
27.	Capital Budget	115-116
Section F: KPA 4: Spatial Rationale		
1.	Introduction.....	118-119
2.	Spatial Development Framework.....	119
3.	MKLM SDF Objectives.....	119
4.	Legislative Framework.....	119 120
5.	SPLUMA Objectives.....	120
6.	Municipal Spatial Development Policy Framework	120-121
7.	Action Plan and Challenges.....	121-122
8.	Composition of Spatial Development Framework.....	122-123
9.	Settlement Structure and hierarchy (Development nodes)	123-126
10.	Land Use Scheme.....	126-127
11.	Human Settlement.....	127-128
Section E: KPA 5 – Good Governance and Public Participation		
1.	Strategic Objective	131

Content / Heading	Pages
2. Council Oversight Structures and Administrative Support	
3. Public Participation	131
4. Municipal Schedule of Public Participation	131
4.1. 1 ST Round	131-132
4.2. 2 ND Round (proposed)	132
5. Municipal Public Participation Priorities and Strategic Objectives	132
6. Communications	133
7. Municipal Key Challenges and Non-Municipal Coordinated Issues	133-134
8. Measuring IDP Progress	
9. Sector Departments Needs and Priorities for 2023/2024 FY	135-136
10. PMS	136-137
11. Institutional Performance	137
12. Sectoral Plans	137-138
13. Migration	138
	138-140
Strategic Development	
1. Strategic Alignment	140-142
2. Municipal SWOT Analysis	143
3. Alignment to Strategic Processes	143-144
4. Alignment of KPA's, Strategic Goals, Goal Statement and Goal Outcome..	
5. Municipal Priorities/Key Performance Areas, National Development Targets and Municipal Plans	144-145
6. Global Development Policy Direction	145-147
7. Millennium Development Goals	148-149
8. National Outcome Delivery Agreement	149-150
9. 14 National Outcome Delivery Agreements	150
10. Revised Medium Term Strategic Framework	150-152
11. MKLM ECD's	153-154
	156-165
Section E: KPA 6 – Municipal Transformation and Institutional Arrangement	
Department: Corporate Support Services	
1. Strategic Objectives	168
2. Corporate Support Status Quo	168-169
3. SWOT Analysis	169
4. Alignment of Strategic Objectives	169-170
5. Governance – Council	170-171
6. Ward Councillors	171-173
7. Proportional Councillors	173-174
8. Oversight Council Committees	174
9. Democratic Development	174-175
10. Role of Ward Councillors	175
11. Role of PR Councillors	175-176
12. Full/Part time Councillors	176
13. Ward Committees	176-177
14. Delegation of Authority	177-178
15. Administrative Support	178-182
16. Skills Development	183-185

Content / Heading	Pages
17. Municipal Policy Development	185-191
18. Prevention and Combating Corrupt Activities	191
Section J: Project Phase	
1. Municipal Projects	193-202
2. SEZ Projects	202-204
3. Bojanala Platinum District Municipality Development Model (DDM) Projects.	204-208
4. Sector Departments Projects	208-217

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 and now in the second year 2023/2024

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

Acknowledgement by Accounting Officer: Mr. Mokopane Vaaltyn Letsoalo



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. Our challenges remain and we are committed through partnerships with Traditional Authorities, Communities and Stakeholder to resolve the challenges of low revenue, illegal connections and water losses, land invasion, aged infrastructure and reliable water provision.

As I re-join the Moses Kotane Local Municipality for another term, my office is particularly courageous and determined more as we spend the whole five years trying to put the necessary systems and culture in place to deliver on our constitutional mandate. It has been a long and difficult journey to be where we are today. We have recorded a significant improvement in our Audit opinion as we have received Unqualified Opinion with findings, making Moses Kotane Local Municipality one of the three municipalities in the Province and the only one in the Bojanala District.

We are determined to improve even further this year with the zeal demonstrated by the Team Kotane. We need to ensure that our Audit outcome is commensurate with the provision of services to our communities. Indeed, our communities still suffer hardships of poverty, unemployment, violence against Gender and femicides as well as unemployment. This IDP seeks to address the inequalities prevalent in our society.

This year we have decided to approach the review of the IDP differently. We have decided to begin a process of Long-term Planning starting with Planning for thirty years. This started with the partnership with Anglo American and CSIR through a Municipal Capability Partnership Programme. Our strategic Planning document and resolutions will be part of the IDP as we table it before council.

We have just adopted the Infrastructure Master Plan for the provision of bulk infrastructure in support of the SEZ which is an integral part of the District One Plan which is currently going through a Technical refinement process. Development in Moses Kotane is fast growing with the Bakubung Smart City Project, The Unit 7 mixed use development and the new Private Hospital to be operational soon. These developments require long term planning on our part.

We are called upon to contribute to the resuscitation and recovery of the economy from the devastation of the COVID 19 pandemic and the effects of Load shedding. Alternative sustainable energy sources are on our cards as Moses Kotane in line with the resolutions of the Strategic Planning held from 21-23 March 2023 at Sun City. The skills we require must be able to ensure we are up to task with this long-term plan.

I thank you.

Section A

1. Towards a Strategic Plan and Charter for Moses Kotane Municipality.

The structure of Moses Kotane Local Municipality IDP is based on the Strategic Planning session that was held on the 21-23 March 2023. It also looked in the assessment criteria and guidelines for the financial year 2022/2023 financial year, provided by the Department of Co-operative Governance and Traditional Affairs.

The *Executive Summary* indicates issues raised and faced by the municipality, development opportunities, municipal plans to address opportunities and constraints, institutional development programmes, economic opportunities, spatial plans and five-year service delivery programmes.

The leadership of the Moses Kotane Municipality took far-reaching strategic decisions to transform local government in its jurisdiction and build on its core strengths as a caring, responsible and dynamic administration.

This will lead to the adoption of a long-term strategy with aspirational goals and clear deliverables which will serve as a charter for the future trajectory of the Moses Kotane Municipality.

The resolutions taken during a strategic planning workshop held at Sun City on 21-23 March will be tabled at Council as part of the Integrated Development Plan 2023/24. The workshop was attended by the political leadership and administrative management with support from the Municipal Capability Partnership Programme (MCPP).

1.1 The Primary Resolutions taken were:

1. A long-term strategy (30 years) will be formulated for the municipal area in partnership with the mining sector, eco-tourism industries, the agricultural sector, traditional authorities and local communities. This strategy will be adopted in the 2024/25 Integrated Development Plan (IDP).
2. The aspirational goals defined by delegates at the workshop will be included in the draft IDP and tabled in Council by the end of March 2023.
3. The revised 2023/24 IDP will be a concise, strategic document with clear goals, deliverables and time-frames and the drafting process will be supported by the MCPP team. This repackaged IDP will be adopted by Council by the end of May 2023.
4. The Portfolio Committee on Finance will continue to focus on the review of the financial recovery plan and the delivery of a clean audit.
5. To ensure a fully funded budget by 2025/26 the number of distributed rates and services invoices will be expanded and the number of non-paying customers will be reduced.

The following resolutions will be finalised by December 2023:

Corporate Support Services - Institutional Development

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

Development Planning – Spatial Rationale

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

The following resolutions will be finalised by June 2024.

Corporate Support Services – Good Governance and Institutional Development

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

Budget and Treasury Office – Financial Viability

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

Development Planning – Spatial Rationale

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

Community Services – Basic Service Delivery

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

Infrastructure and Technical Services – Basic Service Delivery

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

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

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

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

1. Introduction

The Integrated Development Planning (IDP) is a process by which the local Municipality prepares its strategic development plan for the 2023/24 annually. Integrated development planning as an instrument lies at the centre of the new system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, responsive and performance driven in character.

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

The IDP is therefore the principal strategic planning instrument which guides and informs all planning, budgeting and all development in the municipal area. The IDP is also the strategic planning tool of the Municipality and is prepared within the first year after the newly elected Council has been appointed and will be reviewed annually

during the Council's term of office. The priorities and actions identified in this IDP will inform the structure of the Municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the Municipality

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.

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";

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 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 Partnership Programme (MCP). 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 18th October to 04th November 2022, comprising of 9 clusters where needs were collected and prioritized to inform planning of various department to integrate our plans and implementation of District Development Model (DDM).

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

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

Regulation 2 (2) states that an IDP may:

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

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

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

Regulation 2 (4) states:

- ✓ That a spatial development framework reflected in the Municipality 's integrated development plan must: Give effect to the principles contained in chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995); Set out objectives that reflect the desired spatial form of the Municipality
- ✓ Contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
 - Indicate desired pattern of land use within the Municipality;
 - Address the spatial reconstruction of the Municipality; and
 - Provide strategic guidance in respect of the location and nature of development within the Municipality.

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

Then further endorsement was done through the Strategic Planning session that was held in Sun City of the 21-23 March 2023, with the Theme: Collaborative Leadership: “*Co-creating the Future*”.

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

4. IDP Development Processes

The Municipal Systems Act (Act, No. 32 of 2000) requires Municipalities to annually prepare, review and adopt its Integrated Development Plan. An IDP is one of the key mechanisms for Local Government to cope with its new developmental role. Furthermore, it seeks to facilitate strategic decisions on issues of Municipal importance, such as Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner. The Municipal Systems Act, which provides a framework for the preparation of IDP' s recommends that once in place, each IDP must be reviewed annually to reassess and re-evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes.

The Municipal Systems Act (MSA) also prescribes that an extensive consultation process must be undertaken as part of the IDP process to obtain the inputs from communities in respect of their needs. Apart from specifying the needs of communities, the IDP should also specify a vision for the area, i.e. the desired future state of the community and its surrounds and a plan to achieve it.

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

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

5. The Approach and Alignment

At the strategic planning session, an outcome-based approach was used in line with the national government priorities and the associated 14 outcomes. The strategic objective of the outcome-based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

The Government outcome 9 commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable.

In line with Outcome 9, and also discussed during the Strategic planning, Moses Kotane Local Municipality engaged and responds directly to issues facing 107 villages

and two urban areas, and rendering local government services efficiently and effectively.

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

6. Traditional Authorities - TA

At present the Municipality consists of 35 wards, 107 villages where all are rural and depended on municipal infrastructure grant to provide basic services. MKLM is rural in nature even though there is no classification in any legislation registered to be 100% rural. Traditional Authority areas of jurisdiction require robust development and engagements to ensure that residential, businesses are billed for provision of better service delivery.

7. 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.

8. Special Social Programmes

Programmes that will also require municipal focal areas are the need to establish Local Aids Council to deal with issues such as HIV/AIDS, Teenage pregnant, TB and any other communicable diseases. Establishment of Women's Forum to deal with all women related issues, Gender Based Violence and Femicide GBVF. The establishment of Youth Council to deal with all youth related matters to ensure that youth are taken away from the street and promoting sporting codes for the reduction of drug and substance abuse.

To encourage career guidance exhibition and any other skill or activities to be provided per needs challenges always raised by communities. Establishment of Disability Forum to investigate all issues pertaining to people living with disabilities. The establishment of a Sports Council, as mentioned during Strategic Planning to resuscitate and participation in the Mayoral Cup, Mayoral Golf challenge and Municipal Sports games, to invite and encourage youth from various communities to partake through their wards in implementing Sports Programs

9. Shared and detailed analysis

The current situation forms the basis for the identification of key development issues, development opportunities and a review of the strategic framework. Appropriate mechanisms, processes and procedures for consultation and participation of local

communities, organs of state, Tribal Authorities TA, and broader 107 villages and 2 towns and other role players in the IDP drafting process have been used per chapter 4 of the Systems Act.

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

An indication of the organizational arrangements for the IDP processes have been expressed during the Strategic planning session and will be aligned by end May 2023 as indicated in the n the process plan, assessment report - this will include the following:

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

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

- ✓ Financial Plan,
 - ✓ Organisational Performance Management Framework and Individual Performance Management Policy,
 - ✓ Housing Sector Plan,
 - ✓ Spatial Development Framework indicating a link between the IDP policy framework and the site-specific Land Use Management System (LUMS) and Disaster Management Plan.
 - ✓ The IDP has incorporated the MSCOA segments so as to comply with the MSCOA requirements.
-
- ❑ Although the local municipalities are endowed with the extractive capital, they have not succeeded in the alignment of the municipality-driven Integrated Development Plan (IDP) and alignment of the mine-driven Social and Labour Plan (SLP) to develop host communities (Department of Mineral Resources [DMR], 2015).
 - ❑ Grading of municipalities, being rural, impedes the collection of revenue, payment of property rates and provision of public service, subsequently instigating community protests where communities are cultured to non-payment of services.
 - ❑ It is against this backdrop of socio-economic inequality in the mineral and mining sector that the long-term Development Strategy will further help to examine development growth, intersection of workplace training and racial inequality at the level of organizational decision-makers.

- ❑ But it is at times like these that we need to make time as Planners, Leaders and Stakeholders to change the landscape even though change and culture are very difficult to swallow

10. 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. The post-Apartheid legislative instruments seek to redress the historic marginalisation of the majority of the citizenry from mainstream economic activities.

Planning is informed by credible reliable data and in municipal space endorsed by Statistics South Africa and used by National Treasury in allocating grants/ budget to municipalities

“Critical data for global, regional and national development policymaking is still lacking. Many governments still do not have access to adequate data on their entire populations. This is particularly true for the poorest and most marginalized...”

UNITED NATIONS

We really need to agree that we live and now doing planning in a complex world and historical challenges which impedes collaborated developments

- ❑ The War in Ukraine and Russia has started to affect our Food Security and ailing economy especially the poorer communities/ historically disadvantaged communities
- ❑ COVID 19 and Climate Change are issues that we need to consider when we do our planning, most affected are “Women in 2021 were more stressed, worried, angry, and sad than they were in 2020 – or at any point in the past decade,” the report reads, [The survey](#), conducted by medical technology company, Hologic, investigated how well women's health needs were met in 2021 (South Africa Included)
- ❑ Key for our institution is that we are grant reliant institution where our communities are not interested in paying services, property rates, faced by Debt Collection and strategies of Revenue Enhancement
- ❑ Around the world people are battling with the cost of living and price of fuel and energy - It is difficult time for all of us.

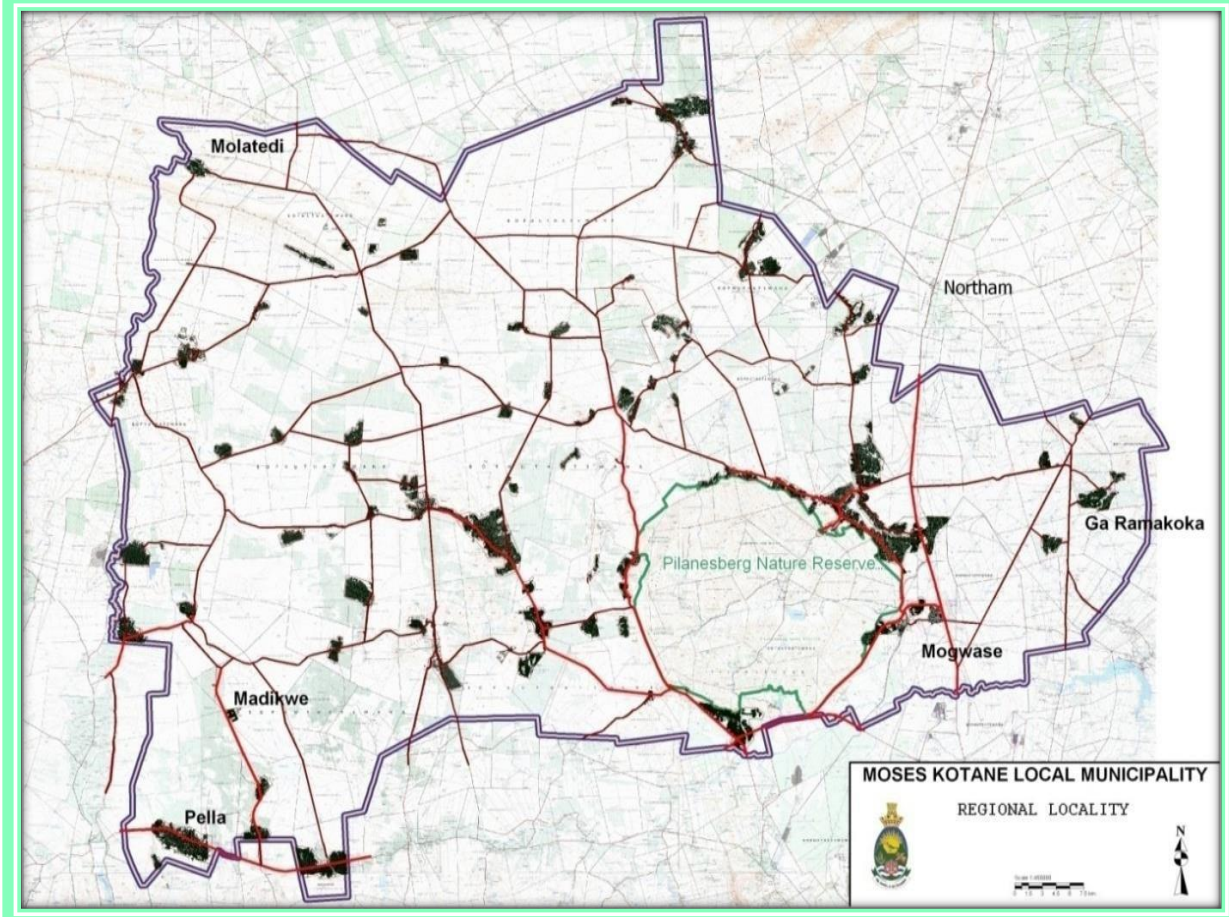
Section B: The Executive Summary

1. Spatial Location and who we are

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

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

Map1: Regional Locality



2. 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 analysis in this section of the IDP makes use of CSIR spatial evidence provided through the municipality's partnership with the Anglo American MCDP.

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 of evidence through the MCDP in an effort to support the Municipality in its Strategic and Planning Processes.

2.1 Population Growth

Table 1 below, shows population data for each LM in North West. The data is sourced from Stats SA for the years 1996, 2001, 2011 and 2021. From the results, Moses Kotane Local Municipality has shown a population growth rate of 0.93% over the last ten years. This is one of the lowest growth rates in the Bojanala Platinum District Municipality, as well as in 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.

2.2 Table 1. Bojanala Platinum District Municipalities Population Data from 1996 - 2021

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	229580.49	237097.22	242551.99	244817.56	0.41%	2265.57	0.93%
Rustenburg	311562.03	387091.97	549555.03	827606.74	1.37%	278051.71	50.60%
Kgetleng Rivier	32755.93	36515.38	51038.03	71989.36	0.12%	20951.33	41.05%
Moretele	176796.03	182685.72	188285.40	189870.01	0.31%	1584.62	0.84%

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

2.3 Population: Age and Gender for 2011 and 2021

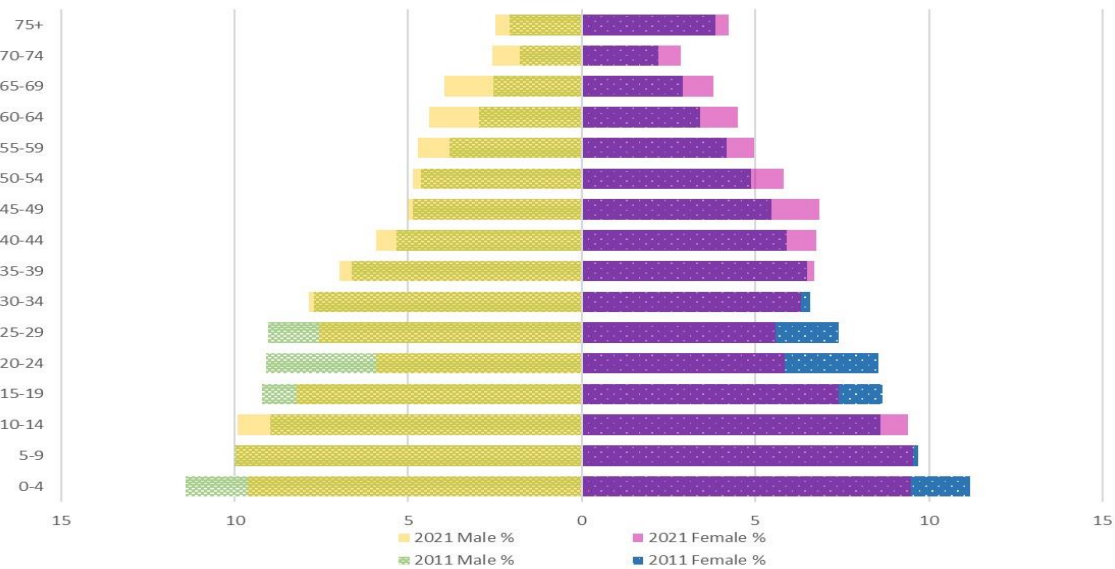
Table 2 reflects the population gender and age distribution for 2011, 2016 and 2021 in MKLM based on Stats SA data. Figure 1 shows a graphical comparison in the form of an overlaid growth pyramid of the MKLM population age and gender breakdown for the years 2011 and 2021.

2.4 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
10-14	10609	11015	10899	11150	11747	11859	21624	22049	23606
15-19	10714	11319	9226	9877	9242	9844	22033	19103	19086
20-24	10554	11159	8894	9073	7302	7094	21713	17967	14397
25-29	9147	11112	8954	11143	6971	9052	20259	20098	16023
30-34	8130	9464	8535	10117	7880	9398	17594	18652	17278
35-39	8019	8133	7897	8302	8362	8345	16152	16199	16707
40-44	7302	6568	8099	7063	8457	7106	13870	15162	15563
45-49	6753	5968	7380	5658	8574	5998	12722	13038	14572
50-54	6018	5677	6640	5851	7257	5842	11695	12490	13099
55-59	5149	4688	5651	5410	6200	5662	9837	11061	11862
60-64	4207	3624	5010	4471	5610	5278	7831	9481	10887
65-69	3586	3131	3899	3626	4745	4733	6717	7525	9478
70-74	2737	2192	3244	2593	3583	3102	4929	5837	6685
75+	4752	2568	4914	2735	5290	2993	7320	7649	8283

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

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



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

The following deductions can be made based on this graphic:

- ✦ There are more females in Moses Kotane, however, the birth rate has declined from 2011 to 2021.

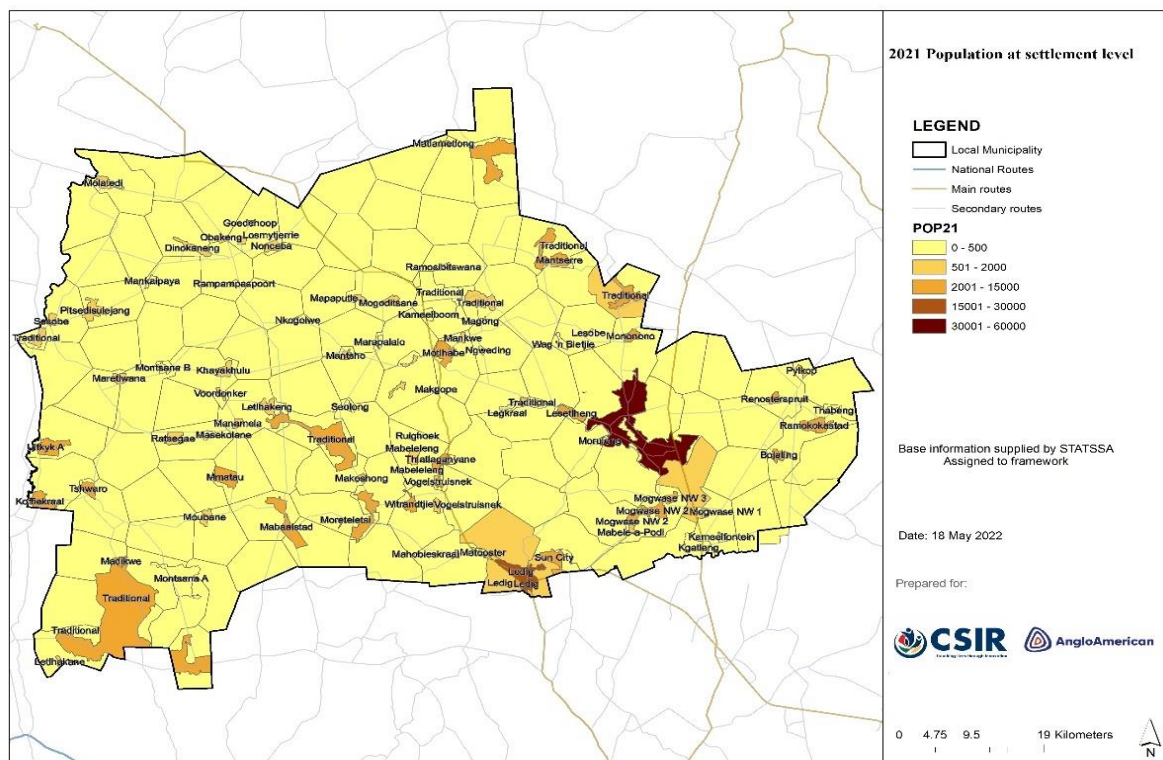
- ✦ The proportion of both males and females in the categories between 15 and 29 years of age has decreased since 2011. This starts to increase from 35 years upwards.
- ✦ The soft narrowing of the cohorts as the population gets older is an indication of a slow death rate. This means that more people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

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

2.6 Population growth trend per settlement footprint: Settlement Population Data

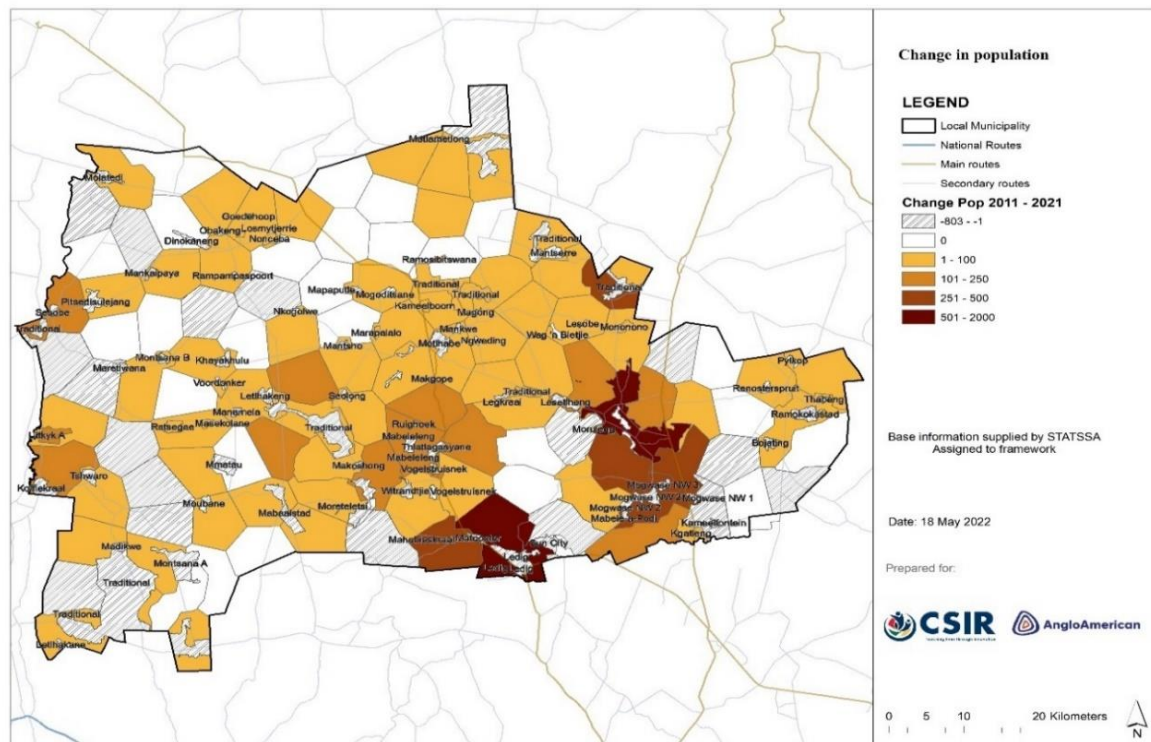
Figure 2 shows the settlement footprint with associated 2021 population for MKLM, whilst Figure 3 shows changes in population size between 2011 and 2021 in the different settlements. The results in Figure 3 show that majority of the settlements in MKLM had an increase in population between 2011 and 2021, with Ledig estimated to have had the highest population growth during the 10 years.

Figure 2: 2021 Population at settlement level



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

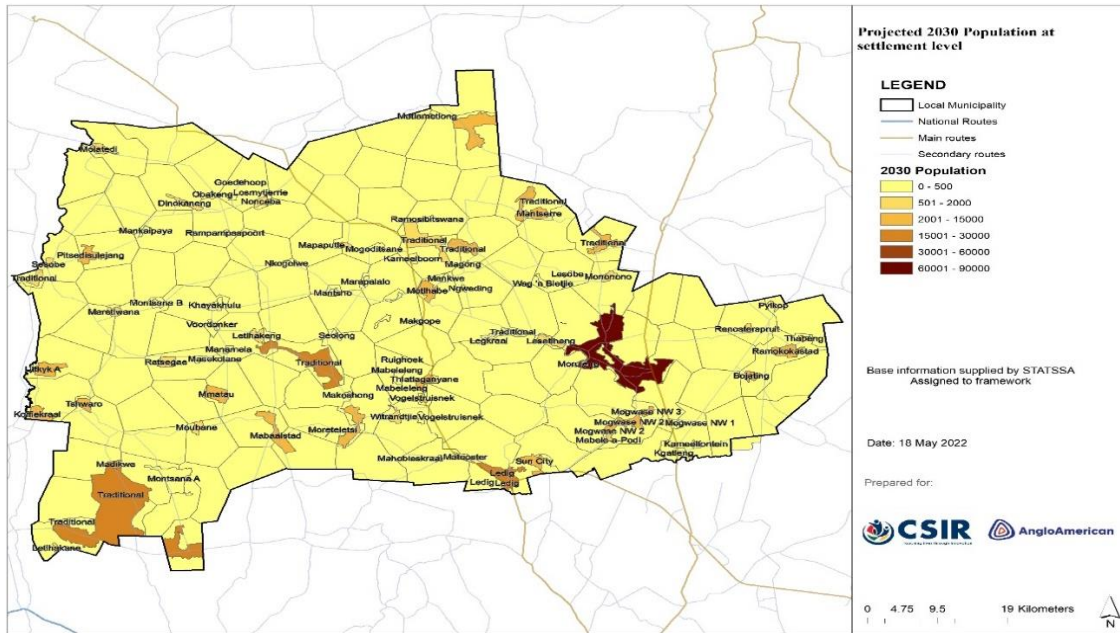
Figure 3: Population change per settlement between 2011 and 2021



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

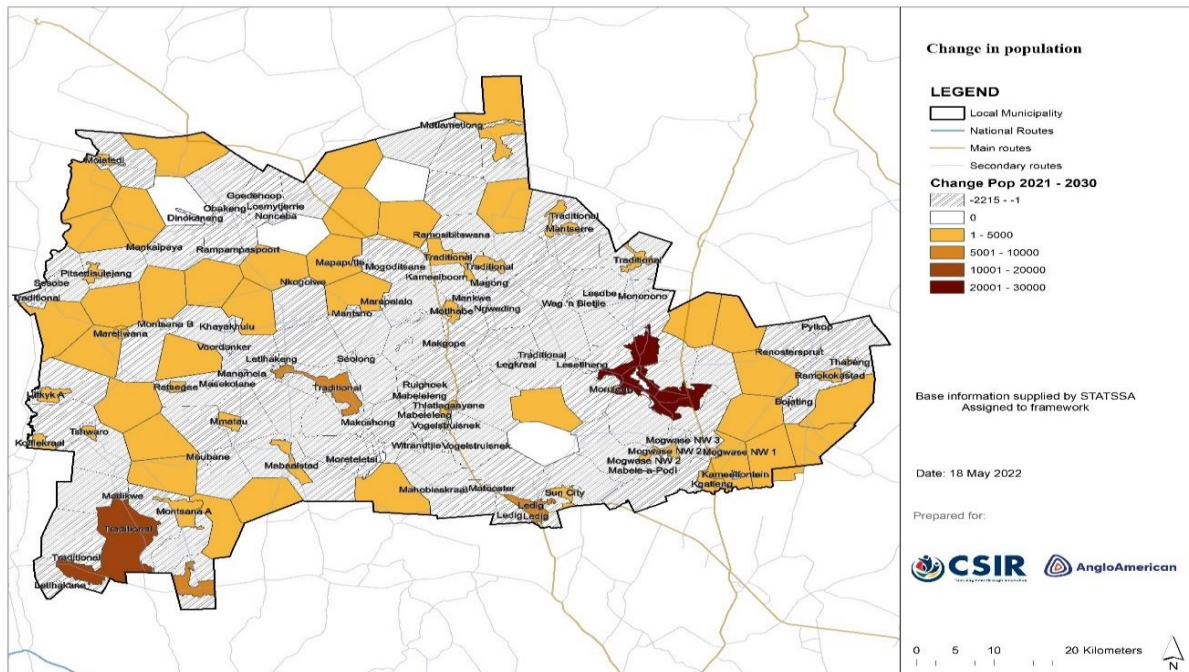
Figure 4 shows the projected population growth per settlement in 2030, while Figure 5 shows the projected population changes between 2021 and 2030. Projected population values for each settlement were calculated partly through use of a gravitation model taking push-pull factors into account. The results in Figure 5 shows that majority of the settlements in MKLM are not expected to have any significant increase in population between 2021 and 2030. However, a settlement such as Ledig is expected to significantly increase in population by the year 2030.

Figure 4: Projected Population for 2030



Statistics South Africa data assigned to settlement footprint

Figure 5: Projected population change between 2021 and 2030



Statistics South Africa data assigned to settlement footprint

3. Settlement Types

Based on the information provided in Table 3 on the settlement types as outlined in National spatial Development Framework that was adopted in 2022, MKLM has two service towns, three small service towns and nine local service nodes. Ledig is identified as a service town in MKLM. This is important to note because, as mentioned

in the projected population growth above, Ledig is a settlement that is expected to grow. This means that it would serve a considerable amount of people, hence its importance in the provision of social facilities.

Table 3: Settlement types for Moses Kotane Local Municipality based on the NSDF

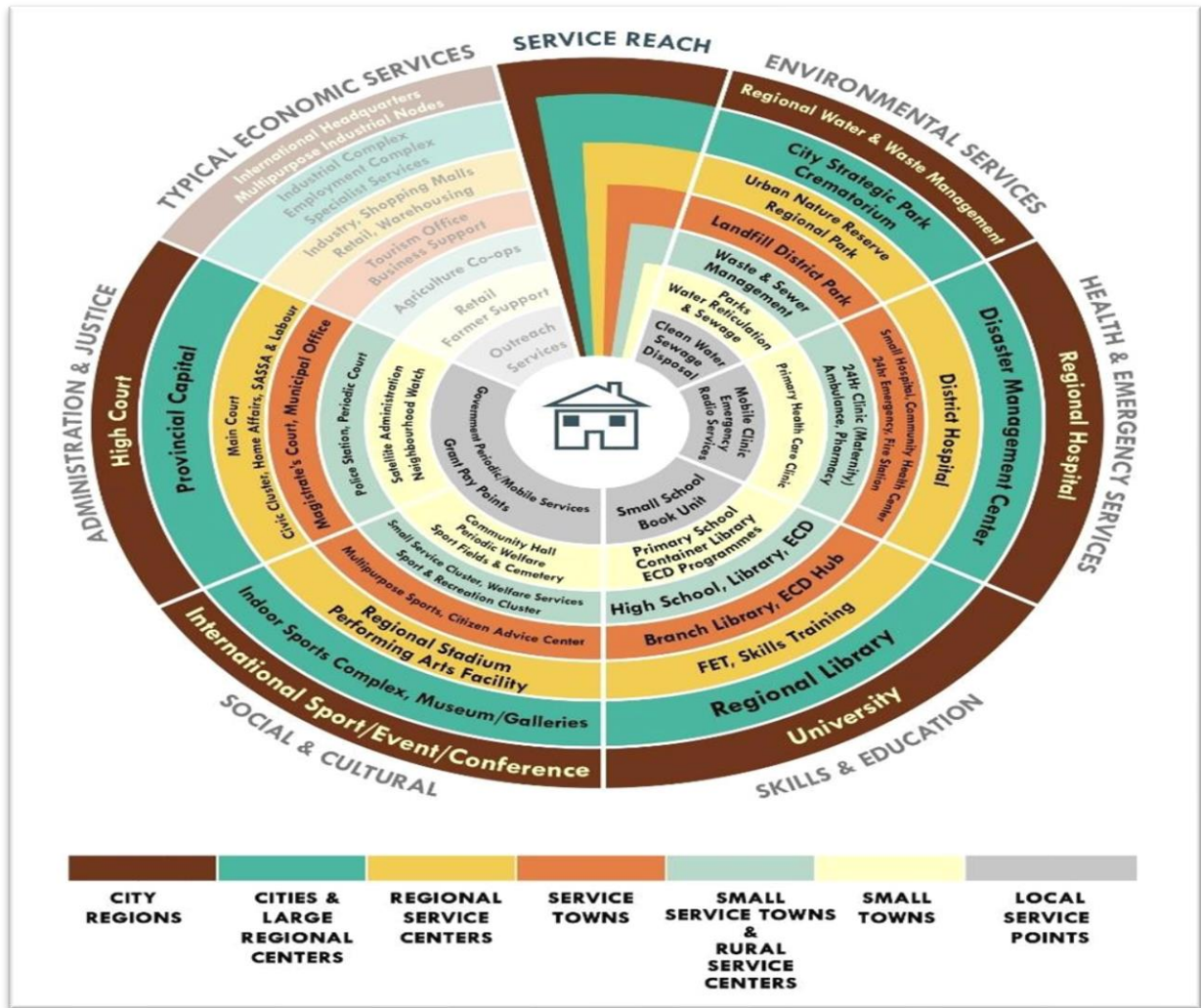
Moses Kotane Local Municipality		
Service Town	Ledig	
	Moruleng	
Small Service Town	Mabeskraal	Mogwase/Moruleng ST
	Seshibitswe	
Local Service Node	Dwarsberg	Lesetlheng
	Madikwe	Molatedi
	Nonceba	Obakeng
	Pella	Seolong
	Skuinsdrif	

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

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

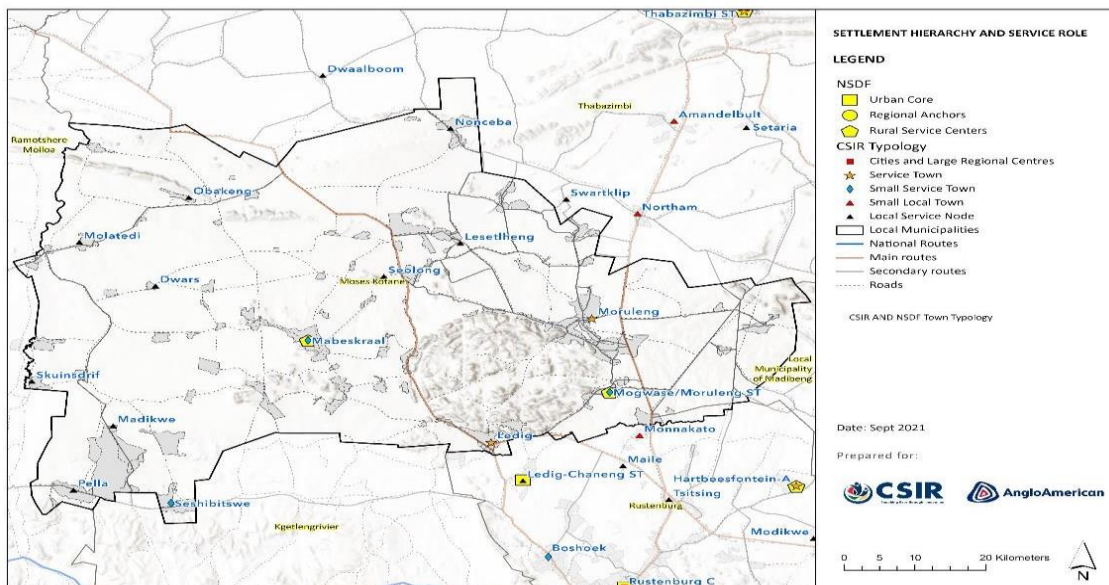
Figure 6 is a 'Service Wheel', which provides an illustration of the 'ideal' relationship between the size and role that different types of places can or should play with respect to the strategic location of different categories of social services that would typically be associated with (and expected to be delivered by) such level of place and serve both for its residents and those living within its service region. Figure 7 shows the priority nodes for service delivery, as outlined in the recently adopted NSDF, 2020.

3.2 Figure 6: Service wheel for social facility provision in MKLM



Source: National Spatial Development Framework

3.3 Figure 1: Priority nodes for service delivery



4. 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 realize 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 program rotates in all 107 villages and 2 towns, but every village need to be encouraged to partake on their own.

4.1 Economic production and employment per sector 2020

The data in provided in Table 4 and Table 5 show the level of economic production and employment at a municipal scale, across several sectors, for the year 2020. Currently formal economic activity in the municipality is still best represented through an indication of economic production levels, calculated through GVA (Gross Value Added) per sector and sub-sector.

4.2 Table 3: Gross Value Added (GVA) per sector

Industry (SIC Classification)	Sector	GVA at basic prices, 2020 (R millions current prices)	Percentage value of overall economic production
Mining and quarrying	Primary sector	21454.151	55.17%
General government	Tertiary sector	3026.922	7.78%
Community, social and personal services	Tertiary sector	2620.616	6.74%
Business services	Tertiary sector	2280.016	5.86%
Wholesale and retail trade	Tertiary sector	1856.438	4.77%
Transport and storage	Tertiary sector	1637.939	4.21%
Electricity, gas and water	Secondary sector	1012.351	2.60%
Catering and accommodation services	Tertiary sector	895.249	2.30%

Industry (SIC Classification)	Sector	GVA at basic prices, 2020 (R millions current prices)	Percentage value of overall economic production
Metals, metal products, machinery, and equipment	Secondary sector	893.883	2.30%
Construction	Secondary sector	866.341	2.23%
Finance and insurance	Tertiary sector	468.913	1.21%
Food, beverages, and tobacco	Secondary sector	345.834	0.89%
Agriculture, forestry, and fishing	Primary sector	306.615	0.79%
Wood and paper; publishing and printing	Secondary sector	292.45	0.75%
Communication	Tertiary sector	220.755	0.57%
Petroleum products, chemicals, rubber, and plastic	Secondary sector	211.089	0.54%
Transport equipment	Secondary sector	183.438	0.47%
Other non-metal mineral products	Secondary sector	109.214	0.28%
Furniture; other manufacturing	Secondary sector	98.884	0.25%
Textiles, clothing, and leather goods	Secondary sector	61.484	0.16%
Electrical machinery and apparatus	Secondary sector	33.759	0.09%
Radio, TV, instruments, watches and clocks	Secondary sector	12.118	0.03%
TOTAL		38888.459	100.00%

Table 4: Employment per sector in MKLM

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

Industry	Sector	Employment 2020 (total Number)	Percentage overall employment
Electricity, gas, and water	Secondary sector	142	0.24%
Communication	Tertiary sector	123	0.21%
Electrical machinery and apparatus	Secondary sector	65	0.11%
Radio, TV, instruments, watches, and clocks	Secondary sector	22	0.04%
TOTAL		58473	100.00%

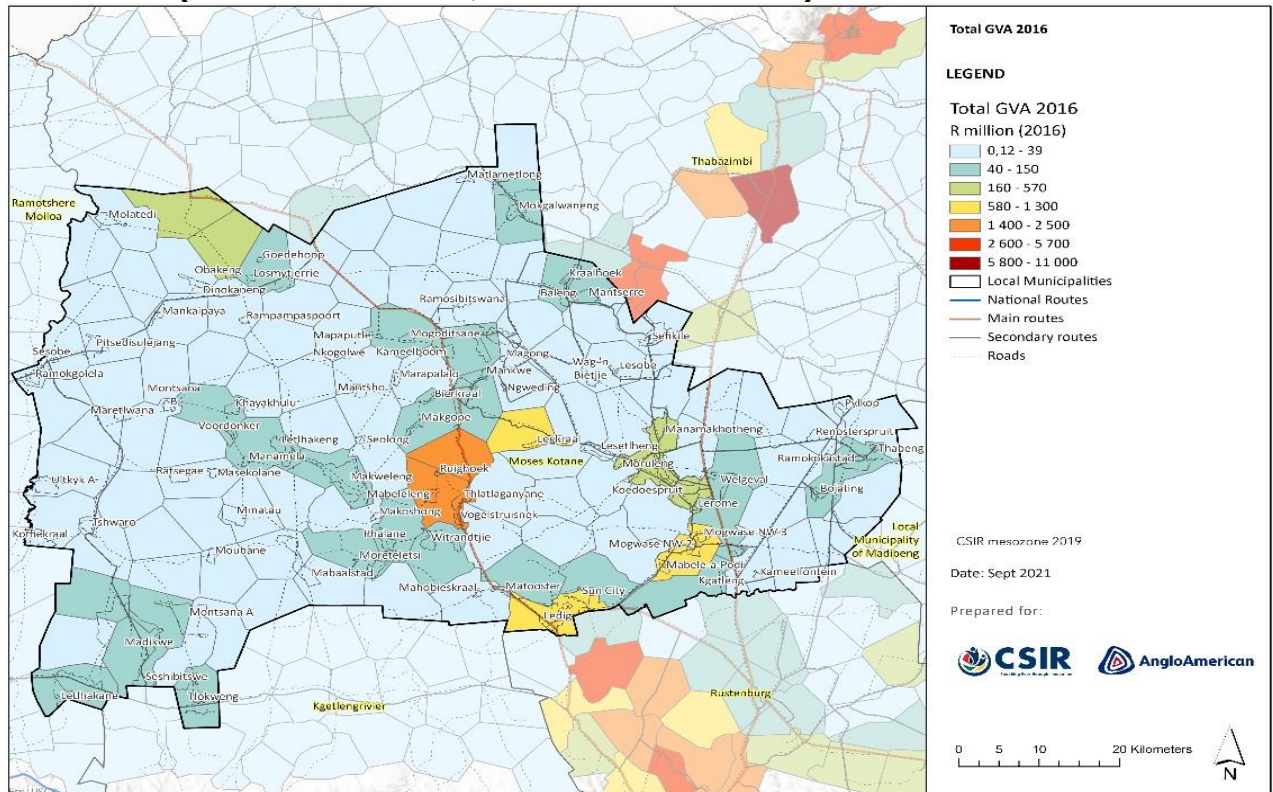
4.3 Regional Economic Production

To spatially represent regional economic production, the Gross Value Add (GVA) data for different economic sectors (as produced by Quantec on a municipal level) have been assigned in Figure 8 to mesozones. The result is an indicator of economic production per sector (excluding construction) expressed in Rands per sub-region (using CSIR developed mesozones). This cannot be seen as representing GVA values anymore, but it is a good indicator of how much has been produced by a specific sector within a particular mesozone.

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

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

4.4 Figure 2: Indicator of formal economic activity across Moses Kotane (Based on Total GVA, 2016 at mesozone unit).

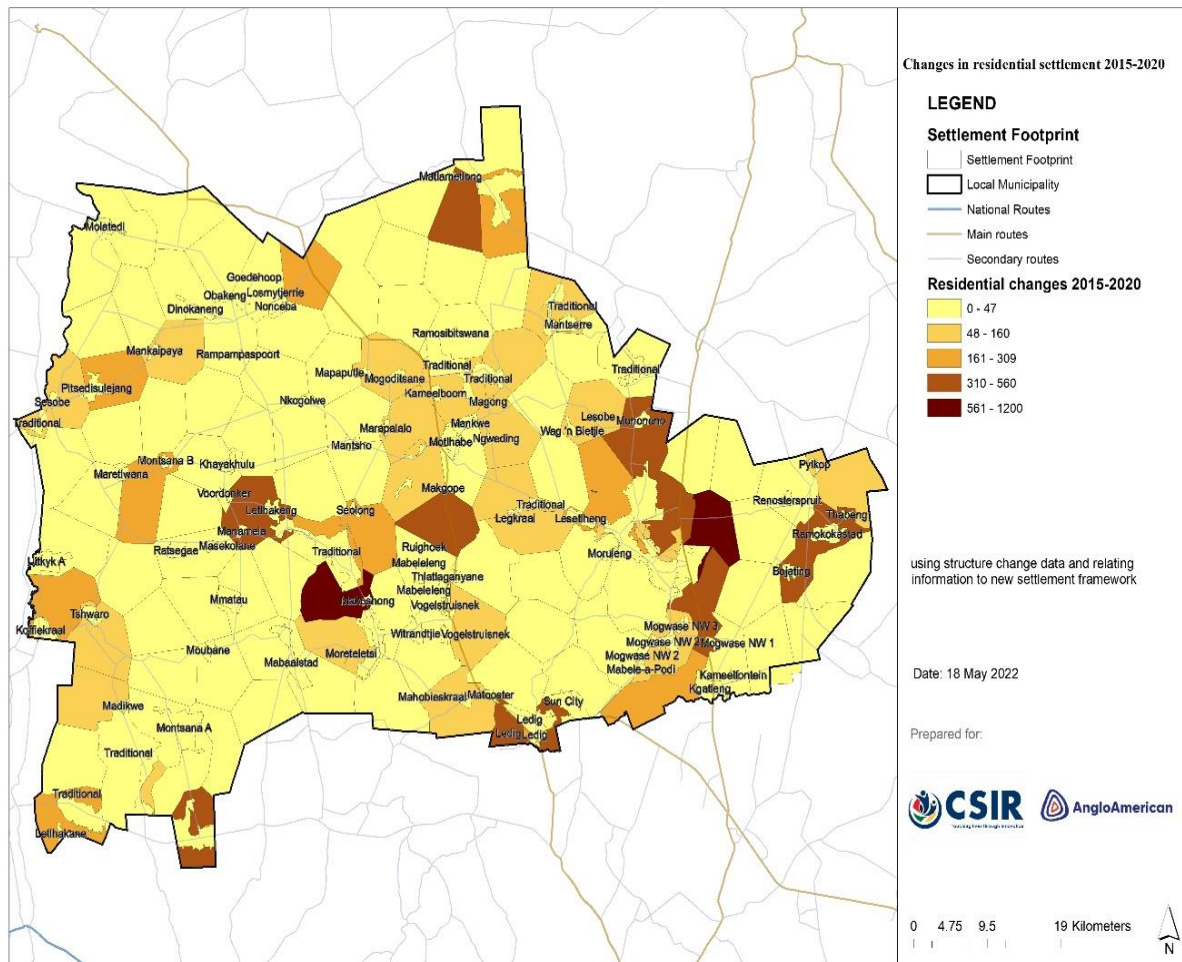


Source: Quantec Data at CSIR Mesozones

4.5 Growth in residential structures: 2015-2020

- ✓ The growth in residential building structures in Moses Kotane LM, between the years 2015 and 2020, is shown in Figure 9.
- ✓ The darker colours give an indication of settlements that have had the highest residential change and the lighter yellow represents the lowest changes infrastructure.
- ✓ This type of data 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. Please visit http://stepsa.org/mcppp_growth_trends.html for the process used to collect and compile this information around building structures.

4.6 Figure 3: Change in residential structures between 2015 and 2020



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

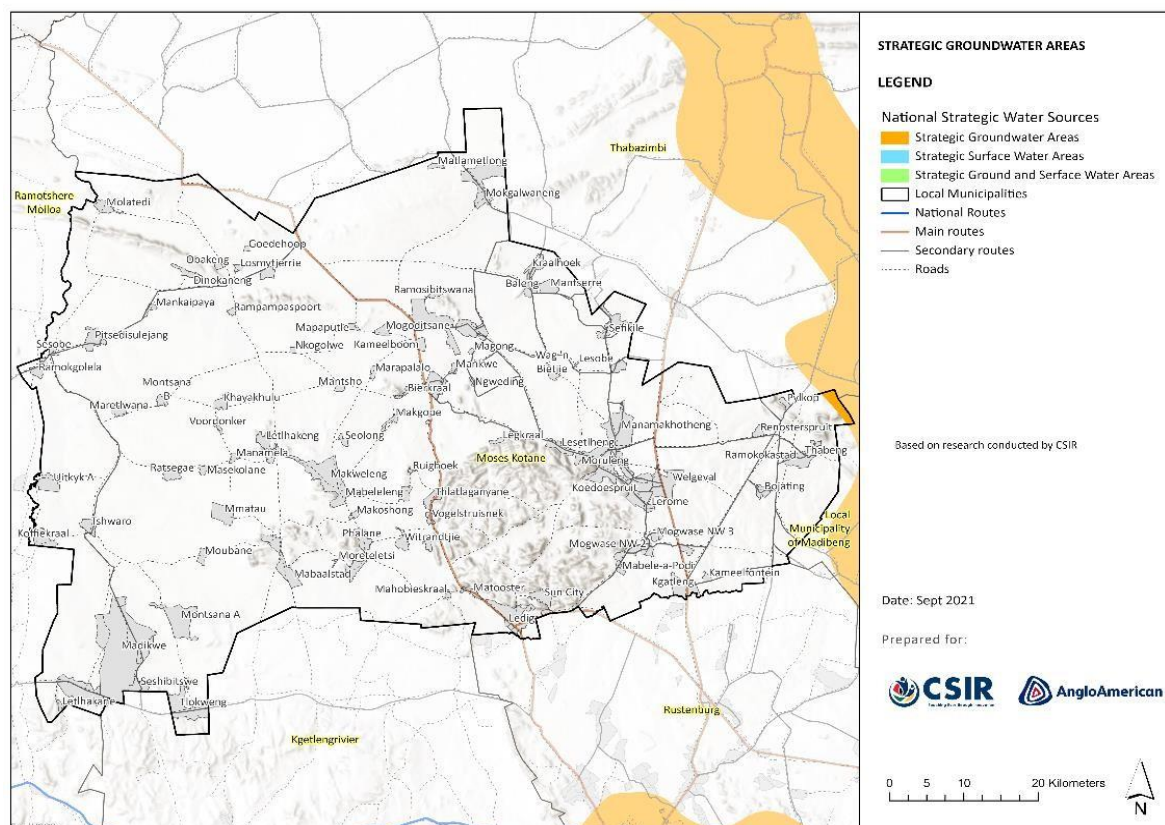
5. Strategic Waters sources in the Moses Kotane Region

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

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

Water source areas in Moses Kotane LM are depicted in Figure 3.

5.1 Figure 4 Strategic water source areas in Moses Kotane LM



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

6. Conclusion

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

The data shows that 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.

KPA 1

Basic Service

Delivery

and

Infrastructure

Development

Section C: KPA 1 – Basic Service Delivery and Infrastructure Development

Infrastructure and Technical Services

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

1. Overview and Background

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

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

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

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

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

The critical part is that we need to get funding for bulk water supply, to ensure we strengthen, refurbish and maintain all water projects implemented already and the ones we are planning to implement. This will also assist us as MKLM to start engagement with all mining houses as they also receive water from Magalies board

and to plan for collaboration projects to ensure we upgrade available dam for the sake of basic service delivery. To also request all our stakeholders receiving from the same dam to strategize on strategic interventions and address our first Priority of Water and Sanitation or VIP toilets where needed (Sun City and others).

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

2. Departmental Priorities and Objectives

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

3. Water and Sanitation status within MKLM

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

Access to basic sanitation remains a challenge to the Municipality given the backlog of about 60%. The Municipality uses a combination of waterborne and dry sanitation of which the waterborne caters for fewer communities (Mogwase and Madikwe) amounting to about 8% of the entire households. The Municipality is currently embarked on a Rural Sanitation programme (Installation of VIP toilets) aiming at reducing the sanitation backlog by at least 4.5% annually. Although this might not be

the most of the favoured type of sanitation, however, due to the rural in nature of our Municipality and lack of Bulk water supply as well as waste water treatment plants, the Municipality is compelled to consider it as the better option for now. The rural sanitation programme is funded through MIG and supported by the Department of Water & Sanitation. The Department of Water and Sanitation has introduced the double pit structures in an effort to minimise the maintenance of the toilets once full.

4. Infrastructure Study Conducted

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

5. Water Supply Status Quo in various wards

Table 1 Water Supply Projects in MKLM East		Mankwe
MKLM Water Supply Scheme No 1:		Status Quo – (4 Villages)
1	Moruleng	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required
2	Mokgalwaneng	
3	Disake (Modimong)	
4	Matlametlong	
Total		
MKLM Water Supply Scheme No 2:		Status Quo - (3 Villages)
1	Kraalhoek	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required
2	Mantserre	
3	Mmopyane	
Total		
MKLM Water Supply Scheme No 3:		Status Quo - (4 Villages)
1	Manamakgotheng	These areas are growing at a very high rate due to need for additional stands. This has put more strain on the Municipal water system and calls for the upgrading as well as extension of infrastructure. Projects are underway
2	Modderkuil	
3	Phuting	
4	Lerome	
Total		
MKLM Water Supply Scheme No 4:		Status Quo - (4 Villages)
1	Leboaneng	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required
2	Thabeng	
3	Ramokokastad	
4	Mmorogong	
Total		
MKLM Water Supply Scheme No 5:		Status Quo - (2 Villages)
1	Mogwase	Augmentation of the storage has been completed in the Mogwase Unit 1,2,3,8 and Mabile-a-Podi with the construction of the 10ML/d reservoir, an additional 10ML is required for the Bodirelo Supply Line servicing the following Units (4,5, North and South and Phelabontle).
2	Mabile – A – Podi	

Table 1 Water Supply Projects in MKLM East			Mankwe
			However, it must be noted that there is still a need to deal with the water quality issues due to aged infrastructure and other elements. The Municipality is in a process of replacement of Asbestos pipes in Mogwase in addressing water quality issues.
Total		15 266	
MKLM Water Supply Scheme No 6:		Population	Status Quo - (5 Villages)
1	Batlhalerwa	7 214	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required
2	Modimong	2 236	
3	Maologane	1 505	
4	Bapong	3 459	
5	Mabaalstad	3 540	
Total		17 954	
MKLM Water Supply Scheme No 7:		Population	Status Quo - (4 Villages)
1	Seolong	393	Projects have been implemented to augment the source as well as ensuring sustainable supply.
2	Letlhakeng	1 756	
3	Mabeskraal	9 282	
4	Kwa – Makoshong	848	
Total		12 279	Further augmentation and maintenance is required. The completed Tuschenkoms project will yield more supply to Mabeskraal, however, there is a need to upgrade the Mabeskraal Pump station. The Municipality is currently busy with a feasibility study for upgrading of the bulk supply from Mabeskraal to Uitkyk.

Table 2 Water Supply Projects in MKLM West			Madikwe
MKLM Water Supply Scheme No 8:		Population	Status Quo - (5 Villages)
1	Goedehoop	331	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required. Some of these villages have been identified to benefit under the drought relief programme. The Municipality is embarking of a process of upgrading the Molatedi Water Treatment Plant in addressing bulk water supply issues.
2	Los My Tjerrie	582	
3	Nonceba	795	
4	Rampampaspoort	326	
5	Mankaipaya	502	
Total		3 317	
MKLM Water Supply Scheme No 9:		Population	Status Quo - (3 Villages)
1	Ga – Manamela	777	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required.
2	Ratsegae	934	
3	Mmatau	2 657	
4	Mobana	1 529	
5	Manamela	777	
Total		6 674	
MKLM Water Supply Scheme No 10:		Population	Status Quo - (3 Villages)

Table 2 Water Supply Projects in MKLM West			Madikwe
1	Vrede	2 575	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required.
2	Tlokweg	11 250	
3	Pella	9 223	
Total		23 048	Other Projects have been planned for both Pella and Tlokweg. It must also be noted that there is a serious need for the upgrading of both Pella and Madikwe Water Treatment Plants which has been earmarked for the 2020-2021 financial year
MKLM Water Supply Scheme No 11:		Population	Status Quo - (3 Villages)
1	Uitkyk	3 299	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required.
2	Tshwaro	2 329	
3	Koffiekraal (Lefurutsane)	4 282	
Total		9 910	The area has serious shortage of underground water supply and the municipality has conducted a feasibility study on construction of a bulk pipeline from Tuschenkoms Project which requires funding.
MKLM Water Supply Scheme No 12:		Population	Status Quo - (7 Villages)
1	Magong	1 935	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required. There is an improvement to water supply on some of these villages through the Tuschenkoms project.
2	Magalane	334	
3	Ngweding	424	
4	Motlhabe	2 742	
5	Marapallo	492	
6	Mphonyoke	1 485	
7	Mogoditshane	603	
Total		8 015	
MKLM Water Supply Scheme No 13:		Population	Status Quo - (4 Villages)
1	Boriteng	276	There is a need to construct a bulk water from the PPM mine to augment supply for these areas. An MOU between the Municipality and the mine is still pending for this project to kick start.
2	Ga – Mosilela	632	
3	Lekutung	1 035	
4	Tswaaneng	1 837	
Total		3 780	
MKLM Water Supply Scheme No 14:		Population	Status Quo - (4 Villages)
1	Tlhatlhaganyane	2 539	The completion of the Tuschenkoms project has improved water supply to these areas. More maintenance is also required to ensure sustained supply.
2	Ruighoek	605	
3	Tlhorosane	115	
4	Mabeleng	152	
Total		3 411	
MKLM Water Supply Scheme No 16:		Population	Scope of Work - (5 Villages)
1	Khayakhulu	951	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required
2	Voordonker	544	
3	Maretswana	823	
4	Montsana	443	
Total		2 761	

Table 2 Water Supply Projects in MKLM West			Madikwe
MKLM Water Supply Scheme No	Population	Scope of Work - (5 Villages)	
1	Debrak	589	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required. Some of these areas were recently hit by drought but were addressed through the drought relief programme in the 2019-20 Financial year.
2	Pitsedisulejang	1 957	
3	Ramotlhajwe	758	
4	Ramokgolela	554	
5	Sesobe	807	
Total		4 665	

6. Water resource profile

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

6.1 Water Sources

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

Villages not supplied from the above, are supplied from rudimentary borehole schemes. There are also boreholes that augment supply in some of the areas that are supplied from the above-mentioned surface water schemes.

The municipality, as part of the Blue/Green Drop System requirements, is having a Water Quality Monitoring Programme. Compliance samples are taken in accordance with minimum requirements as set out in SANS 241. The results of these samples are logged on the Department of Water and Sanitation system.

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

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

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

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

7. Water level of service at Schools and Health facilities

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

8. Water Services Planning

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

9. Sanitation – study system conducted

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

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

Madikwe Evaporation Ponds: The facility handles mainly domestic effluent from Madikwe Township.

10. Water supply in MKLM divided into 3 categories i.e.:

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

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

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

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

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

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

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

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

The three villages below are dependent on the Mabeskraal Reservoir which sits right at the end of the Saulspoort /Mabeskraal bulk line. In order to make Mabeskraal independent from the current bulk supply, a bulk pipeline will be constructed from the

Tussenkoms Reservoir to Tlhatlaganyane where it will be connected to the existing bulk line. This pipeline is an extension of the Pilanesberg North Scheme.

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

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

No	Village	CAT	Scheme	Status	Intervention	Time Frame
15	Mabeskraal	I	Mabeskraal Reservoir	Inadequate bulk supply results in water supply interruptions	Tussenkoms / Tlhatlaganyane bulk line will resolve	Project is underway Medium Term (14 months)
16	Seolong					
17	Manamela (Ratau)					

Ledig is currently supplied from the Doornhoek and Boschkop Reservoirs. The supply from the Doornhoek Reservoir is by the courtesy of Sun City as they, having paid for the pipeline and reservoir, have first priority on the supply. Because of the topography, the consumers in the low-laying areas are wasting water while the high-laying areas suffer regular shortages.

MKLM and Bakubung Platinum Mine completed phase I of the Ledig Water Supply in addressing water challenges in the area. Completion of the Pilanesberg South Scheme and can only be done in the medium term. There were three boreholes that were supplying Class III water. If not operational, these boreholes must be re-instated. The Municipality is currently implementing a bulk water supply in Ledig which will result in improved water supply once completed.

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

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

No	Village	CAT	Scheme	Status	Intervention	Time Frame
19	Tlhatlhaganyane	I	Saulspoort / Mabeskraal Bulk Line	Inadequate bulk supply results in water supply interruptions	Tussenkoms/ Tlhatlhaganyane bulk line	Project completed

No	Village	CAT	Scheme	Status	Intervention	Time Frame
					Re-instate abandoned boreholes	Short term

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

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

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

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

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

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

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

The groundwater potential is average. Check and refurbish existing boreholes. Drill additional boreholes if necessary. Bakgatlha Villages. Planning in progress but even if

implemented immediately it will take more than 12 months to complete. Mogoditshane is included in the MKLM Groundwater Optimisation Project

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

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

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

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

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

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

The groundwater potential in this area is low. Bulk supply will be very expensive, uneconomical and not sustainable. Augmentation of supply by drilling more boreholes is the only short-term option.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

No	Village	CAT	Scheme	Status	Intervention	Time Frame
44	Rampampaspoort	III	Boreholes	Groundwater potential generally low in this area. Shortages can be because of inadequate yield of boreholes, lack of maintenance or vandalism	Refurbish existing boreholes and drill additional boreholes. BP to be submitted	Short term
45	Wilverdiend	III	Boreholes	Groundwater potential generally low in this area. Shortages can be because of inadequate yield of boreholes, lack of maintenance or vandalism	Refurbish existing boreholes and drill additional boreholes. BP to be submitted	Project underway

11. Sanitation Infrastructure

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

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

a) Sanitation: Households Level of Service

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

12. Roads and Storm water

The Municipality covers an area of approximately 5220km² and is mostly rural in nature, comprising of approximately 107 villages and two formal towns, namely Mogwase and Madikwe. The 2011 Census data indicate a total population of 242,557 people and 75,193 households Census Data. The road network consists of 2 292Kms out of which 2 182 Km is gravel and 110 Km is surfaced.

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

The following villages have benefited in the previous MTEF period:

Villages	Villages	Villages
Ramoga	Mankaipaya	Legkraal
Madikwe	Mmorogong (Ward 27 & 11)	Manamamela
Mabodisa	Tlokweng	Obakeng
Lerome (Leruleng)	Montsana	
Kammelboom	Lesetlheng	

Poor (Red)

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

Fair (Orange)

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

Good (Green)

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

12.1 Status on Municipal roads

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

Name	Ward	Class 4 Road (m)	Class 4 Road paved (m)	%Paved	Population	Area (km2)	Households	2013/2014 IDP Road#	Priority 1	Priority 2
ROADS NOT PAVED										
Disake	5	0.54	0	0.0	2,187.00	3.94	680.00	1	10,500,000	8,100,000
Kameelboom	6	4.73	0	0.0	545.00	20.07	190.00	2	14,200,000	4,000,000
Koffiekraal	4	16.29	0	0.0	4,282.00	5.41	1,088.00	1	10,400,000	9,800,000
Letlhakeng	2	5.43	0	0.0	1,756.00	3.53	527.00	2	4,200,000	3,500,000
Los Metjerie	1	21.21	0	0.0	582.00	0.94	152.00	10	11,100,000	-
Mabaalstad 1	25	48.88	0	0.0	3,540.00	10.26	1,137.00	2	16,300,000	6,500,000
Mabaalstad 2	25	4.43	0	0.0			1,137.00	10	7,300,000	2,800,000
Mahobieskraal	30	2.68	0	0.0	773.00	0.64	206.00	3	2,400,000	-
Makoshong	26	2.19	0	0.0	848.00	0.99	275.00	10	4,000,000	4,800,000
Manamela	3	3.58	0	0.0	777.00	1.37	275.00	3	4,600,000	3,900,000
Mankaipaya	1	2.49	0	0.0	502.00	1.32	176.00	1	8,400,000	-
Mankwe		2.66	0	0.0	551.00	1.25	177.00	10	7,000,000	3,400,000
Mantsere	5	7.29	0	0.0	4,350.00	3.89	1,416.00	5	7,000,000	4,300,000
Mantsho	6	2.70	0	0.0	648.00	1.50	238.00	3	10,500,000	-
Mapaputle	6	2.55	0	0.0	671.00	1.46	193.00	2	9,300,000	-
Masekolane	3	1.33	0	0.0	54.00	1.42	31.00	1	5,100,000	-
Montsana A	2	2.43	0	0.0	68.00	14.62	86.00	4	6,900,000	3,800,000
Mmopyane	5	4.99	0	0.0	1,836.00	2.92	542.00	2	6,000,000	4,300,000
Mothabe	6	13.97	0	0.0	2,742.00	6.48	827.00	2	12,500,000	7,000,000
Ngweding	8	1.826	0	0.0	424.00	0.55	156.00	4	3,900,000	5,100,000
Nkogolwe	6	1.54	0	0.0	210.00	0.70	104.00	6	3,600,000	4,000,000
Obakeng	1	1.60	0	0.0	1,030.00	1.00	300.00	6	8,700,000	1,900,000
Pitsedisulejang	2	8.99	0	0.0	1,957.00	5.70	618.00	4	7,500,000	10,900,000
Ramoga	9	2.60	0	0.0	801.00	1.37	279.00	6	8,800,000	3,800,000
Ramothhajwe	2	1.31	0	0.0	758.00	1.99	197.00	6	6,400,000	-

Name	Ward	Class 4 Road (m)	Class 4 Road paved (m)	%Paved	Population	Area (km2)	Households	2013/2014 IDP Road#	Priority 1	Priority 2
ROADS NOT PAVED										
Sefikile	7	7.31	0	0.0	4,227.00	4.82	2,061.00	2	16,500,000	17,600,000
Seshibitswe	21	8331.47	0	0.0	1,687.00	69.25	527.00	4	7,900,000	11,400,000
Sesobe	2	3830.4	0	0.0	807.00	1.79	298.00	6	6,200,000	4,100,000
Voordonker	3	2553.48	0	0.0	544.00	0.99	174.00	10	7,500,000	5,800,000
Vrede	21	3859.01	0	0.0	2,575.00	3.42	678.00	6	11,700,000	7,800,000
Welgeval	16	2531	0	0.0	4,842.00	3.98	1,404.00	6	7,100,000	5,200,000
Witrantjie	27	7251	0	0.0	2,149.00	3.07	609.00	4	10,200,000	8,500,000

12.2 Roads paved in fair condition (2015 report)

Name	Ward	Class 4 Road (m)	Class 4 Road paved(m)	% Paved	Population	Area (km2)	House holds	2013/2014 IDP Road	Priority 1	Priority 2
Magong	8	11356.4	1429.59	12.59	1,935.00	8.39	713.00	2	6,400,000	-
Phalane	12	11483.93	1503.83	13.10	7,583.00	4.89	2,096.00	4	15,800,000	7,400,000
Leseltheng	9	11862.6	1877.83	15.83	2,627.00	3.91	814.00	1	6,900,000	2,600,000
Mbeskraal	23/24	30426.56	4858.77	15.97	9,282.00	20.10	3,031.00	6	9,900,000	7,300,000
Mononono	8	5434.29	902.63	16.61	1,999.00	2.80	552.00	4	7,300,000	5,200,000
Mokgalwaneng	29	24409.92	4374.38	17.92	7,493.00	12.90	1,977.00	3	11,800,000	8,600,000
Lerome	15/16 /17	20822.16	3908.43	18.77	11,358.00	11.48	3,317.00	2	17,700,000	18,800,000
Ledig	14/28 /30	24031.53	4965.81	20.66	20,729.00	12.19	6,572.00	3	8,000,000	9,100,000
Pella	18/19	22288.31	5017.21	22.51	9,223.00	14.77	2,810.00	3	15,800,000	7,900,000
Makgophe	27	3346	825	24.66	988.00	35.34	283.00	2	4,000,000	-
Tlokweng	20	13927.74	3661.15	26.29	11,250.00	14.92	3,152.00	4	19,700,000	8,300,000
Manamakg otheng	22	29371.65	8756.55	29.81	10,842.00	14.85	2,733.00	3	11,100,000	8,600,000
Khayakhulu	2	9031.05	2794.93	30.95	951.00	3.13	315.00	5	9,500,000	6,800,000
Renoster - Spruit		5669.93	1755	30.95	2,545.00	1.82	609.00	10	5,800,000	-
Molatedi	1	6833.72	2194.76	32.12	1,201.00	3.67	445.00	2	5,800,000	2,400,000
Ramokokas tad	12	20389	6677	32.75	5,141.00	6.36	1,483.00	10	8,900,000	7,300,000
Vogelstruisnek		8253.19	2962.68	35.90	2,305.00	3.04	672.00	10	26,300,000	5,200,000
Bojating	11	11203.26	4879.38	43.55	2,364	2.69	573.00	6	23,500,000	6,200,000
Kraalhoek	5	4061.14	1790.84	44.10	1553.00	2.26	491.00	6	3,400,000	-

Name	Ward	Class 4 Road (m)	Class 4 Road paved(m)	% Paved	Population	Area (km ²)	House holds	2013/2014 IDP Road	Priority	Priority 2
Makweleng	23	9490.23	4220.23	44.47	1,573.00	4.65	443.00	2	5,600,000	6,100,000
Mogwase Unit 8	15	2008.97	901.61	44.88	10,743.00	19.51	4,320.00	6	5,200,000	4,900,000
Moruleng	9/17	9949.23	4468.3	44.91	11,220.00	14.76	3,714.00	6	8,100,000	3,400,000
Matlametlong	29	3601.4	1655.8	45.98	1,062.00	1.25	293.00	4	-	4,000,000
Bapong	25	5473.91	2605.26	47.59	3,459.00	4.47	1,086.00	2	7,500,000	6,400,000
Mabele a Podi	13	5603.6	2719.31	48.53	4,523.00	2.96	1,833.00	3	4,100,000	-
Moubana	3	5890.91	2911.32	49.42	1,529.00	2.43	430.00	6	9,600,000	4,900,000

12.3 Roads paved in a good condition but require maintenance

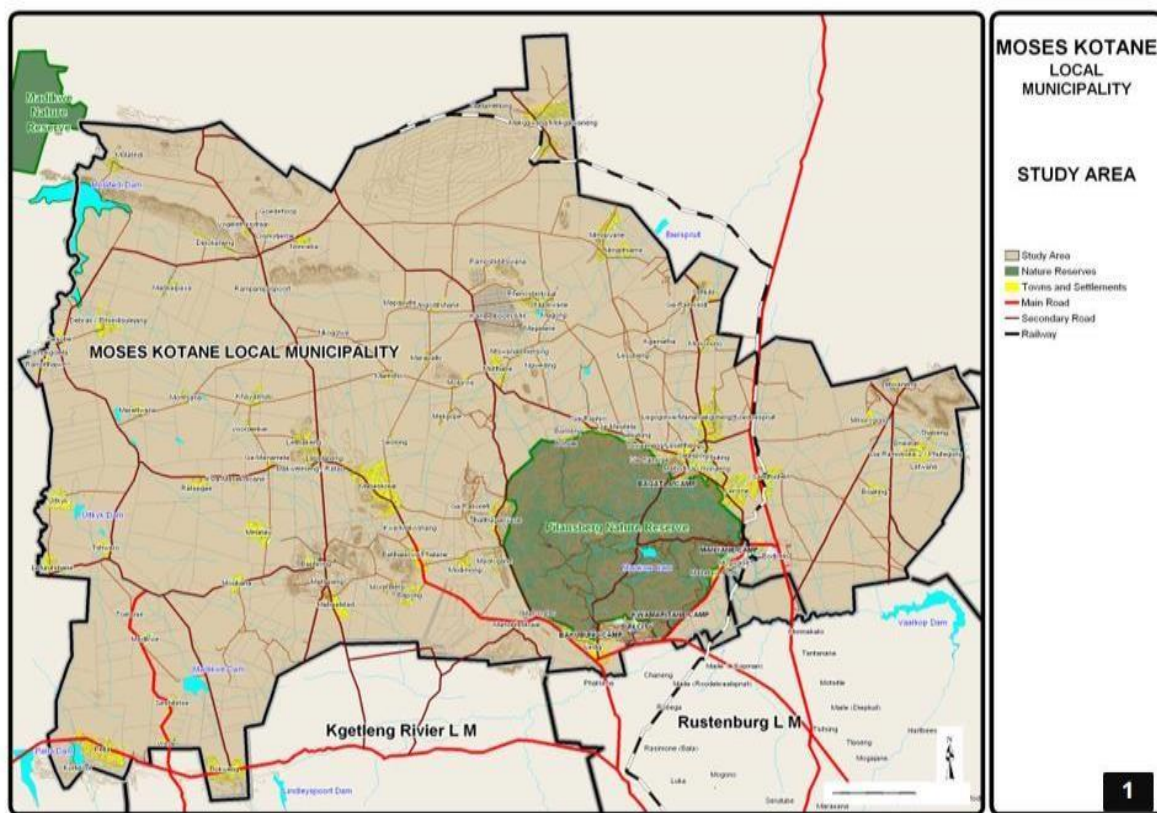
Name	Ward	Class 4 Road (m)	Class 4 Road paved (m)	%Paved	Population	Area (km ²)	House holds	2013/2014 IDP Road	Priority	Priority 2
Legkraal	8	9953.52	5303.44	53.28	1,432.00	3.54	558.00	1	5,800,000	5,000,000
Tlhatlhaganyane	27	6662.01	3653	54.83	2,539.00	3.61	738.00	6	16,500,000	4,200,000
Zandfontein	10	3455.71	1908.88	55.24	1,999.00	2.38	582.00	10	-	2,100,000
Ratsegae	3	5402	3004	55.61	934.00	3.82	403.00	10	11,500,000	5,900,000
Mmatau	3	8766.13	4977.02	56.78	2,657.00	6.64	855.00	6	13,200,000	9,800,000
Maretlwana	2	3856.65	2288.06	59.33	823.00	2.49	308.00	10	5,500,000	7,500,000
Uitkyk A (PROV)	4	10161.6	6767.15	66.60	3,299.00	7.28	738.00	6	-	7,600,000
Tswaro		4147.1	2929.28	70.63	2,329.00	3.46	623.00	10	-	5,900,000
Mogoditshane	6	4196.52	2985.4	71.14	603.00	2.43	226.00	4	3,300,000	-
Dikgabong		3247.48	2349.11	72.34	1,029.00	1.14	314.00	10	-	3,400,000
Marapallo	6/7	3187.69	2537.69	79.61	492.00	1.22	116.00	3	-	-
Nonceba	1	4033.05	3241.84	80.38	795.00	2.58	265.00	2	-	-
Pylkop	11	3038.57	2609.6	85.88	1,129.00	1.29	302.00	3	-	-
Baleng		1531.5	1325.31	86.54	671.00	0.75	238.00	9	5,000,000	-
Maballeng	27	1201	1201	100.00	605.00	6.26	197.00	6	-	-
Madikwe	19	17297.787	17297.787	100.00	3,623.00	1.45	1,161.00	6	-	-
Rampampaspoort	1	2300	2300	100.00	326.00	0.83	106.00	3	-	-

Sandfontein	10	13663.68	13663.68	100.00	6,548.00	7.09	1,957.00	6	-	-
Seolong	23	3095.98	3095.98	100.00	-	1.24	128.00	2	-	-

Available plant

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

12.4 Types of Gravel Roads within MKLM



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

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

13. Electricity Status Quo

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

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

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

- Mafikeng Region
- Rustenburg Regions
- Thabazimbi Regions

Challenges faced by the Municipality in electrification of municipal assets is the slow rolling out of electrification process of boreholes, high masts lights and community halls. This has led to the Municipality implementing infrastructure projects which ended up being white elephants due to the slow electrification process from Eskom. To date 38 high masts lights, have not yet been energised in the following villages:

Villages	Villages	Villages
▪ Mononono	▪ Motlollo	▪ Welverdiend
▪ Motlollo	▪ Nkogolwe	▪ Sesobe
▪ Goodehoop	▪ Kraalhoek	▪ Mabeskraal and Legkraal

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

- ✓ Uitkyk Community Hall
- ✓ Matau Community Hall
- ✓ Rampampaspoort Community Hall
- ✓ Ramotlhajwe Community Hall
- ✓ Moubana Community Hall
- ✓ Brakuil Community Hall
- ✓ Kortkloof Community Hall
- ✓ Koffiekraal Community Hall
- ✓ Mononono Community Hall
- ✓ Goedehoop Community Hall

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

14. Services and Backlogs

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

Service Rendered	Current Backlog	Backlog to be addressed over MTREF	Remaining Backlog	Backlog to be addressed in the MTEF	Estimated Costs to address remaining backlog ('000)
Water (HH)**	7 000 HH	1 500 HH	4 740 HH	2 050 HH	R 280 800
Sanitation (HH)	59 759 HH	5 133 HH	54 626 HH	1 398 HH	R 576 829
Roads & Stormwater (Kms)	2 174 Kms	33 Kms	2 148 Kms	24 Kms	R 8 592 000
Community Lighting (No)	458 No.	96 No.	362 No.	22 No.	R 135 100
<p>This backlog refers to households that still require reticulation, however, there is still a huge backlog in terms of bulk water supply which is estimated at R 550 Million as per the bulk Water Master Plan.</p>					

Section C: Community Services and Public Safety:

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. Introduction

This is a cross cutting department which shares KPA with Infrastructure and Technical Services. Some of the Department mandate and its funding is mostly funded from Municipal Infrastructure Grant. The Department is comprised of Public Safety, Environment and Waste Management, Disaster Management, Municipal Buildings

2. Status Quo on Parks, Cemeteries and Recreational Facilities

The Unit is currently operating with 26 General assistance (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 assistant, 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). The main challenges of these unit is ageing personnel and inadequate tools of work such as garden tools, machinery or equipment (Operating and capital resources

2.1 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 therefore the municipality does not have authority over it, the unit is often requested to give services at various villages though digging of graves for free, thus where Public Participation is required, standard rates need to be set by policy development for Municipal Revenue enhancement
- ✓ Free grave digging deprives the two townships an effective and efficient service paid for. The section is still unable to service the entire municipality due to cultural and limited resource. Currently the municipality does not have an approved Cemeteries by-law and such bylaw is still to be taken for public participation and comments. Due to lack of land, the Department of Community Services is considering other alternative burial methods such as construction of a crematorium.

3. Overview and Background: Community/ Public Safety/ Traffic, Licensing and Testing

The Unit is currently operating with **nine (9) 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, 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 developed the Municipal Integrated Transport Plan (ITP) with the financial assistance of the Provincial Department Community Safety and Transport Management and the Bojanala Platinum District Municipality. 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. The following projects have been identified in the ITP:

- ✓ The Municipality has made a request to the Department of Transport for funding for upgraded public transport network in Moses Kotane local municipality to expand the current **Rapid Bus Transit service** project in Rustenburg to Moses Kotane Local Municipality and design the most reliable public transport than a existing conventional bus/taxi system, to **build weighbridges** on the R510 and R565, fund **transport nodal point/Bus Taxi Rank** in Mogwase as the area has been identified as SEZ host, and build **bus-stops /shelters** as well as improving some road infrastructures in the are

Municipality has been granted a license for Tweelagte and Moruleng to undertake functions of testing of leaners and driver's license, including testing of motor vehicle

for revenue generation but to also provide service to local communities. Testing of learner's licences is being undertaken at Tweelagte Licencing and Testing Centre

4. Public Safety Department mandate is:

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

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

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

5. Department 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.

SWOT ANALYSIS	
Opportunities	Threats
National and Provincial support through grants and projects	Minimal integrated approach and dependency on National and Provincial grants
Establishment of Community Policing Forum in three policing areas i.e. Mogwase, Madikwe and Sun City Police Stations	Lack of resources and power competition
Availability of Mines in the Municipality	Protest by host communities against the mines. Environmental degradation
Community participation and involvement on issues affecting them	Some members of the community are vandalising the Municipal properties, stealing the assets and even community crime, illegal dumping, reckless driving and causing accidents as well as using the municipal properties to settle their differences.
Availability of Leadership in abundance within the Municipality (Tribal Authorities)	Parallel governance structures. It creates bottlenecks and delay service delivery

6. Interventions to Improve Intergovernmental Relations through:

- The Establishment of the Municipal *Safe and Clean City Campaign* which is made of Governmental Sector Departments, Traditional Authorities, Nongovernmental organisation, faith-based organisation business and communities. The main objective of this campaign is to:
 - mobilise members of the communities, Integrate government resources, Coordinate activities and programmes from various department
 - Restore and maintain national pride and dignity of the Municipality
 - Create a platform for collective and physical enforcement
 - 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

6.1 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.
- ✓ 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 prioritisation: -
 - For 2019/2020– 12 Halls and other Municipal facilities have been prioritised
 - A Maintenance Plan for Municipal Buildings and facilities has been developed and still not addressed due to financial constraint

6.2 Creation of Regional Offices

- ✓ The Municipality has three (3) Offices Mogwase, Madikwe and Tweelagte. Moruleng office is also approved for construction

6.3 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 are at the centre of this agenda

6.4 Establishment of Community Safety Forum

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

7. Environment and Waste Management Unit

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 in 2023/2024 financial year subject to the availability of adequate resources to carry out both projects.

The Municipality has started the review of the Municipal Solid Waste By-Law with the aim of addressing the prevailing waste management crisis related to littering/illegal dumping occurring across Municipal areas. Local community members as well as business owners are one of the greatest contributors of illegal dumping as most of 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 capacity 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 ongoing recruitment process 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 General Waste Medium size (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 Economic Development Environment Conservation and Tourism (DEDECT). 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 consultants have been appointed to revisit and design an upgraded plan or revised layout plan in line with Geo-Technical Report which was finalised in January/February 2023.

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 be placed 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 waste at source of generation and in turn create green job opportunities.

7.1 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

8. Departmental Key Project Proposals

Project Description	Status Quo
<p>1. 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 • Lesethheng • Bapong • Segakwaneng • Moruleng • Ledig <p>These burrow pits will be rehabilitated and turned into Drop-off Centers depending on the availability of funds</p>	<p>The municipality has only been able to fence the following borrow pits:</p> <ul style="list-style-type: none"> • Sandfontein (vandalized and stolen) • Lerome <p>Fencing and rehabilitation of the outstanding Borrow Pits must be done to protect the health and safety of adjacent community members</p>
<p>2. 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 ▪ Construction of a new waste disposal cell ▪ Waste to energy (New Project) 	<p>Not yet implemented</p>
<p>3. Proposal for Greening Project on open space: Background</p>	<p>Not yet implemented</p>

Project Description	Status Quo
<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:</p> <ul style="list-style-type: none"> ▪ Housing developments and ▪ Other land use demands and at times ▪ End up being illegal dump sites. <p>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 especially Mogwase as an investor attraction town:</p> <ul style="list-style-type: none"> ▪ Has 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>The Greening and Open Space Management intends to address:</p> <ul style="list-style-type: none"> ▪ The poorly managed areas such as unmanaged open spaces, ▪ Illegal dump sites, ▪ Eroded areas and areas overgrown with vegetation. <p>These areas do not only attract poor waste management, but also 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</p> <p>(President Avenue Road and Park Beautification and Landscaping) from R510 to Sun City</p>	
<p>4. Construction of Drop off Centers</p> <p>For villages with far less volume of waste produced, Transfer Stations/ Drop off Centers must be strategically placed. The Municipality currently has no recycling initiatives in place, as result:</p>	<p>Not yet implemented</p>

Project Description	Status Quo
<ul style="list-style-type: none"> ▪ 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><i>This initiative will reduce the amount of illegal dumping across the Municipality.</i></p>	
<p>5. Madikwe Landfill Construction (Upgrade)</p>	<p>Awaiting Environmental Authorization/ Waste Management License</p>

9. 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 though there are proposed vacancies for the Disaster Management Officer and additional disaster fieldworkers. Currently the three vacancies for (3) fieldworkers are budgeted for and are to be filled in the 2023/2024 financial year.

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

9.1 Legislative Context

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.

9.2 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 2021/2022:

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

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

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

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

10. 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. Once approval has been granted the municipality will establish offices in Tweelagte, and Moruleng and to take over Madikwe and Mogwase.

11. Purpose of Public Safety

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 be implemented. It was resolved that the Traffic, Licensing and Testing Unit be capacitated, and in line with the New Municipal Regulations

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

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

- ✓ The services at Tweelagte village are rendered from the former ABSA bank which is having good security including cameras and saves. The office was partitioned to suite the kind of services that will be rendered from that point and it is operational.
- ✓ The Mokgalwaneng center has also been 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 Moruleng Traffic Centre which is inclusive of the Traffic offices, Vehicle Registering Authority, Driving Learners' License Testing Centre, Testing Ground and Vehicle Testing Station. The project has delayed due to budgetary constraint. There is also a dire need to build the capacity of enforcing the municipal by-laws from both specialist perspectives in various municipal departments and generalist enforcement from Public Safety Unit.

The municipality has bylaws but are not being enforced due to lack of capacity. This remains a critical need of the municipality more especially considering compliance, safety and revenue base aspects in the municipality.

Building disaster management capabilities is another area that need to be improved. The over reliance on other stakeholders causes a stress in communities during the disaster incidence and render the municipality incapable to mitigate the situation.

The Disaster section is only operating with the Manager Disaster and other positions are vacant. The same applies to the law enforcement section where the only Chief Law Enforcement is appointed. The capacitation of these Unit will assist the municipality in service delivery and revenue enhancement.

12. Public Safety Plans

Currently the unit is operating with a Chief of Traffic, Chief Law Enforcement, Manager Disaster Management, and Acting Security Coordinator. Traffic, License and Testing Unit is operating wit Chief Traffic Officer, 8 traffic officers and 5 Admin Clerks.

The six (6) vacant positions in Traffic Section have been advertised and the recruitment process is still in progress. They are responsible for all law enforcement activities and supporting SAPS activities for:

- Madikwe, Mogwase and Sun City Police stations.

Because of the current economic growth of the municipality, becomes imperative that the unit align itself with the plan that will be equal to the challenges or tasks. Taking into consideration the primary responsibilities of these units for promoting a safe and secure environment through:

- Road safety,
- Effective law enforcement and
- Social crime prevention.

- Promotion of road safety includes amongst others Road safety education which must be conducted by Road safety officers and general law enforcement to ensure compliance on the road in line with the National Road Traffic Act 93/96, National Land Transportation Act 5/2009, Criminal Procedure Act 51/77.

The municipality does not have a dedicated road safety officers. Enforcement of municipal by-laws, conducting of multipurpose roadblocks, Support to social crime prevention 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, attending traffic court

12.1 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; Caring Responsibility; Accountability and
- Commitment to Batho –Pele; and
- Professionalism; Proactive and Integrity

13. Municipal Sports Park Facilities

- ✓ **Madikwe Stadium** has been upgraded in 2022/23 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 but need to renovated.
- ✓ **Manamela and Ramokoka Sport Parks:** These facilities don't have change rooms, irrigation system tennis court as well as netball courts. Presently there is a need for these mentioned sports ground to be renovated. Boreholes are non-functional at those areas which makes such pitches so dry.
- ✓ **Mabeskraal Stadium:** This facility has a depleted parameter wall, change rooms and a combination courts. 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.
- ✓ **Mogwase Unit 2 Sports Complex: the facility is currently under phase 3 face-lifting.** It is still work in progress. The soccer field has been grassed, tennis court renovated, change rooms upgraded, the gym is completely constructed and the hall is fully renovated. This Complex is highly utilized by scholars from two adjacent schools: Morongwa Primary school and Temogo Special School and Mogwase community.
- ✓ **Mantserre Sports Park:** This facility has artificial turf with an irrigation system and ablution block. This pitch does not have athletic tracks, seating stadia or any courts at all.

- ✓ **Silverkrans Sports Park:** It does not have a good playing surface, tennis court, a netball court and change rooms. The pitch is watered by borehole source which may pose a problem just like others which had boreholes.

Category	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

14. 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 vacant posts as follows:

- X1 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 made a decision 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
- 10 Zonal offices in various wards to create and facilitate easy access to pay points for services

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

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

MKLM's annual maintenance budget for community services is R 1,000,000.00 for 2022/2023 financial year far below the required amount. Projects therefore have to be prioritised within the available budget.

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

Vested upon the Municipality is the responsibility to ensure continuous maintenance of community halls within the Municipal jurisdiction. Below are renovations and maintenance required for Community Halls across the Municipal Wards. Upon the completion of various site assessments conducted across Municipal Buildings (including Community Halls), it was discovered that most the Municipal Buildings are non-compliant 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:

Zonal offices to facilitate easy access to the pay points for services more especially in the following areas:

Villages	Villages	Villages	Villages
Ramakoka	Sandfontein	Greater Moruleng	Mabeskraal
Tweelagte	Pella	Tlokwenq,	Molatedi
Mopyane	Civic Centre	Mogwase Stadium	
Madikwe Municipal Offices		Old building Community Services Building	

Library and Information Services

The municipality has four operational libraries as follows:

- ✓ Mogwase Library situated in Mogwase, is the only library with the internet connectivity. It has been operating without a chief Librarian for more than a year after the Chief Librarian resigned. The Department of Art, Sports, Culture and Recreation has appointed a Chief Librarian Mogwase with effect from the 1 April 2023. This office has embarked on many programmes that impact positively in the communities such as:
 - Career Exhibitions,
 - Online registration for learners,
 - Reading competitions and others.

- ✓ Through these programmes two catalytic project have been borne as below:

- The establishment of a Moses Kotane Science Centre to increase the curiosity and interest of learners and youth in Science, Maths, Agriculture, Eco-tourism and technology. The municipality has already allocated land for the project, another project is,
 - Partnership with the Sefako Makgatho Health university in adopting learners from 44 high schools in Moses Kotane Local Municipality. The two institutions will enter into a Memorandum of Understanding (MOU) to formalise this partnership.
- ✓ **Tlokweg Library:** has been operating without a cleaner and a groundsman since its inception. The municipality has appointed two general workers. There is no internet connectivity at the library and this negatively limit the assistance of the library to the local learners. The library has many programme that help and empower the communities in the area.
- ✓ **Mabeskraal Library:** is one of the most effective libraries in the province. It has a Book Club that sometimes represent the Northwest Province at National level. It is deeply entrenched in the community and optimally utilised by the community of Mabeskraal. The position of a senior librarian is still vacant following natural attrition(death) of the manager. The internet connectivity is still and impediment of helping public specially youths and learners to link with their area of interest. Like other libraries it has community empowerment programmes.
- ✓ **Manamela Library:** has been operating without a cleaner and groundsman since its inception. The municipality has appointed general workers with effect from 1 April 2023. It is not well equipped and need internet connectivity and other equipment to be able to fully fulfil its mandate. It has programmes like other libraries bur require support.
- ✓ The Department of Art, Sports, Culture and Recreation is currently establishing modular libraries in Uitkyk and Mmatau villages. The service providers have been appointed and construction sites handover were supposed to be done on 22 March 2023 by the Department of Public Works but did not turn up for handing over. The challenge is the business interest of the business forums which may delay the project. There is currently a chieftainship or tribal dispute in Mmatau village which may also affect the handing over and the construction thereof. However, it is anticipated that the projects will be completed and ready for use in 2023/2024 financial year. The opening of Sefikile library is a point of discussion between the municipality and the department. The challenge is to repair and maintain the library so that it can be ready for use.

Project Description	Wards and Villages affected	Municipal Responses
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	Estimated cost is 200 000

Project Description	Wards and Villages affected	Municipal Responses
Community Services		
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	Estimated cost is 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	Estimated cost is 200 000
Roof leakage and damaged ceiling boards. Replacement of all damaged soft wood brande rings, 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	Estimated cost is 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	Estimated cost is 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	Estimated cost is 400 000
Repairs on the foundation floor slab and minor repairs on the building and paintings	Obakeng Community Hall	Estimated cost is 200 000
Replace damaged ceiling, damaged doors and repair cracks on the walls and paintings	Magalane Community Hall	Estimated cost is 300 000
Repair cracks on the walls, damaged roof, concrete floor slab and damaged windows and paintings	Lesetheng Community Hall	Estimated cost is 200 000
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	Estimated cost is 200 000
Repairs on the damaged roof coverings, roof skylight and damaged ceiling	Witrantlie Community Hall	Estimated cost is 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	Estimated cost is 200 000
Fixing the entire plumbing work. Replace ablution facility roof coverings. Repair all cracks on the wall and painting of the wall	Mabodisa Community Hall	Estimated cost is 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	Estimated cost is 200 000
Check below information under Thusong Centre	Tlokweg Community Hall	Estimated cost is 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	Estimated cost is 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	Estimated cost is 2 500 000
Repairs all cracks on the wall and Painting internal and external wall	Pella Community Hall	Estimated cost is 200 000

Project Description	Wards and Villages affected	Municipal Responses
Community Services		
Repairs all the cracks on the walls. Install gypsum ceiling boards and fascia boards. Painting all internal walls. Replace broken windows.	Mopyane Community Hall	Estimated cost is 150 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Sandfontein Community Hall	Estimated cost is 100 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Losmetjerie Community Hall	Estimated cost is 150 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Rampampaspoort Community Hall	Estimated cost is 200 000
Construction of toilets in a community hall	Sesobe Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Marapallo Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mothabe Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Nkogole Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mantsho	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mogoditshane	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Ramoshibitswana	Estimated cost is 200 000
Repairs of roof and ceiling	Legkraal	Estimated cost is 200 000
Replacement of community hall fence with palisade	Mabele a Podi	Palisade fence has been erected
Repairing of community hall toilets	Lerome Thabeng	Estimated cost is 200 000
Renovation of Stadium and guard room	Madikwe	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Tlhatlhaganyane	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Segakwana & Phuting Community Halls	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Moruleng Sections: Makresteng, Molapong	Estimated cost is 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	Mogwase Unit 1 Sports Centre Renovations in progress	Estimated cost is 200 000 Phase 3 in progress
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mopyane	Estimated cost is 200 000

Project Description	Wards and Villages affected	Municipal Responses
Community Services		
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	De-brak Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Dwarsberg Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Katnagel Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Montsana Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Khayakhulu Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Ramokgolela Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Ramothhajwe Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Voordonker Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Manamela Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Masekolwane Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Kraalhoek Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Kammelboom Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Molorwe Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mogobe Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Magong Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Phadi Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Welgeval Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mositwane Community Hall	Estimated cost is 200 000
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Makgope Community Hall	Estimated cost is 200 000

Project Description	Wards and Villages affected	Municipal Responses
Community Services		
Repairs broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Painting all internal walls	Mahobieskraal Community Hall	Estimated cost is 200 000
Roof coverings, major repairs on the walls, ceilings, and boundary wall, Roof Tiles, paint and carpentry works, security guardhouse	Mayoral House, Mogwase	R 800 000, 00
Refurbishment Of Council Chamber	Mogwase Municipal Offices	R 600 000,00

15. Thusong Centre

Moses Kotane Local Municipality need to note the services to be received from Thusong Centres. The Thusong centres are formerly known as Multi-Purpose Community Centres (MPCC). The centre was 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 centres were also done to curb and address social and historical and economic challenges which limited communities to access services. The centres 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 engages 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 needs 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 Moses Kotane Local Municipality, 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 centres 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.

16. Libraries: Background

Moses Kotane Municipality have currently three operational libraries, i.e. Manamela, Mogwase, Mabeskraal and Tlokwen 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:

<u>TLOKWENG</u>	<u>MOGWASE</u>	<u>MANAMELA</u>	<u>MABESKRAAL</u>
LIBRARIAN X1 (Prov. employed)	LIBRARIAN X1 (Municipal)	LIBRARIAND 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 Municipality)
CLEANERS X2 (Municipality. Temp. employed)	CLEANERS X 3 (MUNICIPAL)	CLEANER X1 (Municipal)	CLEANER X 1 (Municipality) She's not managing because of her age.
GROUNDSMAN X1 (Municipality. Temp employed)		No grounds man (vacant)	No grounds man (vacant)

16.1 Legislative Requirement

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.

16.2 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.

16.3 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.

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

17. Six Municipal Status Quo Libraries

17.1 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.

17.2 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 Mmatau have emerged.

17.3 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.

17.4 Tlokweg 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

17.5 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.

17.6 Sefikile

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.

18. Villages Primary and High Schools and Health Centres

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	Tlhageng Primary School Batlokwa High School	Clinic available Operates from Mon – Fri 8 hrs
Obakeng	Motshabaesi Primary School	Health Centre available - Mon – Fri – 8 hrs.
Welgeval Los Metjerie	Thozibi Primary School Langa-sembo High School	Health Centre available Mon – Fri – 8 hrs.
Welverdiend Nonceba	Nonceba Primary School	Health Centre available Mon – Fri – 8 hrs.
Ward 2		
Khayakhulu	Khayakhulu Primary School Shadrack Zibi High School	Khayakhulu Health Centre available Mon – Fri – 8 hrs.
David Katnagel	Maretswane Primary School Ekgomotseng High School	David Katnagel Health Centre available - Monday to Friday – 8hrs
Lethakeng	Sedumedi Primary School Kalafi High School	Lethakeng Health Centre available Mon – Fri – 8 hrs.
Ramokgolela	No school	Mobile Health Centre - Comes after 2 weeks
Pitsedisulejang	Thari Primary School Olefile secondary school	Pitsedisulejang Health Centre available Mon – Fri – 8 hrs.
Ramotlhajwe	Motlhajwe Primary School	Mobile Health Centre comes after 2 weeks
Montsana`	Montsana Primary School	Montsana Health Centre 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 Health Centre comes after 2 weeks

Village	Type of school: Primary or High School	Type of health Post & operating time
Maskoloana	No school	Mobile Health Centre comes after 2 weeks
Manamela	Maimana Combined School	Health Centre comes after 2 weeks
Siga	Thebenare Primary School	Health available Mon -Sunday - 8 hrs.
Voordonker	Basadi Primary School	Mobile Health comes after 2 weeks
Ward 4		
Brakkuil	Mokgaotsi Primary School Maotwe Middle School	Health Centre available: Mon - Sunday - 8 hrs.
Koffiekraal	Matiki Primary School Mokgatlha Primary School Thebe Ya Tlhajwa High School	Health Centre available: Mon - Sunday - 8 hrs.
Uitkyk 1 & Uitkyk 2	Dikgatlhaong Primary School Tholo Primary School Sefutswelo High School	Health Centre available: Mon - Sunday - 8 hrs.
Ward 5		
Disake	Modimong Primary School	Neo Health Centre - Mon – sun - 8
Kraalhoek	Isang Primary School Nkobong High School	Health Centre Mon – Fri – 8 hrs.
Matlametlo	Matlametlo Primary School	Mobile Health Centre
Ward 6		
Kameelboom	Reagile Primary School Kameelboom Primary School	Not available
Mogoditsane	Mogoditsane Primary School	Health Centre Available - Mon – Fri – 8 hrs.
Mantsho	Mantsho Intermediate School	Health Centre- Mon – Fri – 8 hrs.
Mapaputle	Mapaputle Primary School	No Health Centre available
Marapallo Dekameelkuil	Mogobe Primary School	No Health Centre available
Molorwe	Molorwe Primary School	Health Centre available - Mon – Fri – 8 hrs.
Ramoshibitswana	No schools available	No Health Centre available
Motlhabe	Kgalatlowe Secondary School Matlakana Primary School	Health Centre available Mon – sun - 24 hrs.
Nkogolwe	Nkogole Primary School	Not available
Ward 7		
Sefikile	Sefikile Primary School Makuka Secondary School	Health Centre available operating from 07:00 -15:30 – Mon- Fri
Ward 8		
Legkraal	Sebele Intermediate School	Health Centre available - Mon – Fri – 8 hrs
Magalane	School closed	No Health Centre and mobile Health Centre
Magong	Makoba High School Magong Primary School	Boikanyo Health Centre Mon – Fri – 8 hrs
Ntswanalemetsing	Rramonotwana Primary School	No Health and mobile Health assistance
Mononono	Mononono Primary School Tshaile High School	Mononono Health Centre Mon – Fri 8 hrs
Ramasedi	Not available	No Health Centre and mobile Health Centre
Ngweding	Rramalejwe Primary School	Mobile Health Centre - Once a week
Ward 9		
Moruleng	Bakgatlha P.S Regomoditswe Middle School Kgmanyane Secondary School Mmamitlwa primary School Reoleboge special School	Health Centre available Mon- sun – 8 hrs
Ramoga	No school available	No clinic

Village	Type of school: Primary or High School	Type of health Post & operating time
Lesetlheng (portion)	No school available	Lesetlheng Health Centre- Mon-Fri – hours
Ward 10		
Sandfontein		
Ward 11		
Bojating	Bojating Primary School Rramoroko Secondary School	Mobile Health Centre Once a month – 7 hrs
Mmorogong	Makgopaneng Primary School Gautingwe Intermediate Secondary School	Mobile Health Centre Once a month – 7 hrs
Phadi	Phadi Primary School Mphela Secondary School	Mobile Health Centre Once a month – 7 hrs
Ward 12		
Ramokokastad	Ramokoka Primary School Baphalane Primary School Kwenatlase Secondary School	Health Centre available Mon – sun – 8 hrs
Ward 13 & 33		
Mogwase (Stands area)		Both use Health Centre in unit 1
Mabele a podi	Borite Primary School	
Ward 15		
Lerome South	No school	
Lerome Thabeng	No school	
Mogwase Unit 4 (portion)	Tshwara-O-Dire Primary School Temogo Special School (Disabled) Morongwa Primary School J.M Ntshime High School	Mogwase Health Centre
Ward 16		
Dikweipi	Dikweipi Primary School	Mobile Health Centre comes once a month
Welgeval	Madutle Primary School Raphurele Secondary School	No Health Centre and mobile clinic assistance
Ward 17		
Lerome	Lerome Secondary School	No Health Centre
Moruleng sections	Sedibelo Secondary School	
Ward 18		
Pella/ Kortkloof	Sewagodimo High School	Mobile Health Centre
Ward 19		
Pella	Morare High School	Clinic (7-4) Mon - Sun
Madikwe	Gabonewe High School	Madikwe Health Centre - Mon – Fri – 8 hrs
Ward 20		
Tlokweng	Bogatsu Primary; Thaku Primary; Mokalaki Primary; Kgosibodipa Secondary School Motlhaputseng High School	Lesedi Health Centre Mon – sun - 24 hrs
Ward 21		
Seshibitswe	Motsatsi Primary School Repuseng High School	Vrede Health Centre-8 hrs
Vrede	Motsatsi Primary School Repuseng High School	Vrede Health Centre-8 hrs
Tlokweng	Mokalake Primary School Mutlhaputseng High School	Lesedi Health Centre-24hrs
Ward 22		
Manamakgotheng & sections	Machama Primary School Manamakgothe high School	Moderkuil Health Centre-6hrs
Lesetlheng: & sections	Lesetlheng Primary School Thsomankane High School	
Ward 23		

Village	Type of school: Primary or High School	Type of health Post & operating time
Mabeskraal	Mabeskraal Primary School Rakoko High School	
Makweleng	Makweleng Primary School	
Ratau		Mobile Health Centre - Once a month – 7 hrs.
Seolong	Seolong Primary School	Seolong Health Centre –mon – Friday 8 hrs.
Ward 24		
Mabeskraal	Molotsi Primary School	
Makoshong 1	Makoshong Primary School	Mobile Health Centre comes once a month
Ward 25		
Bapong; Leretlweng	Makoshong Primary School	Mobile Health Centre comes once a month
Holfontein Rietfontein (Mabaalstad)	Puso Primary School Kewuakile Primary School Moesi High School	Bapong Health Centre-8hrs
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	
Witransje	Module Primary School	Health Centre open (07:00 – 16:00) Mon - Sat
Tlathaganyane	S.G Ntuane Primary, Leema Primary School Batleng High School	Health Centre (07h00 - 18:00) Mon – Sun.
Ward 14, 28 & 30 (combined wards)		
Ledig		Moses Kotane Hospital
Lethabile (Upper and Lower)	Mperebere Primary School, Itumeleng Middle School & Tswaedi High School	Moses Kotane Hospital
Pharama section		Pharama Health Centre -24hrs
Phagameng	Rateo Primary School; Mphumpute Primary School; Bakubung Primary School	Bakubung Health Centre 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 Gaototlake High; Mochudi High School	Letswi Health Centre-24hrs
Ward 30		
Mahobieskraal	Tshose Primary school	Mobile health Centre comes once a month
Ward 31		
Segakwana: Huma section	Segakwaneng Primary School	Mobile Health Centre (once a week)
Manamakgotheng:	Matewana Primary School	No means of health post
Ward 32		
Mabodisa	Sedibelo Secondary School	
Ward 34		
Mopyane	Melotong Primary School	Mobile Comes after 2 weeks
Mantserre	Mantserre Primary School Mmamodimokwana Primary School Modise High School	Ipopeng clinic Mon – Fri – 8 hrs

19. Basic Service Delivery and Infrastructure Development

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
Basic Service Delivery and Infrastructure Development	Building Safer communities	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment	Establishment of a Disaster Management Centre in 23/24 Financial year	Contingency Disaster Management Plan and approved by Council
			Crime Prevention Plan and approved by Council	Joint operations with South African Police Services (SAPS)
			Upgrade of Madikwe Landfill Site	<p>1. The project is at the preliminary drawings and design phase.</p> <p>2. A consultant has been appointed for such as well as an Environmental Assessment Practitioner (EIA) to allow for Environmental Assessment processes to unfold.</p>
			Percentage of households which have access to solid waste removal	<p>1. 107 villages and 2 townships within Moses Kotane Local Municipal jurisdiction have access to solid waste removal services, however, due to the constant rapid growth of population and households,</p> <p>2. it is difficult to determine the actual percentage of households reached</p>
			Number of Municipal Landfill sites functional	Madikwe and Mogwase operational general waste landfill sites
			Number of external environmental audits conducted	1. An external Independent Environmental Auditor appointed to conduct audits at Mogwase and Madikwe landfill sites to ascertain compliance with the provisions of the Operational Permits
			Mogwase Sports park upgraded	<p>1. There is construction on site to renovate and upgrade the complex.</p> <p>2. Phase 1 and 2 are complete. Phase 3 is still underway</p>
			Upgrading and refurbishment of all sports facilities	Madikwe sports facility completed
Number of Municipal Buildings repaired and renovated	1. Evaluation and assessment of Municipal buildings were done.			

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
				<p>2. Several buildings are being renovated such as</p> <p>3. Ramokoka Zonal Office</p> <p>4. Seshibitswe Community Hall</p>
			Establishment of Modular libraries in Mmatau and Uitkyk villages 2023/2024 financial year	Tender closed, awaiting the awarding of the tender
			Operationalization of Sefikile Library	<p>1. The Department has already appointed the two Library assistants.</p> <p>2. Books and furniture have been purchased also. Structural assessment of the building has been conducted.</p> <p>3. Repair and maintenance work is still outstanding</p>
			Establishment of Science Centre	Council has approved the project and land has been allocated for such
			Establishment of a Convention Centre.	NEW
			Number of Municipal properties provided with security services	82 sites are provided with security services
			Construction of the disaster management centre in 2023/2024 FY	<p>Disaster Management Plan develop and approved</p> <p>Disaster Contingency Plan Developed and approved</p>
			Introduction of a testing centre at Tweelagte Testing Centre. The Vehicle Testing Centre and Testing Ground are still outstanding	<p>1. On the 2nd of December 2022, the Station was officially opened.</p> <p>2. Two traffic officers are assigned as examiners</p>
			Establishment of a Traffic, Licensing and Testing Centre at Sun Village which includes testing ground and vehicle Testing Centre	<p>1. Sun City has made a commitment to fund the refurbishment of Sun Village Fire Station for this purpose</p> <p>2. The provincial department of transport has been informed and waiting for the conclusion of the refurbishment</p>
			Establishment of a Traffic, Licencing and Testing Centre in Moruleng which	The Centre has been registered by the Provincial Department of Community

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
			include Vehicle Testing Centre and testing ground	Safety and Transport Management
			Establishment of a municipal court in Mogwase	NEW
			Construction of a Buyback Centre in Sandfontein for waste recycling	<p>1. The construction of a Buyback Centre has been approved by Council and enlisted on the IDP</p> <p>2. The National Department of Fishery, Fisheries and Environment has made a commitment to finance the construction of this Centre.</p> <p>3. Supply Chain Management Processes in progress</p>
			Establishment of Satellite Fire Stations in Mabeskraal, Moruleng, Mokgalwaneng, Madikwe and Rhyme near Dwarsberg on the Mabeskraal-Molatedi Road	New project. Mogwase Fire Station Five Year Plan has included these project
			Purchasing and strategic distribution of Air Quality Monitoring Stations in Motlhabe, Mogwase and around Swartklip mines	New project
			Construction of drop-off Centres in identified areas as per the IDP:	Feasibility assessments for areas earmarked for such CENTRES has been done.
			Establishment of a composting facility and a chipper machine at Mogwase Landfill Site:	New Project
			Acquisition of Specialized Solid Waste Vehicles X3 Tipper Trucks X2 Front-End-Loaders	MIG Application forms and technical reports available for submission
			Development of the integrated public transport network: Rapid Bus transit, Bus taxi shelters Public Transport Nodal Points (i.e taxi ranks)	<p>1. Integrated transport plan developed and approved</p> <p>2. Request for funding of the integrated public transport network has been made to the Department of Transport</p>

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
			Improving roads and public transport infrastructure Weighbridge on R510 and R565	
			Developed and reviewed Municipal Bylaws	1. There is a work-in progress. The following bylaws have been approved and promulgated in August 2022: Business Management 2. Animal impoundment bylaw 3. Outdoor Advertising bylaw 4. Vehicle pound bylaw 5. Control of public transport and related nuisances' by-laws 6. Capacitation of both Specialist and generalist law enforcement functionaries on course
			Establishment of the Municipal Court	New project
			Establishment of a vehicle and goods pound	Submitted to the Supply chain management for consideration
			Establishment of crematorium at Mogwase Cemetery	New Project
			Construction of an International Convention Centre in Mogwase	No progress date
			Refurbishment of Manamela Thusong Centre 2023/2024 financial year	No progress to date
			Fencing of graveyards in villages in 2023/2024 financial year: Tlokweng Mabele-a-podi Uitkyk Khayakhulu	No progress to date
			Refurbishment of zonal offices	No progress to date

KPA 2

Local

Economic

Development

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

1. Introduction

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

In this regard, the national government departments play the role of policy development, support and capacity building, monitoring and evaluation, coordination and interventions. Similarly, the provinces, especially the departments of COGTA, mainly have support and capacity building, monitoring and evaluation and coordination role 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.

1.1 Key Focus Areas for LED

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

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

2. Legislative Imperatives

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

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

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

3. Economic Analysis and Positioning (District One Plan and IUDF)

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

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

Economy	Status quo and challenges
Economy and economic development trends(growing, stable, declining)	<ul style="list-style-type: none"> ○ A slow economic growth rate ○ Lack of education ○ High rate of unemployment ○ Low levels of income ○ Low levels of skill ○ Mining vulnerable to economic shocks
Key Drivers <ul style="list-style-type: none"> • Main economic sectors • Main employers • Unique advantages • Competitive edge 	<ul style="list-style-type: none"> ○ The main employer for the Moses Kotane LM is Mining sector ○ Wholesale and retail trade sector and General government sector ○ Finance & insurance and Community & social services ○ Manufacturing and Transport ○ Construction and Agric. & forestry and Electricity, water, gas <p>MKLM Tress Index – 59% High Location Quotient (mining) – 4.97 Tourism has a high comparative advantage, however there is no data on the sector. The main attraction within the North West province is the Sun City complex, Madikwe & Pilanesberg Game Reserve</p>

Economy	Status quo and challenges
Key economic Opportunities and Potentials	<ul style="list-style-type: none"> • Manufacturing hub and Agro-processing • Aquaculture and 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 and City Centres ○ Central Business Districts (CBDs) and Corridors ○ Industrial Nodes/Parks (SEZs) and Logistic Hubs ○ Road, Rail, Harbour infrastructure and Air linkages ○ Agri-Park FPSU and Fresh produce market and Tourism Node
Barriers and Constraints to unlocking opportunities and potentials	<p>The municipal economy has been growing at a slow growth rate in recent years.</p> <p>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.</p> <p>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 <ul style="list-style-type: none"> • People • Skills • Technology • Incentives • Global, National and Regional Linkages • Administrative Costs (Utilities etc.) 	The main type of occupation: <ul style="list-style-type: none"> ○ 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%
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.

Economy	Status quo and challenges
	<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • 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 • 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

4. Agricultural Overview

a) 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.

b) Land

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

and provide an enabling environment for socioeconomic development within the Moses Kotane LM tribal areas.

c) Water

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

d) 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

e) Risks

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

f) Enabling environment

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

g) High Potential Agriculture Areas for Cultivation

4.1 High Potential Agriculture Areas for Cultivation in MKLM

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 or 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 Moses Kotane LM.

5. 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

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

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

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

- a) Developed a feasibility concept for Fresh Produce Market
- b) Established Agri-Park project
- c) Expanded Public Works Programme
- d) Developed a commonage policy

6. Fresh Produce project (AGRO PROCESSING PLANT)

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.



7. 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.

8. 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 maximise partnerships with other government stakeholders to develop critical economic infrastructure like, roads, energy, water, ICT and transportation/logistics corridors that support the Agri-park value chain.

8.1 DEFINITION OF AGRICULTURAL PARKS –

An Agri-park is a system innovation of agro-production, processing, logistics, marketing and training and extension services located in District Municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The AP contains three basic units: - The Farmer Production Support Unit (FPSU). The

FPSU is a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanisation. - Agri-Hub Unit (AH). The AH is a production, equipment hire, processing, packaging, logistics and training (demonstration) unit. - The Rural Urban Market Centre Unit (RUMC). The RUMC has three main purposes; Linking and contracting rural, urban and international markets through contracts. - Acts as a holding-facility, releasing produce to urban markets based on seasonal trends.

8.2 Progress to date:

- ❑ Farmers were trained in five clusters about cooperative management (Makweleng, Madikwe, Mogwase, Kraalhoek and Motlhabe). These clusters will then establish primary cooperatives according to their clusters and facilitate those structures into a secondary cooperative that will become the legal management structure of the FPSU.
- ❑ FPSU management coordinating structure is being established comprising of Rural, Environment and Agricultural Development (READ, MKLM Local Councillor, Community Work Programme (CWP), MKLM – LED Official, DRDLR, Farmers representative, SEDA and Batlhako Ba Matutu Tribal Councillors.
- ❑ Rural Enterprise and Industrial Development (REID) unit from Department of Rural Development and Land reform (DRDLR) facilitate the implementation of the approved designs FPSU plans as annexure.
- ❑ Fem Plan is being appointed as projects construction management unit by DRDLR to come up with scope of work, structural designs plan, environmental impact assessment (EIA) and implementation management thereof.

- ❑ FPSU tender briefing for the construction of the facility was held on the 20 August 2018 where 57 MKLM SMME show up even though the project is of 7G CIDB category (R20 000 000 – R40 000 000) and our SMME may benefit from 30% that is legible for local contractors or 100% if they are awarded the tender.
- ❑ 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.



8.3 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

8.4 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.

8.5 Useful work activities:

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

9. Tourism Overview

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

The overall objectives of the Master Plan are to:

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

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

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

9.1 Tourism Node

This is one of the tourism products which the Department is currently engaged with. This is a centre that will drive the Marketing function for all tourist attractions in the

municipality. To date a feasibility study has been conducted and EIA process is underway. Proposed developments within the node comprises of the following:

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

9.2 Marketing Gaps and Challenges

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

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

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

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

- ❑ Moses Kotane's reburial and tourism developments surrounding his life in Pella and MKLM

9.4 Hard and Soft Infrastructure Gaps and Challenges

The third gap inverts 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, 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

9.5 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

9.6 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.

9.6.1 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:

- a) Tourism Recovery Plan (National, Provincial and Local Government).
- b) National Tourism Information Management System (NTIMS).

- c) District Development Model (DDM).
- d) Budget Resorts Concept.

9.6.2 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.

9.6.3 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.

10 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.

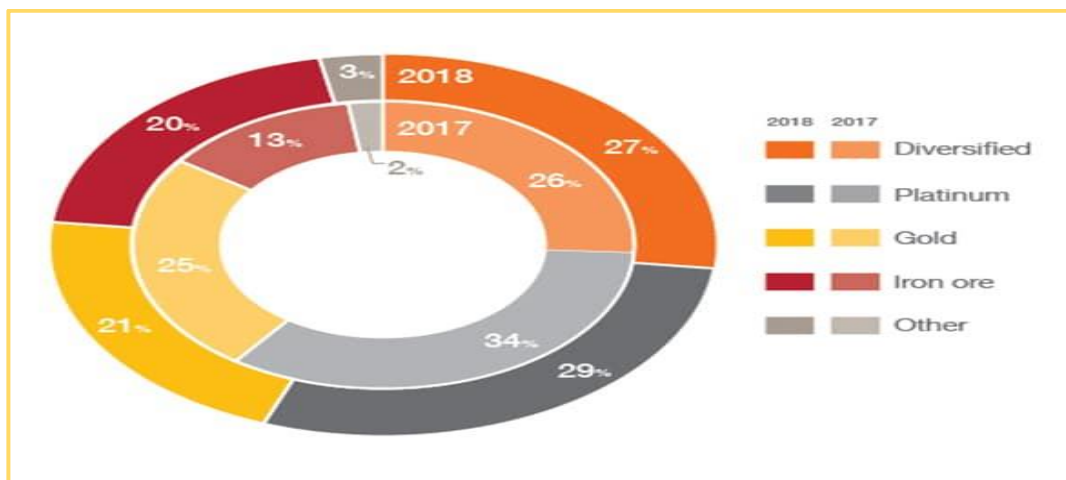
It is against this background that Moses Kotane Local Municipality is establishing a Mining Working Group that will facilitate development of special vehicle that will drive the economy of the Municipality, thereby contributing towards the integration of resources and community planning targeted towards 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.

10.1 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.

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



10.2 Establishment of the Working Group for Moses Kotane Local Municipality 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:

- a) Integrated Development Plan Office
- b) Local Economic Development Office
- c) Relevant Communities
- d) Legal Office
- e) Planning and Development
- f) Community Service
- g) Infrastructure and Technical Services

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

10.3 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
Municipal Manager
- Office of the Chief Whip
- EXCO Members

NB! This collective will be chaired by the

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

- 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

10.4 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 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.

10.1 Legislative Context

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:

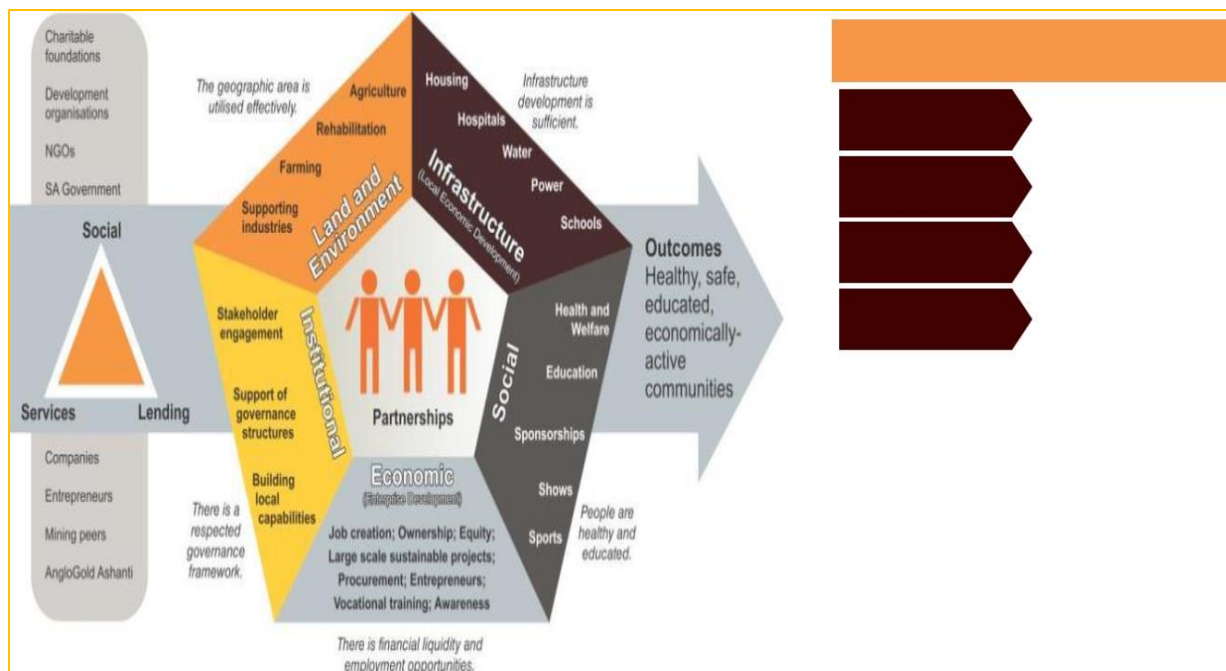
- The social and economic background of the area in which the mine operates;
- The key economic activities of the area in which the mine operates;
- The impact that the mine would have in the local and labour sending area;
- The infrastructure and poverty eradication projects that the mine would support 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**.
- MPRDA Section 102/Regulation 44 – **any changes to the SLP must be approved by the Minister**

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



10.3 MKLM/ Anglo Proposed SLP Priorities

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

- Enterprise Development – Financial Management, Marketing Management, Innovation and Creativity in line with the 4th Industrial Revolution, adherence and compliance to Laws, Fiscal Discipline
- Supplier Development – Pricing Skills, Costing Skills, Tendering Procedure, Bidding, Turnkey and PPP Approaches, Joint Venture, Legalities regarding Laws governing Supply Chain
- Infrastructure – Development of Roads, Storm Water, Reservoirs, Social Infrastructure, Business Infrastructure
- Skills Development – Mining Skills, Alternative Industries Skills, Innovation Skills, Career Pathing
- Manufacturing and Repairs – Nuts, Bolts, Flanges, Pipes, Valves, Drill bits, Implosive/Explosive, PPE, Lubricants
- Enterprise Development Fund – Start Ups, Order Form Financing, Bridging Financing, Franchise Fees
- Preferential Procurement Practices – 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"> <input type="checkbox"/> Bakery Services <input type="checkbox"/> Protective Clothing <input type="checkbox"/> Waste Management <input type="checkbox"/> Garden Services <input type="checkbox"/> Agriculture and Agro-Processing <input type="checkbox"/> Yellow Metal 	<ul style="list-style-type: none"> <input type="checkbox"/> Enterprise Development Fund <input type="checkbox"/> Mining Academy <input type="checkbox"/> Innovation Hub <input type="checkbox"/> Alternative Industries Creation

Low Hanging Fruits and Quick Wins for Immediate Benefit for Communities	Proposed Way Forward
<ul style="list-style-type: none"> <input type="checkbox"/> Lubricants <input type="checkbox"/> House Maintenance <input type="checkbox"/> Hospitality and Tourism <input type="checkbox"/> Refurbishing and Repairs <input type="checkbox"/> Spatial and Commercial Mix Development 	<ul style="list-style-type: none"> <input type="checkbox"/> Manufacturing <input type="checkbox"/> Regional Communication Platform <input type="checkbox"/> Education and Training <input type="checkbox"/> Annual Awards System

10.4 Proposed Interaction in The Region

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

11. Arts and Culture Overview

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

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

12. Programs and Project Layout

12.1 Agriculture and Rural Development

PROGRAMME	SUB-PROGRAMME	BUDGET
Livestock Small and large stock (cattle, goats, piggery, poultry, sheep)	<ul style="list-style-type: none"> ▪ Farmer mobilization ▪ Livestock improvement (artificial insemination training) ▪ Production inputs (small stock) ▪ Feed production (support of enterprises) ▪ Training on animal production 	R1 000 000
Crop: Sunflower, beans (soya) Horticulture Supply side (Molatedi Irrigation, Backyards, CPAs, Hydroponics)	<ul style="list-style-type: none"> ▪ Production inputs ▪ Agro-processing ▪ Training on crop production ▪ Mobilisation of Molatedi irrigation plant, backyard, CPA and hydroponics producers 	R1 000 000
Infrastructure: MKLM FPSU SMME value chain Fresh Produce Market (FPM) Rainwater harvesting Fencing Water provisioning	<ul style="list-style-type: none"> ▪ Farmer mobilisation ▪ SMME facilities development (stalls) ▪ FPM infrastructure development ▪ Dam desilting ▪ 100km fencing ▪ Borehole drilling (4 projects) 	5% MIG 10 000 000 5 000 000 5% MIG 500 000
Agro-Processing initiatives Fire wood production Madikwe Sisal Livestock feed production	<ul style="list-style-type: none"> ▪ Capacity building of suppliers ▪ Crop diversification ▪ Cooperative development 	R500 000
Market access:	NAMPO AVI AFRIKA MKLM Farmers' Show	R1 000 000
Land Reform and Agrarian transformation	<ul style="list-style-type: none"> ▪ Establishment of Commonage committee ▪ Development of TORs ▪ Verification of farms with Town Planning ▪ Formalisation of famers (lease agreement) ▪ Institution/capacity building of land owners (CPAs) ▪ Needs identification of farms (transferred to MKLM) ▪ Database of organisations (CBOs, NGOs, NPOs, co-operatives) ▪ Identification of community-based income generation projects 	Operational budget

PROGRAMME	SUB-PROGRAMME	BUDGET
	<ul style="list-style-type: none"> Social assistance, rural finance and safety nets (CWP, NARYSEC) 	

12.2 Tourism Development

PROGRAMME	SUB-PROGRAMME	BUDGET
Accommodation	<ul style="list-style-type: none"> Grading (5 enterprises) Training of the product owners Destination Marketing Rebranding (brochure, online marketing) 	R1 000 000
Tour operators	<ul style="list-style-type: none"> Licensing (4 SMMEs) Training 	R500 000
Attractions	<ul style="list-style-type: none"> Develop & Create new nodes Harnessing Existing nodes Metsiawa Development Cultural villages 	5% MIG
Market Access	<ul style="list-style-type: none"> Local (Tour guiding Training, Tourism awards, Tourism Sports and Product owners' support) National (Mall activations, Meetings Africa Tourism monitor programme and Media tour) International (Durban indaba and WTM) 	R1 000 000
Infrastructure	<ul style="list-style-type: none"> Tourism node Sign boards 	5% MIG

12.3 Creative Industries

PROGRAMME	SUB-PROGRAMME	BUDGET
<ul style="list-style-type: none"> Music 	<ul style="list-style-type: none"> Commercial (Jazz, gospel, Choral, Clap and tap) Administration and Coaching Market access and Recording Events & Festivals 	R500 000
<ul style="list-style-type: none"> Drama 	<ul style="list-style-type: none"> Set-works and Directing Script writing and Script to Screen Film Development and Production Houses and Sets and Scenery Sound and Lighting, Wardrobe and Makeup 	R500 000
Crafts	<ul style="list-style-type: none"> Sculpturing and Pottery 	R500 000
Visual Arts	<ul style="list-style-type: none"> Painting, Drawings and Multimedia 	▪
Fashion	<ul style="list-style-type: none"> Training and sign 	▪
Market Access	<ul style="list-style-type: none"> Events and Exhibitions 	▪
Infrastructure	<ul style="list-style-type: none"> Training centre Rehearsal & Performance Spaces 	<ul style="list-style-type: none"> 5% MIG

12.4 Sports

PROGRAMME	SUB-PROGRAMME	BUDGET
Sports Institutional Arrangement	Formalisation of: Local Sports Council and Federations Junior sports and Tertiary sports Clubs Women and girls Sport and People with Disabilities	Operational budget

Sports Development	Knock-out games for Mayoral (Netball and Soccer) Support of local musical groups	R1 000 000
Infrastructure	Development of sporting infrastructure Cover grounds Grading of sports fields	MIG

12.5 Business Support

PROGRAMME	SUB-PROGRAMME	BUDGET
Non-financial support	Business Compliance Business Linkage and Business Incubators	Operational budget
Financial support	Training (SETAs) and Capacity building Business Awareness Campaigns (SARS, SEDTA, SEFA, etc.)	R2 000 000
Informal Traders	Enforcement of Bylaws: Informal Traders and Business Licensing	Operational budget
Trading Infrastructure	Stalls and Zonal Business Hubs Baalerona Cooperative Sceptic Tank	5% MIG

12.5.1 Sustainable Development Projects for Job Creation

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

12.5.2 Additional Projects for Revenue Creation

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

12.6 Mining

PROGRAMME	SUB-PROGRAMME	BUDGET
MPRDA facilitation	SLP Administration / Facilitation	Operational
	Alternative Industry Creation	
	Skills Development Centre	
	Enterprise development	
	Supplier Development	

KPA 3:

Municipal

Financial

Viability

Section D: KPA 3: Municipal Financial Viability

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

2. MSCOA Compliance

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (MSCOA) into effect on 22 April 2014. The main strategic objective was for Sound Financial Management: adherence to all laws and regulations as prescribed to local government

Municipal SCOA provides a uniform and standardized financial transaction classification framework. Essentially this means that MSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place.

This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions. The Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating organizational uniqueness and structural differences. The Regulation provides for a three-year preparation and readiness window and all 278 municipalities were expected to be compliant to the **MSCOA classification framework by 1 July 2017**.

Chapter 6 of the MFMA tasks the Accounting Officer of the municipality with managing the financial administration of the municipality. Since MSCOA is a municipal business reform, the Accounting Officer has the overall responsibility to manage the successful implementation of the MSCOA project within the municipality, to ensure the municipality is able to capture all transactions (at posting level) in accordance with MSCOA within its respective financial applications (systems) by 1 July 2017 going forward.

3. Financial Plan.

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

4. Level of Reliance on Grants

The municipality is mostly reliant on grants of which the highest allocation being the Equitable Share from the National Fiscus. The municipality is currently making in routes with the Traditional authorities on how best to assist the municipality by generating more on services that are being rendered at rural villages. The introduction of incentives schemes will alleviate the burden on being grant reliant and also vigorous implementation on credit control on none paying clients.

5. Consolidated Overview of the Budget

DESCRIPTION	2022/23 Approved budget	2022/23 Adjustment Budget	2023/24 Budget Year	2024/25 Budget Year	2025/26 Budget Year
Total Operating Revenue	1,002,764,828	1,009,317,357	1,077,484,189	1,140,080,357	1,166,295,610
Total Operating Expenditure	1,086,050,840	1,090,325,841	1,212,044,673	1,273,064,985	1,326,799,347
Surplus/(Deficit)	-83,286,012	-81,008,484	-134,560,484	-132,984,628	-160,503,737
Total Capital Expenditure	234,539,883	248,107,191	244,590,791	278,087,761	290,659,970

Total operating revenue has increased by R68, 167 million or 6% for the 2023/2024 financial year when compared to the 2022/2023 Adjustments Budget.

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

- **Equitable share** has increased by R38, 102 million.
- **Service charges** has decreased by R2, 385 million, this is due to the inconsistent water supply.
- Total operating expenditure for the 2023/2024 financial year has been increased with R97, 954 million compared to the 2022/23 Adjustment budget.

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

- **Increment of Employee related costs** by 5.3% (SALGA Guideline) and the filling of vacancies.
- **Increment of Remuneration of Councillors** by 5.3% (SALGA Guideline)
- **Debt Impairment increased** by R51, 764 million. The increase is based on the previous year payment rate by debtors and the increase in the outstanding debtors' book.
- **Water Bulk Purchase increased** by R30, 000 million.

- **Contracted Services increase** by R8, 222 million. This is due to the increased of Water Chemicals and Quality Control.

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

The following proposed changes regarding the operating budget are highlighted:

6. Operating Expenditure

OPERATING EXPENDITURE					
DESCRIPTION	Current Year 2022/23		2023/24 MTREF		
R Thousand	Original Budget	Adjusted Budget	Budget 2023/24	Budget + 2024/25	Budget + 2025/26
Employee Related Cost	275,251	246,009	296,559	310,355	324,237
Remuneration of Councillors	26,922	26,922	27,597	28,949	30,309
Bulk Purchases – Electricity	20,000	21,261	25,001	26,225	27,458
Inventory Consumed	109,721	109,721	150,155	162,638	164,916
Debt Impairment					
Depreciation and Ammortis	150,878	150,878	155,041	162,638	170,282
Interest	3,687	3,687	5,601	5,874	6,161
Contracted Services	127,587	132,699	140,091	147,496	149,144
Irrecoverable debts written off	276,957	276,957	328,721	344,984	361,198
Operational Costs	94,048	92,192	83,281	89,031	93,105
Total Expenditure	1,086,051	1,090,326	1,212,045	1,273,065	1,326,799

7. Employee Related

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

8. Remuneration of Councillors

Increment of Remuneration of Councillors by 5.3% (SALGA Guideline)

9. Debt Impairment

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

10. Bulk Purchase: Electricity

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

11. Water Bulk Purchase

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

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

12. Contracted Services

Contracted Services increase by R8,222 million. This is due to the increased of Water maintenance, Water Chemicals and Quality Control. Repair and maintenance of infrastructure assets are now, in terms of MSCOA, classified under contracted services and general expenditure.

13. Depreciation

Decreased of R4,163 million. This item relates to the depreciation of assets of the municipality and might be adjusted at year end after finalising of the asset register.

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

14. Finance charges

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

15. 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, sale of tender documents burial fees with the decrease of R 9,120 million.

The following proposed changes regarding the operating budget are highlighted:

16. Operating Revenue

DESCRIPTION	2022/23 Approved Budget	2022/23 Adjusted Budget	2023/24 Budget Year	2024/25 Budget Year	2025/26 Budget Year
Total Operating Revenue	1,002,764,828	1,009,317,357	1,077,484,189	1,140,080,357	1,166,295,610
Total Operating Expenditure	1,086,050,84	1,090,325,841	1,212,044,673	1,273,064,985	1,326,799,347
Surplus (Deficit)	-83,286,012	-81,008,484	-134,560,484	-132,984,628	-160,503,737
Total Capital Expenditure	234,539,883	248,107,191	244,590,791	278,087,761	290,659,970

17. Property Rates

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

18. Water Services

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

The water service is currently operating on a deficit as tariffs are not yet cost reflective. The water service is supposed to be operating on a surplus 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 operate 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 intermittently.

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.

19. Sanitation

The revenue on sanitation increased from R5,733 million to R6,036 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 or at least equal to the expenditure. Currently this service is operating on a deficit and is ring-fenced with a portion of the Equitable Share as a result of tariffs not yet cost reflective. The tariffs structure needs to be reviewed and proper consultation done to educate communities on the costs of rendering such service.

20. Refuse Removal

The revenue on refuse removal increased from R11,558 million to R12,277 million.

This is an economical service. Revenue should be more than the expenditure or at least equal to 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 in the villages is also under investigation.

21. Interest on External Investments

It is proposed that the amount be increased from R5,438 million to R6,251 million.

The interest received on investments are for funds invested.

22. Interest on Outstanding Debtors

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

There is also a major increase in the outstanding debtors which is due to the coronavirus that had a negative impact in the economy of the country which resulted in a higher unemployment rate as consumers are more and relying on free basic services.

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

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

23. Traffic Fines

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

24. License Application

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

An amount R2,000 million has been provided for this service for the 2022/2023 financial year.

25. Operational Grants

The allocation to the municipality in terms of the draft Division of Revenue Act for the 2023/2024 financial year makes provision for the following grants:

<input type="checkbox"/> Equitable Shares	R 566,087 million
<input type="checkbox"/> Finance Management Grant	R 1, 950 million
<input type="checkbox"/> EPWP	R 1, 629 million
<input type="checkbox"/> MIG (PMU operating)	R 8, 097 million
<input type="checkbox"/> Electricity Efficiency Demand	R 4,000 million

26. Other Revenue

Included under other revenue is the operational activities e.g. sale of tender documents etc.

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

27. Capital Budget

The allocation to the municipality for MIG projects in terms of the draft Division of Revenue Act for the 2023/2024 financial year amounts to R 171,841 million.

An amount of R8,097 million has been allocated to PMU which leaves an amount of R166, 040 million available for MIG projects.

The total capital budget including own capital for the 2023/2024 financial year amounts to R234, 540 million which is to be funded as follows:

- | | |
|--------------------------|------------------|
| ▪ MIG | R171,841 million |
| ▪ WSIG | R65,000 million |
| ▪ Total Capital Projects | R236,840 million |

The details of the capital projects are indicated in the capital budget.

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

- R 500,000 Thousand. Office equipment Mogwase
- R 2,000 million. ICT equipment
- R 1,000 million. Renovation of testing centre
- R 750 Thousand. Brush cutters

28. Projected Cashflow on Property Rates and Service Charges

Property Rates and Service Charges

- 52% projected for the collection of Property rates.
- 30% projected for the collection of water services.
- 30% projected for the collection of sanitation services.
- 10% projected for the collection of solid waste services.

KPA 4

Spatial

Rationale

Section H: Department: Development and Planning Town Planning

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

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

1. Introduction

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

The Department Planning and Development is responsible for the following seven functional areas namely:

(i) Forward Planning, Developing and Reviewing of SDFs

Which encapsulate the long-term vision of the Municipality,

(ii) Land Use Management and Control

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

(iii) Processing and Consideration of land use & development applications

Processing and Consideration of all land use and land development applications

(iv) Regulation of outdoor advertisement

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

(v) Building Control

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

(vi) Human Settlement & Properties

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

(vii) Geographic Information System

To provide effective and efficient geographic information capabilities tool.

In short, the Department Planning and Development engages with various stakeholders who are interested in housing development, commercial development and industrial development

2. Spatial Development Framework

Spatial Development Framework (SDF) is a public policy statements that seek to influence the overall spatial distribution of current and future land use within a municipality or other described region to give effect to the vision, goals and objectives

of the Municipal Integrated Development Plan (IDP) or related business plans of government. The (MSDF) covers the jurisdictional area of the municipality. In the case of the Moses Kotane Municipality, the MSDF seeks to answer the following questions: “How is the Municipality going to develop over the next ten to thirty years? What kind of development will take place, where will it take place, and who will be responsible for what aspect of the development?”

3. Objectives of Moses Kotane SDF

As mentioned above, the main objective of the MSDF is to provide a spatial representation of the municipal vision and to be a tool to integrate all aspects of spatial planning. The MSDF for MKLM targets two broad user categories. The first is the government sector, across spheres from national to local government, including State Owned Enterprises (SOEs).

While the MSDF is informed by the spatial direction stated in national, provincial, and district level policy, it also sets out the municipality's spatial agenda for government departments across spheres of government to consider and follow. Most importantly, the MSDF outlines the municipality's spatial agenda to its own service departments, ensuring that their sector plans, programmes, and projects are grounded in a sound, common spatial logic and align with the proposals of the Province, District and surrounding Local Municipalities.

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

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

4. Legislative Framework

The Municipal Systems Act, 32 of 2000 (MSA) first introduced the concept of a MSDF as a component of the mandatory IDP that every municipality must adopt to govern its allocation of resources spatially.

Chapter 5 of the Act deals with integrated development planning and provides the legislative framework for the compilation and adoption of IDPs by municipalities. Within the chapter, section 26(e) specifically requires an SDF as a mandatory component of the municipal IDP.

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

5. SPLUMA seeks to achieve the following six objectives:

- 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, 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.

6. MSDF Policy Framework

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

- National Environmental Management Act, 106 of 1998
- The National Development Plan (2030)
- Integrated Urban Development Framework
- National Spatial Development Framework (NSDF) (2023)
- Comprehensive Rural Development Programme
- North West Provincial Development Plan (2030)
- North West Provincial Growth & Development Strategy
- North West Environmental Implementation and Management Plan (2020)
- North West Spatial Development Framework (NWSDF)

6.2 The role played by these legislative policy frameworks is expressed in the figure below:



National	Provincial	Municipal
<p>At the National Level, the National Development Plan (NDP) vision 2030 sets the country's strategic objectives. To give expression to the NDP, the Department of Agriculture, Land Reform and Rural Development has promulgated the National Spatial Development Framework vision 2050, which provide a long-term guiding light for realizing our desired Post-Apartheid National Spatial Development Pattern.</p>	<p>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.</p>	<p>Municipalities are responsible for service delivery, and hence the need for Municipalities to have a Municipal Integrated Development Plans which serves to provide strategic direction and align the efforts of all government spheres. The MSDF therefore is responsible for guiding the spatial planning of the Municipality and provide a common spatial agenda for diverse sector plans.</p>

7. Action Plan and Challenges

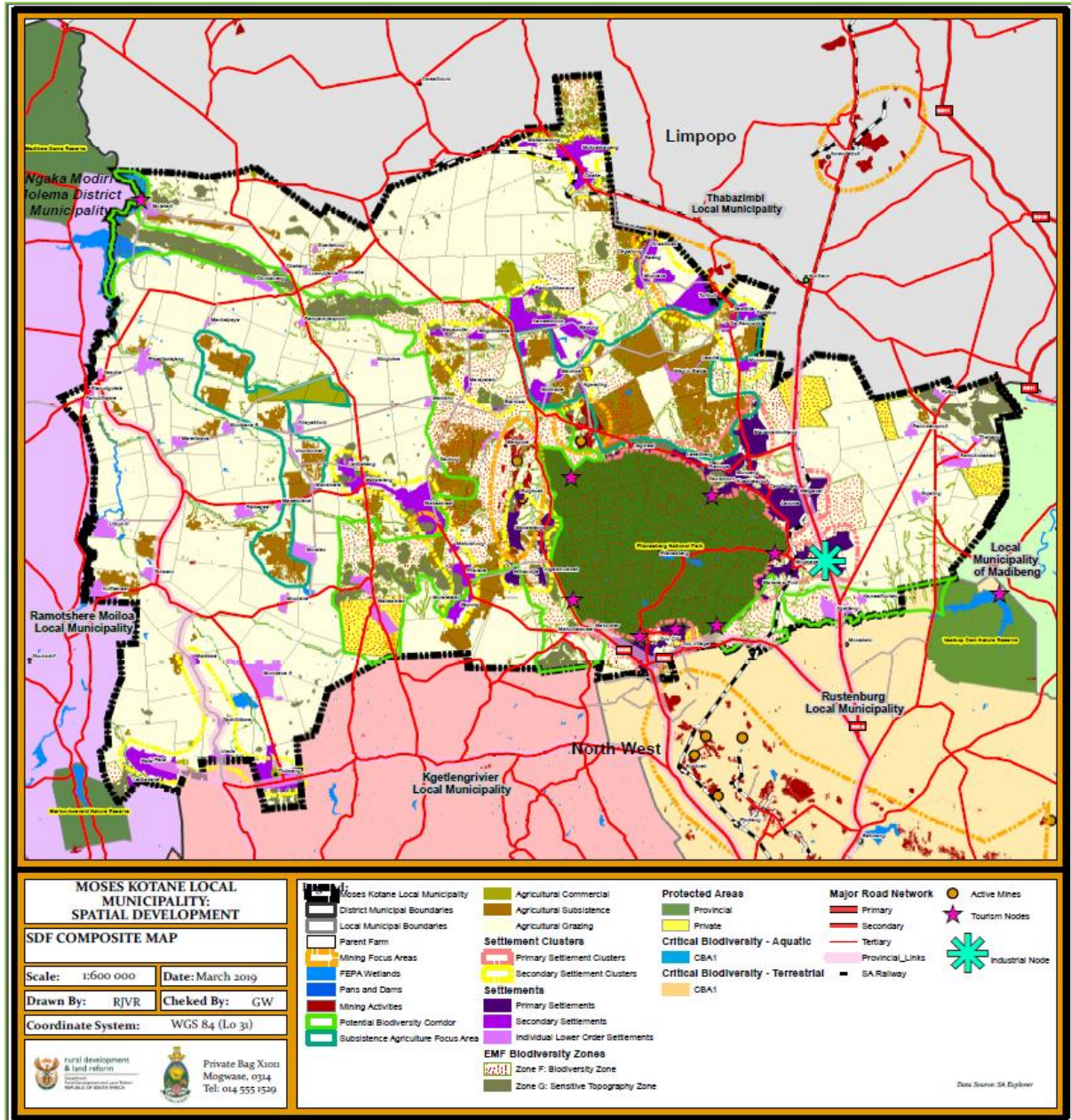
Challenges	Action Plan
<p>There is a lack of reliable spatial data for planning and reporting. Poor integration of municipal systems.</p>	<p>A proposal for establishing and investing in a sound spatial data infrastructure in the form of Geographic Information System (GIS) which will support efficient municipal operations has been set is expected to be operation by 2024.</p>
<p>Inadequate staff</p>	<p>The existing approved organizational structure is due for review in line with new staff regulations.</p> <p>Ensure that the existing staff receive attend Continuous trainings</p>

Challenges	Action Plan
Mushrooming of Illegal land uses both in formal townships	To conduct land ownership and land use audit and enforce compliance
Uncontrolled and uncoordinated land use development in areas under traditional authorities	To establish mutual relationship with traditional authorities and their structures especially at administrative level
No alienation and disposal of temporary and permanent municipal land policy	To develop the alienation and disposal of temporary and permanent municipal land policy
Undeveloped municipal land and other abandoned land	To alienate and dispose the municipal land To locate the owners and enforce the by-laws To consider infill development (subdivide and rezone)
Unregulated outdoor advertisement	To regulate the outdoor advertisement activities

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		

8. Composite spatial development framework and Spatial Strategies of MKLM

As Informed by the opportunities and constraints outlined in Section 3 of MKLM Municipal SDF, the conceptual spatial framework is translated into more detailed SDF proposals on Map (Map no...). The key components of the composite SDF include the following: Settlement structure and hierarchy (Development Nodes); Development Corridors and Restructuring Zone; Protected areas; Critical Biodiversity Areas & potential biodiversity corridors; Mining Focus Areas; Tourism Focus Areas; Agricultural and Subsistence Agricultural Focus Areas; Industrial Focus Areas; and lastly, Zones of overlapping function and potential divergent spatial objectives



Map: Composite Spatial Development Framework for Moses Kotane LM

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

8.1 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.

8.2 Development Corridors & Restructuring Zone

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

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

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

8.3 Protected Areas

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

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

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

8.4 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.

8.5 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.

8.6 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.

8.7 Agricultural and Subsistence Agricultural Focus Areas

Protect: High potential agriculture: High potential agricultural land should not be used for other types of development and agriculture should be prioritized 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.

8.8 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.

8.9 Corridor Development

- ✓ 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 utilized 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**.

9 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.

10 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.

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

Below are houses allocate to MKLM villages and construction ongoing.

Villages and household allocation	Villages and household allocation
Ntswana Le Metsing (100),	Ngweding (100),
Ledig (100),	Mogodishane (100),

Villages and household allocation	Villages and household allocation
Bapong (100),	Maretlwane (100)
Masekoloane (100),	Sesobe (200),
Mopyane (100),	Motlhabe (100),
Kameelboom (100),	Tlokweng (300)
Pella (300)	

These projects are still ongoing due to delays posed by Pandemic Restrictions experienced between the year 2020 – 2021. Projects Kameelboom 100. Motlhabe 100 and Mopyane 100 have been completed

MKLM has got two (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 TA's and other government structures within the MKLM

11.1 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. A geotechnical study was done in the area and dolomite was discovered. a further study of dolomite stability must be conducted to determine the way forward, Project Mabele a Podi with 45 outstanding units has been unblocked. The Provincial human Settlement has appointed a developer for construction of 100 units

12 Emphasis 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 Spatial Development Framework (MSDF) need to be an integral part of the Integrated Development Plan (IDP). This is in 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 to provide guidelines for land use management and support future economic growth and development priorities as resolved by Council.

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

KPA 5

**Good
Governance
and
Public
Participation**

Good Governance and Public Participation

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

2. Council Oversight Structures and Administrative Support

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

- ✓ Council Executive Committee
- ✓ Portfolio Committees
- ✓ MPAC Audit Committee
- ✓ Public Participation
- ✓ Internal Audit
- ✓ Performance Management Act
- ✓ Risk Management
- ✓ Communication

The abovementioned structures are in place, some not fully functional but are fully resourced, capacitated and not operational. In terms of Section 81 of the Municipal Structures Act, all Traditional Authorities within Moses Kotane Local Municipality need to be given the opportunity to participate and do participate in Municipal Council Meetings, but to date no one is sitting nor allocated seats in Council sittings.

3. Public Participation

Participatory democracy remains one of the **key pillars of our constitution** and an important guide in building a national democratic society. Promote participative, facilitative and accountable governance

It calls for regular participation of the people, not only in electing public representatives, but also in making inputs on matters affecting their lives.

In order to realise improved and consistent interaction between the people and their public representatives at all levels, we will revive the Imbizo Program.

4. Municipal Schedule of Public Participation

4.1 Schedule 1ST Session Public Participation for Financial Year 2023/2024

OCTOBER 2022						
Sun	Mon	Tue	Wed	Thurs	Fri	Sat
						1
						2
2	3	4	5	6	7	8
						9
9	10	11	12	13	14	15
	Councillors Briefing Session			Audit Steering Committee		
16	17	18	19	20	21	22

OCTOBER 2022						
Sun	Mon	Tue	Wed	Thurs	Fri	Sat
		CLUSTER 1 23,24,25,26,27 Makweleng Comm Hall @ 10:00	CLUSTER 2 4,18,19,20,21 Madikwe @ 10:00	Audit Steering Committee	CLUSTER 3 11,12 Ramokokastad Sports Ground (Thabeng Sectia @ 10:00	
23	24	25	26	27	28	29
		CLUSTER 4 1,2,3 Letlhakeng @ 10:00	CLUSTER 5 5,6,7,8,29,34 Nkogole Communit Hall @ 10:00	Audit Steering Committee	Council sitting	
30	31					
	CLUSTER 6 22,31,32 Segakwaneng @10:00					
NOVEMBER 2022						
		1	2	3	4	5
		CLUSTER 7 9,10,15,16,17 Lerome / Mositwana @ 10:00	CLUSTER 8 13,33,35 Mogwase Stadium @10:00	Audit Steering Committee	CLUSTER 9 14,28,30 Mahobieskraal @10:00	
6	7	8	9	10	11	12
				Audit Steering Committee		
13	14	15	16	17	18	19
				Audit Steering Committee		

4.2 Proposed Schedule: 2nd Round IDP Public Participation For the Financial Year 2023/2034

APRIL 2023						
Sun	Mon	Tue	Wed	Thurs	Fri	Sat
						1
2	3	4	5	6	7	8
					Good Friday	
9	10	11	12	13	14	15
	Family Day		Councillors Briefing Session		Cluster 1 33,35 Mogwase Unit 8 @10:00	
16	17	18	19	20	21	22
	Cluster 2 13 Mabele a podi @10:00	Cluster 3 Lerome 9,10,11,12,15,16, 17,22,31;32 @10:00	Cluster 4 Sefikile 5,6,7,8,29,34 @10:00	Executive Committee Me (EXCO)	Cluster 5 Ledig 14,28,30 @ 10:00	
23	24	25	26	27	28	29
		Cluster 6 1,2,3,4,18,19,20,21 Welvediendt @ 10:00	Cluster 7 23,24,25,26,27 Seolong @10:00	Freedom Day	Ordinary Council Meeting	

5. Public Participation Priorities and Strategic Objectives

No.	Municipal Priorities 2023/2024	Strategic Objectives
1.	Water and Sanitation	To develop and maintain infrastructure to provide basic services
2.	Roads and Storm water	To develop and maintain infrastructure to provide basic service
3.	Economic Development 3.1 Climate Change	To create an enabling environment for social development and economic growth
4.	Municipal Budget 6.1 Debt Collection and 6.2 Revenue Enhancement	Sound Financial Management: adherence to all laws and regulations as prescribed to local government
5.	Development Planning 9.1 Land availability for Human Settlement 9.2 Residential area 9.3 Business and Agriculture	To establish economically, socially and environmentally integrated sustainable land use and human settlement
6.	Good Governance and Public Participation Community Participation and Communication	To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation
7.	Institutional Development 8.1 Information Communication And Technology	To promote Accountability, Efficiency and Professionalism within the Organization
8.	Solid Waste and Environment and disaster management 7.1 Waste Collection 7.2 Disaster Management 7.3 Climate Change	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.
9.	Sports and Recreation	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment

6. Communication

Communication strategy in place, the unit operates with only three officials for all events and ensuring they market the institution. This document outlines the Municipality's strategies and processes of communication with all municipal stakeholders.

7. Municipal Key challenges and None Municipal Coordinated Issues

7.1 Public Participation, municipal and sector departments challenges raised summarized below:

Municipal Key Challenges	None municipal coordinated issues
<ul style="list-style-type: none"> • Lack of water source and own revenue • Inappropriate billing systems and weak revenue collection processes • Low economic growth and unequal economic distribution • Household services challenges (• • Sectoral dependency • Land invasion (Tribal Land) • High dependency on conditional grants • Poor industrial development • Vandalism of municipal property (water valves and boreholes) • Land ownership (Traditional Leaders and state owned) • Unemployment. Inequality and Poverty distress amongst our communities • Bad Road Infrastructure • Water and Sanitation • Lack integrated transport system • Lack and develop socially integrated, safe and healthy communities. • To develop, maintain and expand basic infrastructure for economic development and growth. • To ensure an effective communication system (Media, newsletter, marketing, IT, talking to clients, participation, internet). • Lack of appropriate technical & managerial skills, which in turn is related to weak human resources management • (Municipal adverts, internship, learnership) • IDP consultations turned into IMBIZO's • Lack of Sector Department participation • 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 • The Municipal area is vast and sometimes, it is expensive for the community to access some services 	<ul style="list-style-type: none"> • Public transport • Health and Welfare • Electricity (ESKOM) • Education (ECD/Primary & High Schools and Higher Education • Post telecommunication • Human settlements (housing) • Land Use Management • Public safety, security and emergency service • Household connections and provision and installations of transformers to curb illegal connections • Councillors has submitted lists for their household connection and transformer provisions

Municipal Key Challenges	None municipal coordinated issues
<ul style="list-style-type: none"> • 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 Health Centres 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 	

7.2 Ward Committees

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

8. Measuring IDP Progress

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

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

The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System (PMS) and the contracts and the way in which they are designed and implemented.

The IDP was compiled based on the inputs received from Public Participation processes, IDP Representative Forum - municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and Councillor Briefing sessions and lastly – Strategic Planning session.

The municipal budget was prepared based available resources, municipal strategic objectives, the requirements applicable to the Municipality in the IDP. These strategies, actions and financial resources are linked with each to ensure alignment of the municipal budget with the IDP. These strategies will be used to annually formulate the Service Delivery Budget Implementation Plan (SDBIP), Organisational

Scorecard and performance indicators which will be used to monitor the implementation of the municipal strategies (IDP) and Budget as adopted as a legal Municipal Strategic document.

The performance of the Municipality will then be assessed and reported on quarterly as well as annually in the Municipality's annual report, then adoption of the Annual Report, Public Participation.

Internal Audit

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

Risk Management

The Municipality established a risk management unit; and only one official and has ensured strategic risk management documents have been developed in order to ensure a systematic process of risk management within the Municipality. This process allows for prioritization and monitoring of the identified risks in ensuring mitigation of such risks but still have to be done

9. Sector Departments Needs and Priorities for 2023/2024 FY

Sector Departments	Weaknesses Identified	Comments received from Communities
Human Settlement (RDP houses)	Informal settlements and illegal developments outpacing the capacity to plan for and monitor development.	Threatening development by communities who claim land ownership Loss of revenue by the municipality for development to happen and start billing households development Threat to environmental sustainability & human health
	Misinterpretation of the "Land Expropriation Without Compensation" Policy	Uncontrolled land grab in various villages and massive growth without service delivery provided Request for Schools to be constructed in areas where communities placed themselves without stakeholder engagements on services to be provided
Health and Social Development	Closure of Health Centres by departments without community consultations	Operating hours and security and privacy in various health centres Lack of Nurses and medicines Lack of at least a Doctor in various villages far from Health centres

Sector Departments	Weaknesses Identified	Comments received from Communities
Education		Early Child Centre Development Programmes, Training Capability development for Educators, Financial courses and digital programmes and fibre connectivity as 4IR is the future not the present. Request for Schools to be constructed in areas where communities placed themselves without stakeholder engagements on services to be provided
Safety and Security		Community Police Forums and Gender Based matters to be taken into consideration by the municipality
Transport and Traffic		Shortage of Transport facility due to bad roads hinders local taxi drivers to participate or travel in various villages The local transport used locally always got stuck in various villages during rainy seasons Lack of signages
Electricity (ESKOM)		Another form of electricity provision to be offered and consulted to the communities.
Spoornet		Provision of bridges where there are bridges linking residential area to shopping centres

10. Performance Management Systems

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 throughout 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.

11. Institutional Performance

The municipality managed to review and table to council the Performance Management Framework, and further developed the Service delivery and budget implementation plan (SDBIP) for implementation IDP and budget on annual basis.

Performance management is currently implemented at the level of senior management, which requires municipal manager and managers directly accountable to the municipal manager to annually sign performance agreements

and submit quarterly performance report. Documents such as the PMS framework, signed performance agreements, quarterly performance reports, annual report and oversight report were submitted to relevant provincial department of local government, provincial treasury auditor general and legislature as required.

The policy on the cascading of performance management has been adopted by council and the process of integrating the municipal staff regulations into the policy to be implemented in the beginning of the new financial year

12. Sectoral Plans

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:

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.

13. Migration

SALGA National conference in 2022 resolved that SALGA must facilitate the establishment of an intergovernmental programmes to address challenges related to illegal migration. A series of engagements were held during 2022, discussing the multi – sectoral challenges municipalities encounter.

The engagements further highlighted the need for cross border collaboration with neighbouring countries to implement cross border programmes in support of municipalities with international borders. Three engagements were held with Municipalities through Social Development and,

MKLM managed to delegate three officials for integration o Population Migration, Human Rights and Sustainable Development into IDP's on the 05 – 09 December 2022, for inclusion in the 2023/2024 IDP's to address migrants status quo.

Outcome11: A better South Africa, a better and safer Africa and world

SDG 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

Population Dynamics	Migration
<ul style="list-style-type: none"> ✓ Birth ✓ Death ✓ Migration 	<ul style="list-style-type: none"> ✓ Movement of people to and out of the municipality ✓ Temporary or Permanent Residence ✓ Illegal or Legal Movement

Migrants are both internal and external

- ✓ Internal migrants are those that come from other Provinces, Districts and Local Municipalities and now resides in the 107 villages and 2 towns of Municipal area of jurisdiction
- ✓ International migrants are those that come from various countries in Africa, Europe, Asia, etc.

Types of migrants

- ✓ Labour migrants works in the agricultural, education, tourism and hospitality, etc.
- ✓ Students / Mining houses and need to check enrolled ones in the TVET college that is located in our main town Mankwe College and Mining houses how many have they employed
- ✓ Irregular migrants are the ones who came as the result of unrest in the neighbouring countries and they crossed illegally through the fence in Mesina, Beit Bridge 3 and Komatipoort, Some came via our airports and harbours, Botswana borders from Mafikeng and Dwaalboom borders.

Integrations / Enclaves

- ✓ Majority of the migrants in our area are integrated into the communities
- ✓ They live with us in our households or rented stands
- ✓ There are no enclaves except for the ones operating at Industrial site, and resides/ in rental /owned flats in Mogwase and some Bangladeshi and Somalis who use rented houses in the local communities BUT some have residence in Tribal Land.

Causes of Migration

- ✓ Internal and/or international migrants
- ✓ Labour /irregular/student migrant ect?
- ✓ Where are they located? Integrated or enclaves
- ✓ Who are they? Demographic, social and religious composition.
- ✓ Where do they come from? Country/province/municipality of origin.
- ✓ Economic (employment, business:
 - What economic activities are they engaged in?
 - Role of remittances in household wellbeing
 - Instability, Wars, Environment. Natural Disasters.
- ✓ Return or Repatriation
- ✓ Politics (Asylum, Refugees)

Challenges

- ✓ No integration
- ✓ Data collection
- ✓ Inclusion in our plans
- ✓ Understanding whom we plan for and
- ✓ What they are doing here
- ✓ Inclusion Strategy Development on Public Participation

Negative Impact	Positive Impact
<ul style="list-style-type: none"> ✓ Lack of adopted policy development, legislation framework and guidelines resolved by Council for implementation ✓ Poor planning due to population increase not recorded and not knowing our environment and people residing in our space ✓ Pressure on basic services such as water and sanitation and usage of roads and storm, water drainages ✓ Lack of clear identification of what is scarce skills, causes increase on job seekers ✓ Mushrooming of Informal Settlements, usage of open spaces, land meant for Agriculture, businesses occupied illegally (main focus would be housing provision and demand and municipal land use scheme violated) 	<ul style="list-style-type: none"> ✓ Economic contribution ✓ Affordable prices offered by migrants in products sold by them ✓ Collaboration and Partnership on best business strategies ✓ Inclusion and Equality of migrants in our plans

Section E: Strategic Development

1. Strategic Alignment

The planning system currently occupies the centre stage at the respective spheres of government and they have an overarching role. One of the key objectives of IDP is to ensure alignment between three spheres of government: National and Provincial priorities, policies and strategies (as listed below):

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

- District Growth and Development Plan
- District Development Model
- Back to Basics

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

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.

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

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

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

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

The Strategic Planning Lekgotla was held on the 21-23 March 2023, was a collaborative effort in partnership with MCPPP: Theme was Collaborative Leadership to Co creating the Future. All departments declared to the implementation of their plans and the resolutions were signed off by the Mayor and the Accounting Officer.

The purpose of this process was to review and re-align the current developmental strategies to assist the institution in dealing with various service delivery challenges and to ensure we address long wish list of community needs collected annually, not funded and which requires collaboration of other stakeholders. Vision and mission statements are the starting points for strategy development. We are aware that as a

rule, vision and mission are determined early when starting to plan during the strategic planning process.

The Constitution of South Africa according to Section 53 prescribed that a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, to promote the social and economic development of the community, and participate in National and Provincial development programmes

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

The Vision statement above: the political and administrative delegates who attended the current Lekgotla concurred to changes but the vision statement crafted from the previous year, still articulates the future destination of MKLM until the planned session in the next financial year.

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

The same happened with the mission statement above and Council resolved on keeping it unchanged, until the next financial year. Key to our plans is to support and co-ordinate that MKLM provide excellent services and developmental programmes as a developmental state.

It is prescribed in subsection 2 of section 152 of the Constitution of South Africa where the municipality must strive to achieve, within its financial and administrative capacity, to achieve the objectives set out for themselves. MKLM mission statement outlined above fully conforms to section 152 of the constitution as it guides the municipality towards ensuring that the mission statement adheres to the intent of the constitution for local government and provided in the legislative context provided in page 8 of the IDP 22/23 Financial Year.

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

2. Municipal SWOT Analysis

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

Strengths: Strengths are those factors that make an organisation more competitive. Strengths are attributes that the organisation or resources that can be leveraged to its benefit. Strengths are, in effect, resources, capabilities and core competencies that the organisation holds that can be used effectively to achieve its strategic objectives noting it to be SMART.

Weaknesses: Can be taken as limitation, poor planning, liability, or shortcoming within the organisation that will keep it from achieving its planned objectives.

Opportunities: Opportunities include any favourable current prospective situation in the organisation's environment, such as a trend, market, change or overlooked need that supports the demand for a product or service and permits the organisation to enhance its competitive position. In our case the SEZ, Fresh produce market, New Mining developments and shafts, new residential areas and many other developments that can be identified and funded.

Threats: Can be referred to any unfavourable situation, trend or impending change in an organisation's environment that is currently or potentially damaging or threatening to its ability to compete. It may be a barrier, constraint, or anything that might inflict problems, damages, harm or injury to the organisation. Now we are faced by Unfunded budget for this Financial Year, Auditor' General's Report and political instability we face and long overdue management positions which need to be implemented soon. Disruptions of planned projects where it might lead to us losing funds or roll overs, Distressed employees with low morale to function in providing service delivery, lack of resources and lack of office space where some employees since reopening of the year in January has not reported on duty. Poor planning by various management on this matter.

3. Alignment to Strategic Processes

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

- ✓ To strengthen accountability and to strive for accountable and clean government. To ensure Efficient, effective and responsive government,
- ✓ To accelerating service delivery and supporting the vulnerable, destitute and

- ✓ To foster partnerships, social cohesion and community mobilisation

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

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

The above implies that local government must comply with the National Development Plan – Vision 2030 (NDP) that defines the framework for detailed planning and action across all spheres of government. The SOPA that guide and aligns municipal IDP's to be integrated in Municipal Plans, Municipal Strategic Lekgotlha, the Millennium Development Goals, The Sustainable Development Goals. Below are alignment processes:

4. Alignment of KPA's, Strategic Goals, Goal Statement and Goal Outcome

KPA Description	Strategic Goal	Goal Statement	Goal Outcome
KPA 1: Basic Services Delivery and Infrastructure Development Municipal Priority	Reliable and Sustainable Basic Service Delivery	The primary focus of this goal is the eradication of service backlogs, balanced with community need priorities and funded by means of own resources and available conditional grants.	Provision of basic services to all households in the Municipality
1. Water and Sanitation 2. Roads and Storm Water 3. Sports and Recreation 4. Solid Waste and Environment	Provision of Quality and Sustainable Community Services	To create a safe and healthy environment within the community, inclusive of social amenities	Healthy Environment
KPA 2: Local Economic Development	A Conducive Environment for Sustainable Economic Growth	To ensure conducive environment for sustainable economic growth.	Economically thriving communities
KPA 3: Municipal Financial Viability and Management	Sound Financial Management and Effective Administration	Municipality where we are able to pay creditors on time, Be able to collect from its customers, with effective internal controls which are implemented and comply with applicable legislations.	Clean audit outcomes and Sustainable service delivery

KPA Description	Strategic Goal	Goal Statement	Goal Outcome
KPA 4: Spatial Development Analysis and Rationale	Well Planned and Integrated Developments	To achieve a balance between spatial transformation and resource availability To ensure implementation of SLPUMA in rural areas per prescribed legislation	A spatially, socially and economically thriving environment for all to reside in
KPA 5: Good Governance and Public Participation and Communications	Ethical and Accountable Institution (Intergovernmental Relations,)	Create a culture of exercising ethical and effective leadership To work towards achieving transparency, good performance, effective oversight and legitimacy and accountability.	Functional governance and assurance structure
KPA 6: Municipal Transformation and Organisational Development	Aligned Organisational Structure with Municipal Regulations and Skilled Workforce	Implementation of Municipal Regulations, Optimising Human Capital by way of the development of employee capacity building And skills transfer and the improvement of knowledge management through continuous training and mentorship programmes	Capacitated Service Delivery workforce

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

Municipal Priorities	Key Performance Areas	National Development Plan Targets	National Development Plan
1. Water and Sanitation Electricity Provision (High mast Lights and Street Lights	Basic Service Delivery and infrastructure development	Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water.	Chapter 4: Economic infrastructure
		Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030.	
		Competitively priced and widely available broadband	
		Public employment programmes should reach 1 million by 2015 and 2 million people by 2030	
		Maintenance and upgrading of infrastructure Provision of Bulk Infrastructure	

Municipal Priorities	Key Performance Areas	National Development Plan Targets	National Development Plan
		Quality services in all local municipal areas Significant backlogs exist in terms of basic service delivery, specifically with respect to water and sanitation.	
2. Roads and Storm Water		To develop and maintain infrastructure to provide basic services	
3.Sports and Recreation	Basic Service Delivery	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment	Chapter 9: Improving education, training and innovation
7.Solid Waste and Environment	Basic Service Delivery and infrastructure development	Absolute reductions in the total volume of waste disposed to landfill each year.	Chapter 5: Environmental sustainability and resilience
		To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.	
		Absolute reductions in the total volume of waste disposed to landfill each year	
		At least 20 000MW of renewable energy should be contracted by 2030	
4. Municipal Budget allocated to Projects (Internally Debt Collection revenue enhancement)	Municipal Financial Viability and Management	Sound Financial Management: adherence to all laws and regulations as prescribed to local government	Chapter 12: Building safer communities
5. Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	To promote Accountability, Efficiency and Professionalism within the Organization	Chapter 14: Fighting corruption
		All children should enjoy services and benefits aimed at facilitating A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people.	
		Our vision is a society where opportunity is not determined by race or birthright; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa.	Chapter 15: Nation building and social cohesion
6. Economic Development	Economy and employment	Public employment programmes should reach 1 million by 2015 and 2 million people by 2030	Chapter 3: Economy and employment

Municipal Priorities	Key Performance Areas	National Development Plan Targets	National Development Plan
8. Community Participation and Communication	Good Governance and Public Participation	<p>To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation</p> <p>Staff at all levels has the authority, experience, competence and support they need to do their jobs.</p> <p>Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system.</p>	Chapter 13: Building a capable and developmental state
9. Land and Human Settlement (Residential, Business and Agriculture)	Spatial Rationale	<p>To establish socially, economically, and environmentally integrated sustainable land use and human settlement</p> <p>Upgrade all informal settlements on suitable, well located land by 2030</p> <p>More people living closer to their places of work</p> <p>More jobs in or close to dense, urban townships</p> <p>Strong and efficient spatial planning system, well integrated across the spheres of government</p>	Chapter 8: Transforming human settlements
		<p>Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations</p>	Chapter 9: Improving education, training and innovation
		<p>All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety.</p> <p>Ensure progressively and through multiple avenues that no one lives below a defined minimum social floor.</p>	<p>Chapter 10: Health care for all</p> <p>Chapter 11: Social protection</p>
		<p>To develop and maintain infrastructure to provide basic services</p>	Chapter 12: Building safer communities
Disaster Management		Disaster Management	Chapter 12: Building safer communities

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.*
- is the Agenda - an action plan for people, planet, and prosperity, to focus on **strengthening peace and partnerships**.

The proposed Sustainable Development Goals (SDGs) offer major improvements on the Millennium Development Goals (MDGs).

Not only do they address some of the systemic barriers to sustainable development but they also offer better coverage of, and balance between,

the three dimensions of sustainable development"

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

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





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

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

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

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

Goals	Activities
16.	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels
17	Strengthen the means of implementation and revitalise the global partnership for sustainable development

8. National Outcome Delivery Agreements

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

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

Outcome	Activity	Goals	Roles
1	Improved quality of basic education	Improving Citizens Skills levels and education	Not responsible for basic education, but will from time to time support schools and other learning institutions with learning and other resources. Calls for Collaborate with the private sector, colleges to support science

Outcome	Activity	Goals	Roles
			centres, and schools' programmes, technology and agricultural development. Support will also be given to schools on mining and conservation
2	A long and healthy life for all South Africans	Improve Quality of citizens Health	Not our competency but ensures we engage relevant stakeholders on challenges faced by communities
3	All South Africans should be and feel safe; there should be decent employment through inclusive growth	Creation of Secure and Friendly City through fighting crime	Although the Municipality is not directly responsible for crime prevention and safety, community safety campaigns and initiatives are continuously supported
4	Decent Employment through Inclusive Economic Growth	Job Creation through economic development	Concentration only on Expanded Public Works Programme Making conducive environment still a challenge
5	An efficient, competitive and responsive economic infrastructure network	Municipality NOT Resourced and committed to attaining the vision and mission of the organization Reliance on MIG grants and rural in nature	Training and capability development will form Council to improve the skills and capacity of the workforce and political structure
6	There should be vibrant, equitable, sustainable rural communities with food security for all	Efficient and Integrated infrastructure and services	Council has identified the absence of economic infrastructure as one of the main weaknesses To engage the District, Mines to develop an economic infrastructure plan in a collaborative project
7	Vibrant, equitable and sustainable rural communities with food security for all	Viable Economic Growth and Development	As a predominantly rural are, studies and research required on how to prioritize agriculture as one of the catalysts of the fight against poverty and hunger
8	Sustainable Human Settlements and Improved	To promote the achievement of a non-racial, integrated society through the	To continue to play a supporting role in the creation of sustainable human settlement through service provision

Outcome	Activity	Goals	Roles
	Quality of Household Life	development of sustainable human settlements and quality housing	
9	A responsive, accountable, effective and efficient Local Government System.	Democratic, Responsible, transparent, Objective and equitable Municipal Governance	A new approach to planning and implementation through support and partnership of MCPP to end in 2025
10	Environmental assets and natural resources that are valued, protected and continually enhanced.	To promote environmental; conservation and promotion	Encourage partnership with our private sector Department of Agriculture and Environmental Affairs (Provincial and National) which has been established to address issues of nature conservation and preservation though out the municipal area
11	: Create a better South Africa and contribute to a better and safer Africa and World	Promoting Social Cohesion	Inclusivity and diversity The Municipality will pursue beneficial partnerships with municipalities in other parts of the country, Africa and beyond
12	An efficient, effective and development oriented Public Service and An empowered, fair and inclusive citizenship	Democratic, Responsible, transparent, Objective and equitable Municipal Governance	To contribute to the attainment of the notion of developmental state through active community involvement
13	An inclusive and responsive social protection system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance	The Municipality currently has an indigent policy and register whereby support is provided to those who are identified as indigent. Further studies required to ensre those in the register are eligible To explore avenues to assist ECD with structures for crèches, educator capabilities and financial management
14	Nation building and social cohesion	Social Cohesion	Broader engagements with Traditional Authorities on their ceremony to enhance nation building and social cohesion through preservation of culture in all our 107 villages

10. Revised Medium Term Strategic Framework :MTSF 2019 – 2024

Priorities for 2019–2024, try to address the three challenges of Inequality, Unemployment – job creation and Poverty alleviation through NDP three pillars identified as:

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

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

Priority 1: A capable, ethical and developmental state

Priority 2: Economic transformation and job creation

Priority 3: Education, skills and health

Priority 4: Consolidating the social wage through reliable and quality basic services

Priority 5: Spatial integration, human settlements and local government

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world

Priority 1: A capable, ethical and developmental state

PROGRAMME: A CAPABLE AND HONEST GOVERNMENT

Outcome 1: Improved leadership, governance and accountability

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

Outcome 2: Functional, efficient and integrated government

- ✓ In an effort to accelerate implementation and improve service delivery, government is committed to eliminating fragmented approach to development and strengthen coordination across the Public Sector. Government had previously expressed intentions to establish a single public service.
- ✓ The Public Administration and Management Act (PAMA of 2014) provides for a more inclusive definition of Public Administration to include all three spheres of government. It also enables transfers of staff between the three spheres of government. The challenge is readiness of government in terms of structures, skills, finance and infrastructure to make this policy intention a reality. Transversal administrative systems are also outdated.

Outcome 3: Professional, meritocratic and ethical public administration

A developmental and meritocratic state has to develop professional capabilities, that include human capability - knowledge and skills; financial management, governance and accountability capability, infrastructure / facilities and equipment; Operational

(business process and practice); and ICT; in order to provide access to quality services to citizens.

Outcome 4: Social Compact and engagement with key stakeholders

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

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

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

Priority 2: Economic Transformation and Job Creation

PROGRAMME: ECONOMY AND JOBS

Sub-programme: Investing for accelerated inclusive growth

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

Sub-programme: More decent jobs created and sustained

- ✓ The NDP Vision 2030 set a target of reducing unemployment to 6 per cent by 2030, resulting in a working labour force of 24 million. Over the last nine years an additional 2.5 million jobs have been created. This has resulted in an employed population of 16.3 million and an official unemployment rate of 27.6 per cent (Q1 2019).
- ✓ Creating jobs, especially for the youth, is critical to quell rising unemployment and break down the barriers for those excluded from the labour market. Government plans to facilitate the creation of at least 2 million jobs by 2024. A number of joint public and private sector initiatives are planned to create these jobs.

Sub-programme: Innovation

- ✓ South Africa remains one of the most expensive countries in Africa in relation to broadband costs. The country has relatively low levels of ICT uptake and broadband access. This is largely because of high data costs, low levels of access and poor efficiency.
- ✓ This has affected our relative competitiveness and future growth potential. According to the Global Competitiveness Reports, South Africa was ranked

66th for ICT readiness and adoption in 2014, but has dropped to 89th position by 2019

Sub-programme: Industrialisation, localisation and exports

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

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

- ✓ Clothing, textile,
- ✓ Leather and Footwear;
- ✓ Poultry Sector;
- ✓ Furniture Sector;
- ✓ Sugar Diversification;
- ✓ Steel and Metal Fabrication;
- ✓ Gas, chemical and Plastics Sector;
- ✓ Tourism Sector;
- ✓ Mining and Beneficiation; and
- ✓ Agriculture and Agro-processing Value Chain

Sub-programme: Competitive and accessible markets

- ❑ The South African economy has high levels of concentration in many sectors, which create barriers to economic expansion, inclusion and participation. In 2018, the Competition Commission stated that the average share of dominant firms in priority sectors is around 62 percent.
- ❑ Most of the country's markets have high barriers to entry and have traditionally been protected by natural trade barriers. This is a problem for smaller firms in particular, which struggle to find new demand in a stagnant economy and face barriers imposed by incumbents. The skills constraint exacerbates matters, particularly hurting manufacturers, small companies and emerging entrepreneurs.

Sub-programme: Improved quality and quantum of investments

- ❑ The NDP sets an infrastructure investment target of 30 percent of GDP by 2030, with public-sector investment reaching 10 percent of GDP. However, public-sector investment in both new and existing economic infrastructure falls short of what is needed to meet the country's economic and social requirements.
- ❑ In 2018, the National Treasury conducted a study on key inhibitors to growth that demonstrated lack of investment, poor management and operational

inefficiencies in key network infrastructure sectors limit South Africa's growth potential.

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

Priority 3: Education, Skills and Health

PROGRAMME: EDUCATION AND TRAINING

Early childhood development

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

MKLM ECD Schools

Name of ECD	Residential Operation
Ward 1	
Itekeng Basha ELC	276 Obakeng Village
Sesobe ELC	81 Sesobe
Maretele ELC	72 Debrak
Re Fa Kitso ELC	20102 Sora sec Dwarsberg
Mfoloe ELC	10511 Lesetlheng Sec Molatedi
Sakhisizwe ELC	Khayakhulu
Retlakgona ELC (closed)	10155 Health Centre Sec Nkaipaa
Vuyane ELC	10175 Welgeval
Ward 2	
Ogona ELC	40059 Tshetlhong Sec Letlhakeng
Boo-Mokgolela elc	10038 section 1 Ramokgolela
Mothajoe ELC	10001 zone 3 Ramothajoe
Kapei ELC	35 Newtown Sec Pitsedisulejang
Kutlwano ELC	e199 Bakubung Sec Letlhakeng
Sentswe ELC	104 Health Centre Sec Katnagel
Reatlegile Day Care Centre	e76 Monneng Sec Letlhakeng
Ward 3	
Gadifele ELC	Uitkyk
Kgosiemang ELC	10114 Health Centre Sec Siga
Itebogeng ELC	10012 Section B Voordonker
Ucebo ELC	Welverdiend
Gaontebale ELC	110b Lefaragatlha Sec Moubana
Nada Luthern ELC	279 Ranong sec Mmatau
Morobe pre school	e09 new Stand Manamela
Ward 4	

Name of ECD	Residential Operation
Regolasente Day Care Centre	20105 Matshelapata Sec Brakkuil
Kgosimotswedi ELC	379 Stad Sec Koffiekraal
Gaebee ELC	167 Mokwena Sec Brakkuil
Sekhutlwe ELC	327 Forong sec Koffiekraal
Ward 5	
Thari DCC	1616 A Mangwato Sec Disake
Matlametlo DC	108 Nkaipaa Sec Matlametlo
Legae La bana ELC	562 Ramoraka sec Kraalhoek
Kgafela DCC	1225b Matshelapata Sec Disake
Re Tla Direla ELC	Kraalhoek
Kgobokgobo ELC (closed)	Kraalhoek
Nazarian ELC	5 Maselane Sec Kraalhoek
Rutanang DCC	30168 Maname Sec Kraalhoek
Nkamogele ELC	Mopyane
Ward 6	
Itireleng ELC	Molorwe
Ramoremi ELC	10016 Legononono Sec Mapaputle
Tswelopele ELC	Motlhabe
Itsoseng ELC	Dekameelkuil
Lesedi ECD	10031 Rampudu Sec Motlhabe
Bokamoso Community Crèche	10224 Mmorong Sec Vlakplaas
Ward 7	
Legae Day Care	414 Atamelang Sec Sefikile
Ebenezer DCC	e93 Ditshoswaneng Sec Mononono
Ward 8	
Golang Bana Pre School	10273 Marokologadi Sec Magong
Ntswanas ECD	10168 Matebeleng sec Ntswana le Metsing
Mmakgotso ELC (closed)	Magong
Ward 9	
Mosiamisi ELC	20127 raserapane Sec Moruleng
Mantwane DCC	40327 Ramoga
Letukile ELC	40234 Ramoga
Ward 10	
Ggopolanang dc	658 Sekgatlang Sec sandfontein
St Paul DC	316b Sekgatlang Sec Sandfontein
Agang Bana ELC	20848 Sekgatlang sec Sandfontein
King Solomon Christian Edu-Care	576b Sekgatlang sec Sandfontein
Unknown	Sepeding Sec Sandfontein
Ward 11	
Ithuteng ELC	20021 Phomolong Sec Bojating
Itsoseng ELC	20294 Mandela Sec Bojating
Bacha ELC	26 Makgophaneng Sec Mmorogong
Mmabana DCC	1463 Selosetsha Sec Ramokoka
Ward 12	
Kgato- Ntle ELC	50043 Selosecha sec Ramokoka
Villa park dcc	60116 Villa Park Sec Ramokoka
Lesedi Early Childhood Development	20223 Stateng Sec Ramokoka
Wong Kong pre School	260 Stateng Sec Ramokoka
Ward 13	
Fatlhoga CCC	Mabele A Podi
Busy Bee ELC	Mabele A Podi
Ward 14	
Anyang Edu Care Centre	3641 Letlhabile Sec Ledig

Name of ECD	Residential Operation
Ward 15	
Kago Edu Care Centre	2031 Section BB Lerome south
The Living Water Day Care	tt343 Lerome south
Akanyetsang Bana ELC	185 Matebeleng Sec Lerome
Ward 17	
Fatlhosang Day Care	10029 Thabeng Sec Lerome
Rethabile Thuto Boleng ELC	984 Leruleng Sec Lerome
Ipopeng ELC	
Tsholanang ELC	
Royalty Kids Christian Church	708 Dihekeng Sec Lerome
One in Christ Day Care	969b Leruleng sec Lerome
Omega Pre School	Lerome
Ward 18	
Moses Kotane Community Social Care	761 Lengeneng sec Agrico Pella
Tataisang ELC	e096 Kortkloof Tampostad
itumeleng Mpho ELC	Pella
Legae La Bana Day Care Centre	1474 Lekubung sec Pella
Ward 18	
Kids Academy	Vrede 2
Iketsetse DCC	461 Mooka Str Madikwe
Omatla Day Care Centre	2736d Basha Sec Pella
Kopano ECD	496 Molalatladi Sec Madikwe
Dimakatso Day Care Centre (closed)	2367 Saamkom sec Pella
Ward 20	
Mmelegi Setshego ELC	1602 Dikolong Sec Silverkraans
Rethabile dcc/ Little Star EDC	2446 Raleeto sec Tlokweng
Dominion Day Care Centre	50504 Kududu Sec Tlokweng
Thari Ya Rona ECD	1038 Raleoto Sec Tlokweng
Babelegi Day Care Centre	713b Raleoto sec Tlokweng
Ward 21	
Tholoane ELC	362 Matebeleng sec Vrede 2
Boitumelo ELC	10250 Borwa Sec Seshibitswe
Gasebone ELC	Pella
Little Star Edu-Care	2555 Raleoto Sec Tlokweng
Mmangwana ELC	1250 Motlhaputseng EC Tlokweng
Realeboga Day Care Centre	10181 Hall Sec Seshibitswe
Kgatelopele ELC	130 Lesetlheng Sec Vrede
Ward 22	
Lekutu little house ELC	10109 Lekutung sec Lesetlheng
Future ELC	50027 Merokwana sec Manamakgotha
Tshwaraganang ELC	Manamakgotha
Pretty ELC	50530 Madibaneng Sec Manamakgotha
Tshimologo Child Care	30040 Matlotleng Sec Manamakgotha
faith integrity Kids College	60229 Poela Sec Manamakgotha
Reatlegile ELC	Manamakgoteng
Ward 23	
Bokamoso ELC	2722 Makwelelng Sec Mabeskraal
Botho jwa Rona DCC (closed)	60541 Gopanyane Sec Mabeskraal
Tshireletso Day Care Centre	30088 Slocha sec Mabeskraal
Stepping stone ELC	60685 Nkgagarane Sec Mabeskraal
Gaamongwe DCC	1776 Mokomeng sec Mabeskraal
Thabang ELC	50045 Stadium Sec Mabeskraal
Tsholofelo Community Centre	60283 Leema Sec Mabeskraal

Name of ECD	Residential Operation
Bokamoso (2) ELC	13612 Makoshong
Ward 24	
Moganetsi ELC	70146 Mamakau Sec Mabeskraal
Letlhabile ELC	60186 Marula Park Sec Mabeskraal
Ward 25	
Medirwe ELC	e589 Rietfontein Sec Mabalstad
Meso ELC	975 Matumeng sec Bapong 2
Galerekwe ELC	163/2 Holfontein
Masupatsela Day Care Centre	89 Rietfontein Mabalstaad
Ward 26	
Kids First Cay Care Centre	10139 Greenside Sec Tweelagte
Tselane ELC	20101 Thabaneng Sec Phalane
Twinkle stars nursery school	1369 Selocha sec Tweelagte
Reotshepile dcc	1381 Selocha 2 Sec Tweelagte
Reatlegile ELC	147 Makoshong 2
Trinity nursery school (closed)	Tweelagte
Itumeleng DCC	Tweelagte
Ward 27	
Ranone ELC	e380 Sesobe sec Witrantjie
Tsogang Baalema	100055 Sikwa Sec Ruighoek
Lemogang ELC	283 b Sikwa Sec Ruighoek
Keletsong ELC	Makgophe
Bana Pele ELC	343 Sehwithing Sec Witrantjie
Ward 28	
Agisanang DCC	Maopi
Kopano ELC	Ledig
Mmakodisang DCC (closed)	Ledig
Living Bread ELC	Ledig
Tshedimoso ELC	Ledig
Bokamoso ELC	60300 Selosecha Sec Ledig
Pepanang Early Development and Pre school	90 Sefasonke Sec Ledig
Ward 29	
Modikele toddler ELC	1769 Modikele sec Mokgalwana
Mafatlha ELC	644 Mogorosi Sec Makgalwana
Ya garona DCC	109 Kuduntswane sec Mokgalwana
Ward 30	
Mmapelo ELC	1674 Letlhabile Sec Ledig
Entokozweni Pre School	745 Khalanyoni Sec Ledig
Lesang Bana ELC	1155 section 2 Ledig
Ward 31	
Pitso dcc (closed)	1639 Serobege Sec Manamakgotha
Realoaga ELC	20116 Rampipi Sec Manamakgotha
Ward 32	
Oratile DCC	20155 Raserapane sec Moruleng
Ramolope ELC	51321 Molope sec Moruleng
Botshelo dcc (closed)	50936 Mabodisa Sec Moruleng
Ipeleng DCC	10143 Makresteng Sec Moruleng
Tebogo DCC	Moruleng
Ward 33	
Success Christian Academy	285 unit 8 Mogwase
Everjoy DCC	1805 Monang Str Unit 5 North Mogwase

Name of ECD	Residential Operation
Early Bird DCC	2015 Unit5 South Mogwase
Kiddies Palace ELC	2142 Unit 5 South Mogwase
Otlotleng DCC	986 Unit 8 Mogwase
Tsholofelo Day Care Centre	975 unit 8 Mogwase
Tshireletso Day Care Centre	99 unit 8 Mogwase
Ward 34	
Bonno DCC (closed)	Mantserre

School education Having capable and committed teachers in place.

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

Post-school education training and skills development

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

Priority 3: Education, Skills and Health

PROGRAMME: HEALTH

- The health sector should continue to strengthen priority health programmes. While maternal, child and infant mortality levels have decreased, the current maternal mortality ratio of 134 per 100 000 is inconsistent with the country's 2019 target of less than 100 per 100,000 and the SDG target of less than 70 per 100,000.
- The health sector will also finalise and implement the Human Resources Strategic Plan for 2019/20-2024/25, to enhance existing capacity to deliver quality health care, through provision of adequate numbers of appropriately skilled and competent health workers, with the right attitudes to users.
- During 2019-2024, the health sector will pay much closer attention to the prevalence of non-communicable diseases and measures to address their risk factors supported by the whole of government, including unhealthy diets.

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

PROGRAMME: COMPREHENSIVE SOCIAL PROTECTION

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

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

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

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

PROGRAMME: COMPREHENSIVE SOCIAL PROTECTION

Early childhood development funding needs to be increased for all ages, but in particular for their first 1000 days. There is also a need to resolve the foster care grant and align it with the child support grant and further resource foster care programme with adequate number of social workers.

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

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

Priority 5: Spatial Integration, Human Settlements and Local Government

RURAL ECONOMY

- ✓ According to the NDP, by 2030, South Africa's rural communities must have better opportunities to participate fully in the economic, social and political life of the country. People should be able to access high-quality basic services that enable them to be well nourished, healthy and increasingly skilled.
- ✓ Rural economies will be supported by agriculture and, where possible, by mining, tourism, green economy, agro-processing and fisheries. Unfortunately, rural areas are still characterised by great poverty and inequality, with many households trapped in a vicious cycle of poverty.

HUMAN SETTLEMENTS

- ✓ The human settlements trajectory proposes visible results from effectively coordinated spatial planning systems that transform human settlements into equitable and efficient spaces with citizens living in close proximity to work with access to social facilities and the necessary infrastructure.
- ✓ To this end, the NDP suggests that housing policies should realise constitutional housing rights, ensure that the delivery of housing is used to restructure towns and cities, and strengthen the livelihood prospects of households.

Priority 5: Spatial Integration, Human Settlements and Local Government

BASIC SERVICES

- ✓ The Constitution provides for the right to access basic services to all households and individuals. South Africa also ratified the SDGs that includes various provisions around access to various basic services such as clean drinking water, sanitation, electricity and related services.
- ✓ The role of local government is critical in this regard and the ability to deliver services to communities will be enhanced through sustaining programmes such as Back to Basics.
- ✓ The increased role of District municipalities in the coordination of implementation of National, Provincial and Local Government priorities through the "District Development Model –
 - ✓ One District;
 - ✓ One Plan;
 - ✓ One Budget;
 - ✓ One Approach"
- Is critical. Attention will be paid to inhibitors and constraints to service delivery such as:
 - Intragovernmental debt,
 - Non-payment for services by communities,
 - Low infrastructure maintenance,
 - Corruption and maladministration and
 - Resultant violent protest and asset destruction.

Priority 5: Spatial Integration, Human Settlements and Local Government

PUBLIC TRANSPORT

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

- ✓ This has improved connectivity, but has not necessarily reduced cost and travel time for people.
- ✓ The legacy of apartheid spatial planning means that commuters are still travelling long distances between where they live and work, imposing huge cost in time and money, particularly for the poor working class.
- ✓ Improving integrated public transport operational hours to 20 hours will increase access to cities, increase trading hours, increase diversity of economic activities and therefore opportunities like trading markets, increase job opportunities in the public transport industry and services sectors through increased shift work to up to three shifts.
- ✓ Integrated Public Transport will redefine cities and townships as vibrant places of efficiency, technology, access to opportunities, creativity, performing arts, culture, tourism and wealth creation operating for 20 hours a day, increasing to up to 3 shifts of workers across many sectors.

Priority 6: Social Cohesion and Safer Communities

PROGRAMME: SOCIAL COHESION

Sub-programme 1: Fostering Constitutional values

- ✓ The concept of non-racialism and non-sexism is broadly supported by all groups of society and is entrenched in the Constitution.
- ✓ To address racism and sexism requires the country to overcome the legacy of inequality left by colonialism and apartheid.
- ✓ The promotion of the country's national symbols is part of fostering the constitutional values and forging one national identity.
- ✓ It is about breaking attitudinal, physical and communication barriers that hinder equalizing of opportunity and creating a new language that addresses harmful stereotypes and descriptors associated with disability and sexual orientation. Government will also finalise the proposed legislation aimed at preventing and combating hate crimes and prosecution of persons who commit these offences.

Priority 6: Social Cohesion and Safer Communities

PROGRAMME: SOCIAL COHESION

Sub-programme 2: Equal opportunities, inclusion and redress

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

Key actions in this regard are contained in the related chapters of the MTSF Defining with these outcomes (health, education, economic growth, agriculture, human settlements and local government). The promotion and implementation of indigenous

language programmes will be fast-tracked, including finalising language legislation in provinces for inclusion in the school curriculum.

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

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

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

Priority 6: Social Cohesion and Safer Communities

PROGRAMME: SOCIAL COHESION

Sub-programme 4: Promoting active citizenry and leadership

- ✓ Participation of ordinary people in the civil affairs of the country is an important marker of a maturing constitutional democracy. Citizens and all people living in South Africa need to assist in shaping the development of the country and hold government accountable.
- ✓ The mantra that the new dawn would usher in a government for the people by the people simply meant that societal transformation cannot be a project - wholly owned by government, instead, South Africans must contribute and work towards realising the vision of a cohesive society.

Sub-Programme 5: Fostering Social Compacts

- ✓ The crafting of the social compacts will contribute to the promotion of a culture of dialogue, accords and commitments across society as part of the national effort to build a social compact for unity in diversity; harmonious relations across race and growth and development.
- ✓ This will enable South Africa to achieve harmony across race and class, compact with citizens, public trust, responsiveness and ultimately a developmental state.

Priority 6: Social Cohesion and Safer Communities

PROGRAMME: SAFE COMMUNITIES

- ✓ South Africa's land and maritime borders, as well as the airspace, need to be effectively safe guarded and secured to curb transnational organised crime and corruption, particularly at ports of entry and land borderline.
- ✓ The negative impact of cybercrime on the economy and general wellbeing of citizens cannot be underestimated. It has the potential to negatively impact

on national security. Information and communication technologies have become indispensable to the functioning of the South African society.

- ✓ The expected growth of international bandwidth will increase uptake and usage of the internet. It is envisaged that there will be an increase in criminal activities in cyberspace. Cyber security policies and legal frameworks do not adequately address existing challenges; neither does South Africa have the necessary institutional mechanism to address this matter in a coordinated manner.
- ✓ The programme will continue to focus the fight against corruption as stated in the NDP by ensuring that there is good governance, which includes sound institutions and the effective operation of government in South Africa.
- ✓ The country will have an anti-corruption system that makes public servants accountable, protect whistle-blowers and closely monitors procurement.
- ✓ However, the responsibility and efforts to curb corruption in the private and public sectors will include the private sectors and individuals by increasing public awareness and improving access to information.

Priority 6: Social Cohesion and Safer Communities

PROGRAMME: SAFE COMMUNITIES

Sub-programme: Corruption

- ✓ The NDP enjoins the building of a resilient anti-corruption system, premised on a whole-of-society approach, to successfully detect and investigate cases of alleged corruption with a view to prosecution, conviction and incarceration of perpetrators.
- ✓ This will hopefully serve as deterrence and contribute to ensuring a corruption-free society

Sub-Program me: Crime

- ✓ Crime in South Africa has occupied center stage on the public agenda. 25 Years into democracy, unacceptably high levels of crime, especially serious and violent crime, result in people in South Africa, especially vulnerable groups such as women, children, older persons and people with disabilities, living in fear and feeling unsafe.
- ✓ It also impacts negatively on the country's economic development, undermines the wellbeing of people in the country, and hinders their ability to achieve their potential.

Priority 7: A better Africa and the World

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

- ✓ A key focus will be on increasing investment in opportunities for trade, economic development and our presence in global compacts.
- ✓ Policy uncertainty in this area is affecting the country's ability to be influential, and to implement policies, agreements and other agreements in order to deepen integration and corporation particularly in the region and continent.
- ✓ The lack of a clearly articulated communication of the country's foreign policy, national interest and its stance regarding economic diplomacy contributes to uncertainty, affecting investor confidence and accelerating the pace of inward direct investment

KPA 6

**Municipal
Transformation
and
Institutional
Arrangement**

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

Strategic Goal: HR Compliant to Skilled and Retained Workforce

2. Corporate Support Services Status Quo

Corporate Support Services (CSS) comprises of six (6) units with a mandate of promoting accountability, efficiency and professionalism within the Municipality. This is achieved by giving support to all the Municipal Departments, Council and its Committees.

a) The Department's Functional Units are:

- ✓ Human Resource Management Unit
- ✓ Organisational Development Unit
- ✓ Council Support (Administration) Unit
- ✓ Communications Unit
- ✓ Labour Relations Unit &
- ✓ Information & Communication Technology (ICT)

b) The Departmental Successes, amongst others include the

- ✓ Establishment of Council Committees which are functional
- ✓ Council sittings are taking place as required
- ✓ Acquisition of new Municipal fleet to support and boost service delivery
- ✓ Consistent Communication which covers all the Departments
- ✓ The filling of All Senior Positions
- ✓ Submission of the Revised staff establishment and policies in line with the Municipal Staff Regulations to the office of the MEC
- ✓ Consistent submission of Workplace Skills Plan (WSP) and the Annual Training Report (ATR)
- ✓ Establishment of the Municipal Training Committee
- ✓ Training of the Employer component on the importance and functionality of the LLF
- ✓ Improvement of the Municipal Information Security Systems
- ✓ Content and daily taking of Backups for Business Continuity and for Disaster Recovery Plan
- ✓ Allocation of Laptops to all Councillors and some of them received basic computer training & issued with certificates

c) Corporate Support Services Challenges

- ✓ Insufficient budget the for maintenance of old vehicles/fleet, the Branding and the Marketing of the Municipality
- ✓ The absence of Records Management Centre

- ✓ Turnaround time for filling of positions due to budgetary constrains
- ✓ The unfunded Organisational Structure / Staff Establishment
- ✓ Understaffing in some key positions in the Department
- ✓ Lack of training budget for both Officials and Councillors
- ✓ The dependency on the backup generators as raw power is unavailable

3. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Policies are approved • There is a Functional Council and its Committees • Ability to Communicate Effectively, Efficiently and on time • Approved Organizational Structure • There are Six (6) Towers Constructed 	<ul style="list-style-type: none"> • Records Management not Centralized • Lack of approved Revised MKLM Communication Strategy • Non- compliance with the OHS requirements/regulations • Understaffing in the Department
Opportunity	Threats
<ul style="list-style-type: none"> • Business, other government Departments, Mining houses • Salga, COGTA, SETAS, Constructed Towers 	<ul style="list-style-type: none"> • Service Delivery Protests • Municipal Officials and Councillors active participation in "Bad Publicity" • Unemployment • Risk of Cyber Attacks, Hacking of Municipal ICT Systems • Load-Shedding which prolongs Down Time <ul style="list-style-type: none"> • Theft and Vandalism

4. Alignment of Strategic Objectives and Municipal Functions

Strategic Objectives	Goals	Outcome
Human Resources Management To provide an Effective and Efficient Human Resources which contributes to the Municipal Objectives	Compliant HR Services	Productive Human Resources
Organisational Development To promote Organizational Effectiveness to enable the Municipality to better respond and adapt to both internal and external environment	An effective and efficient Organisation (Municipality)	Improved Service Delivery
Council Support (Administration) <ul style="list-style-type: none"> • To Render an Effective and Efficient Records Management for the whole Municipality 	Safeguard all Municipal Records in line with Legislation	Compliant Records Management

Strategic Objectives	Goals	Outcome
<ul style="list-style-type: none"> To Provide Administrative Support to Council and its Committees To Render an Auxiliary Function/Services to the Municipality 	Effective and Efficient Administration of Council and its Committees Maintain a Clean and Hygienic Working Environment	Compliant Administration Clean Working Environment
Communications <ul style="list-style-type: none"> To Ensure Effective and Efficient ongoing Communications takes place between the Municipality and its Stakeholders (Internal & External) using various channels To Robustly Profile Moses Kotane Local Municipality- Marketing 	Timeous Distribution of Accurate Information To Profile the Municipality	Informed Communities and Stakeholders Brand Awareness on the existence of the Municipality
Labour Relations To provide a Sound Labour Relations between the Employer and Employees	Compliant Labour Relations Services	Healthy Employer-Employee Relationship
Information & Communication Technology <ul style="list-style-type: none"> To Ensure the Provision of the ICT Infrastructure and Resources within the Municipality and promote ICT good and acceptable use of resources To Maintain the Municipality's Information Systems & Infrastructure 	Alignment with Corporate Governance Policy Framework Alignment with Corporate Governance Policy Framework	Develop and promote a uniform and coordinated approach to effectively, efficiently, and acceptably use of ICT in the Moses Kotane Local Municipality

5. 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 are elected based on the proportionality of votes cast for the respective parties for ANC is 9, EEF 13, **Tsogang 1 (one to be sworn in)**, 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.

5.1 Councillor roles in promoting Developmental Local Governance

- ✦ Councillors are representatives of their constituencies 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, councilors 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.

a) 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

b) 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 and Exercising delegation and statutory powers.

6. Table 1: Ward and Proportional Councillors

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

Name & Surname	Ward	Villages	Political Party
Ward Councillors			
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; Selosesh; 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 Tshupo Khumalo	21	Seshibitswe; Vrede; Tlokweng	ANC
Cllr Kabelo Letsatsi	22	Manamakgotheng Sections: Mositwana; Madibaneng; Selocha; Tlapane; Mabatlane; Maeraneng & Tswereng sections. Legogolwe Lesetlheng Sections Lekubung; Lekutung & Tswaaneng Sections	ANC
Cllr Thobego Mogaki	23	Seolong; Ratau; Ntsweng; Makweleng; Mabeskraal	ANC

Name & Surname	Ward	Villages	Political Party
Ward Councillors			
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	Witraantjie; Mmorogong Makgophe; Maologane; Tlathlaganyane; Mabelleng	ANC
Cllr Peter Radikeledi	28	Selosha; 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

7. Table 2: Proportional Councillors

Cllr Name & Surname	Political Party
Proportional Representatives (PR)	
The Mayor: Cllr Nketu Nkotsoe	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 Thoboake Thapelo Petrus	ANC
Portfolio Head: Cllr Ramokopelwa Hazel	ANC
Cllr Matshaba Maria Ziphora	ANC
Cllr Deleki Nomawisile	ANC
Cllr Mashimo Ratselana Ezekiel	ANC
Cllr Lukhele Rose Mmapula	ANC
Cllr Madisa Tshepang Godfrey	EFF

Cllr Name & Surname	Political Party
Proportional Representatives (PR)	
Cllr Ramokoka Mirriam Tshole	EFF
Cllr Aphiri Gerald I tumeleng	EFF
Cllr Tshailane Sophie Mmapitse	EFF
Cllr Mathe Andries Monosi	EFF
Cllr Mollo Nthabiseng	EFF
Cllr Moroka Lebogang Moses	EFF
Cllr Mabalane Kedibone Charlotte	EFF
Cllr Letlape Abednicco Tshwenyego	EFF
Cllr Mokotedi Tumisang	EFF
Cllr Molebalwa Madito Thor	EFF
Cllr Mataboge David Kgosietsile	EFF
Cllr Marakalala Senkgane Brunny	EFF
Cllr Modisakeng Enoch	EFF
Cllr Motsoenyane Mmakgolane Ziphora	DA
Cllr Rampe Rebaona Ronald	DA
Cllr Motsoasele Mildred	Bana Ba Thari
Cllr Makinita Asaph Sammu	Forum 4 Service Delivery
Cllr Tau Abinaar Phiri	Tsogang Civic Movement
Cllr Chibelu Beauty	Tsogang Civic Movement
Cllr Moeng Toto Johannes	Independent for Communities (IFC)
Cllr Maretele Joy Boitumelo	UCDP
Cllr Machete Patricia	Independent Candidates

8. Oversight Council Committees

MKLM Council, consists of the Speaker, Mayor and the Single Whip of all political parties (Council). Council has 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)

9. 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

10. 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 advise and engage communities when there are challenges in the ward. Ward Councillors have the responsibility of assisting their constituencies 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.

11. 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 constituencies, 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 councilor must conduct him or herself with regard to:

- Attendance at meetings and Disclosure of interests
- Personal gain and Declaration of interest
- Full-time councilors 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.

12. 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

13. 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.

a) 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.

b) 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.

c) Communities

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. Community needs and plans need to be documented and prioritized per requirements

14. 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.

a) 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

b) Principles of Delegation

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

c) 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.

d) 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

e) 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)**

- The passing of by-laws
- The approval of budgets;
- The imposition of rates and other taxes, levies and duties and
- The imposition of rates and other taxes, levies and duties and
- 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

8. Administration - Institutional Arrangement

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

The Regulations 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 participating. 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 do not have Job Descriptions 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 & 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. The Municipality 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 or 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.

15.1 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.

a) Officials

Officials are the administrative wing 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.

15.2 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.
- (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;

8.3 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 utilized effectively, efficiently, economically and transparently;
 - (c) That any unauthorized, 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.

15.4 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);
- (c) 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 unauthorized, 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).

16. 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 throughout 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.

a) Institutional Performance

The municipality managed to develop and table to council performance management system at the level of senior management, where municipal manager and senior managers are annually signing performance agreements and submit quarterly performance report. Documents such as the PMS framework, annual report and oversight report submitted to relevant provincial department of local government, provincial treasury auditor general and legislature as required and further developed the Service delivery and budget implementation plan (SDBIP) for implementation and monitoring of budget on annual basis.

The policy on the cascading of performance management has been adopted by council and the process of integrating the municipal staff regulations into the policy to be implemented in the beginning of the new financial year

b) Sectoral Plans

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:

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

17. 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 Mayor				
Disability Strategy	-to build a strong disability desk that would look after the interests of disable persons	-EEA, Constitution	new	-
Gender Development	-to protect the rights of all vulnerable groups in the society	-EEA, Constitution	-New	-
Youth Development Strategy	to create more support, opportunities and services for all young people to better engage with their environment (external and internal) and successfully transition into responsible, independent, productive, healthy and stable adults.	National Youth Policy & Provincial Youth Strategy	New	-
Corporate Support Services				
Employment Equity Plan	To ensure that appointment of employees is done in terms of the Employment Equity Act	Employment equity	New plan at a development stage	-
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	To provide a mechanism for officials and Councillors to undergo training in order to improve service delivery	Skills development act	Approved. To be reviewed	-

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
for officials and councillors				
Workplace Skills 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	To make provision for experiential training where a student has to undergo practical experience as part of the curriculum of the course.	Skills development act	Policy approved. To be reviewed	-
Policy on Attendance of Conferences etc.	To provide guidelines to delegates to conferences, workshops, meetings etc.	-	Developed and still to be approved	-
Study Aid/ Bursary Policy	To provide study aid to employees to better their skills	Skills development act		-
Travel and Subsistence Allowances	To provide guidelines for travel and subsistence allowances paid to Councillors and Officials when delegated to attend conferences, workshops etc.	-	Developed and still to be approved	-
Acting policy	To provide guidelines for the handling of acting in various positions	Collective agreements	Approved. To be review to be in line with the collective agreement	-
Standby policy	The objective of this policy is to supplement the Moses Kotane Local Municipality's Conditions of Service by providing additional guidelines for the administration and management of standby allowance "Standby" is the written instruction to an employee (who can be relied on when needed) to be on standby, because of the possibility that there might be unplanned and unpredictable or emergency work to	Collective agreements	Approved. To be review to be in line with the collective agreement	-

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
	be undertaken outside normal working hours.			
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 administration but was never implemented. Neddts to be reviewed	-
Leave Policy	To regulate leave and application thereof	Collective Agreements		-
OHS policy	To ensure compliance to the OHS Act	OHS Act	Policy to be 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 harassment	Draft to be Approved	-
HIV/Aids Policy	To set guidelines to ensure that employees infected by HIV/AIDS are not discriminated, and on how to manage HIV/AIDS in the workplace	Employment Equity ACT	Policy Approved.	-
Employee Health Programme Policy	To minimize the negative impact of socio-social problems on employees and to assist in demonstrating concern for wellbeing of employees	-	Approved	-
Bereavement policy	To guide processes in dealing with death cases of employees to ensure uniformity	-	Approved	-
Promotion policy	To introduce and to guide on promotion of staff	-	Approved	-

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Leave encashment policy	To guide on processes on the leave encashment for employees in instances where a leave is not possible.	Collective Agreements	Approved	-
Policy on imprisoned employees	To guide the municipality on how to deal with imprisoned employees	-	Approved	
Legal aid policy	To deal with legal cases facing employees	Municipal system Act 2000 Inquest act 1959	Approved	
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	To be developed in line with the Municipal Staff Regulations	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 Communications and Transaction Act	Approved	132/05/2021

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
MGICTPF	The purpose of this policy framework is to institutionalise the Corporate Governance of ICT and Governance of ICT as an integral part of corporate governance within the municipality in a uniform and coordinated manner and to promote effective, efficient, and acceptable use of IT in the Moses Kotane Local Municipality		Approved	132/05/2021
User Account and Password Policy	to ensure that the municipality's information technology unit timely acts to the requesting, establishing and issuing of user accounts and that the user accounts is created according to the employee job positions or descriptions, and that the accounts are maintained and managed.		Approved	132/05/2021
Internet Acceptable Use Policy	to outline appropriate and inappropriate use of Moses Kotane Local Municipality's Internet resources, including the use of browsers, electronic mail and instant messaging, file uploads and downloads, and voice communications.		Approved	132/05/2021
Corporate Governance Services Charter	The Charter depicts how the CGICT Policy will be implemented and describes the related structures, processes, functions, accountability, roles and responsibilities, delegations and reporting outputs.		Approved	132/05/2021
ICT Asset Disposal Policy	to establish and define standards, procedures, and restrictions for the disposal of non-leased IT equipment in a legal, cost-effective manner. Moses Kotane Local Municipality's surplus or obsolete IT assets and resources (i.e. desktop computers, servers, laptops, tablets, computer accessories, databases, etc.) must be discarded according to legal requirements and environmental regulations through the appropriate external agents of the Moses Kotane Local Municipality's. Therefore, all disposal procedures for retired IT assets must adhere to municipality-approved methods.		Approved	132/05/2021

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Firewall Policy and Procedures	to describe how the MKLM Firewall will filter Internet traffic in order to mitigate risks and losses associated with security threats, while maintaining appropriate levels of access for business users		Approved	132/05/2021
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	Approved	-
Policy on Attendance of Conferences etc.	To provide guidelines to delegates to conferences, workshops, meetings etc.	-	Policy not developed	-
Telephone and (Cell phones) mobile policy	To outline the key elements of the MKLM Office's mobile and landline telephone management arrangements and to detail the responsibilities of council and all the staff members. To improve communication in the organization in a controlled, accountable manner, offering value for money. To successfully meet the need for service delivery	-	Approved	-
Funeral Assistance Policy	To regulate assistance on funerals of Councillors and employees	-	Approved	-
Marketing and Communication Strategy	-	-	Approved	-
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	-	Approved	-

11. 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.

18. 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.

Municipal

Project

Phase

MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/2023	2023/2024	2024/2025	2025/2026	
Water Projects: Infrastructure & Technical Services									
Financial Year – 2022/2023 – 2025/026									
Water Projects									
3905644020FBC 50ZZ17	MKW – 74	Construction of Lerome (Thabeng Section) Water Supply	15	Adjusted Ongoing	14,886,586.01	14,845,053.63			MIG
39056446020WS E40ZZ20	MKW – 79	Construction of Manamakgotheng Reservoir and Bulk Water Supply Phase II	22/31	Adjusted	7,756,739.21	15,378,956			WSIG
39056446020 WSE39ZZ29	MKW – 94	Construction of Mahobieskraal Bulk Water Supply and Reticulation	30	Adjusted	10,082,528.46	12,701,572.84			WSIG
39056446020 BD76ZZ20	MKW – 114	Construction of Sandfontein Water Supply	10	Ongoing	12 222,555.10				MIG
39056446020FB E38ZZ20	MKW – 116	Ledig Water Supply Various Sections	14/28/30	Ongoing	20 888 368.31	28,816,416.30			MIG
39056445020W SE28ZZ29	MKW – 117	Upgrading of Madikwe Water Treatment Plant (Phase II) (Vrede, Seshibitswe)	19	Adjusted	9,795, 061.31				WSIG PIG
39056446020 WSE37ZZ20	MKW – 123	Construction of Tweelaagte Water Supply (Phase II)	26	Adjusted	2,983,341.53				WSIG
	MKW - 123	Construction of Tweelaagte Water Supply (Phase III) – New Stands	26	Ongoing	8,175, 909.86	2,200,000.00	7,200,000.00		MIG

MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
39056446020 FBE31ZZ20	MKW – 125	Design Maeraneng Water Supply	22	Adjusted	2,441,154.89	8,200,000.00	11,659,471.00		MIG
39056446020FB E30ZZ20	MKW – 127	Segakwaneng Water Supply	31	Adjusted	2,497,259.29	8,200,000.00	20,000,000.00	9,086,285.00	MIG
	MKW – 129	Design of Tweelagte Water Supply Phase 4, New Stands	26	Adjusted	0	6,800,000			MIG
	MKW – 130	Design of Sandfontein Water Supply Phase 2, Boikhutso Ext.	10	New	0	2,200,000.00	7,200,000.00		MIG
	MKW – 131	Manamakgotheng Water Reticulation	31	New	4,780,000.00	17,000,000.00	23,057,890.00		MIG
	MKW – 132	Molatedi Water Treatment Plant Upgrading (Ground Water Source Development)	1	New	4,336,891.71	13,300,000.00	21,401,064.76	36,201,064.76	MIG
	MKW – 133	Replacement of Mogwase Asbestos Pipe	13/33/35	New	0	5,992,557.77	13,775,887.10		MIG
	MKW – 135	Mabeskraal to Uitkyk Bulk Water Pipeline	23	New	8,912,317.85	23,906,504.87	10,000,000.00		WSIG

MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/2023	2023/2024	2024/2025	2025/2026	
	MKW – 136	Construction of Magong Water Augmentation	8	Ongoing	825,615.58				WSIG
	MKW – 140	Lerome water supply	17	Roll Over	2,125,660.35				WSIG
	MKW – 141	Greater Saulspoort Bulk water augmentation		New		2,000,000.00	18,000,000.00		WSIG
	MKW – 142	Madikwe bulk water augmentation scheme	19	New			26,778,925		WSIG
	MKW - 144	Mabeskraal to Uitkyk Bulk Water Pipeline Phase II		New			28,000,000.00	22,000,000.00	WSIG
	MKW - 145	Madikwe bulk water augmentation scheme	19	New				24,025,000.00	WSIG
	MKW - 146	Mabaalstad Water Supply	25	New				2,800,000.00	MIG
	MKW - 147	Moubane Water Supply	3	New				2,800,000.00	MIG
Sanitation Provision									
Financial Year 2022/2023 – 2025/2026									

MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/2023	2023/2024	2024/2025	2025/2026	
	MKS – 84	Rural Sanitation Programme – Supply & Installation of 250 VIDP in Sandfontein Ward 10	10	Adjusted	7,107,148.01				MIG
	MKS – 85	Rural Sanitation Programme – Supply & Installation of 500 VIDP in Mabeskraal in Ward 23,24	23,24	Adjusted	13,850,514.20				MIG
	MKS – 90	Segakwaneng	31	New		2,500,000			MIG
	MKS – 91	David Katnagel	2	New		2,500,000			MIG
	MKS – 92	Leruleng	17	New		2,500,000			MIG
	MKS – 93	Makoshong	26	New		2,500,000			MIG
	MKS – 94	Phalane	26	New			3,000,000		MIG
	MKS – 95	Manamakgotheng	22/31	New			3,000,000		MIG
	MKS – 96	Upgrading of Mogwase Waste Water Treatment Plant	33/35	New	7,000,000.00	16,391,922.29	26,608,077.70		WSIG

MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/2023	2023/2024	2024/2025	2025/2026	
	MKS - 97	Rural sanitation programme- Supply & installation of VIDP Toilets in: Segakwaneng David Katnagel Leruleng Makoshong Phalane Manamakgotheng	2/17/22/24/31	New		10,000,000.00	5,406,922.30		WSIG
	MKS - 98	Upgrading of Madikwe Sewer Network	19	New			2,000,000.00	48,000,000.00	WSIG
Roads & Stormwater									
Financial Year 2022/2023 – 2025/2026									
37156472420F BE12ZZ32	MKRS – 89	Vrede Storm water (Phase II)	21	Adjusted	2,998,848.59				MIG
	MKRS – 90	Vrede Storm water (Phase III)		Ongoing	23,260,513.38	1,021,144.30			MIG
	MKRS – 93	Outdekkers Road	18	Adjusted Ongoing	16,495,958.20	20,565,753.66			MIG
	MKRS – 95	Rehabilitation of Matau Internal Roads	3	New		18,200,000.00	15,224,033.53		MIG
	MKRS – 96	Tlokweng Internal Roads	20/21	New			6,750,000.00	20,250,000.00	MIG

MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
	MKRS - 97	Rehabilitation of Welverdiend Internal Roads	1	New			6,750,000.00	13,250,000.00	MIG
	MKRS - 99	Rehabilitation of Mabele a Podi Internal roads and storm water	13	Adjusted	5,828, 855.78	14,737,805.00			MIG
	MKRS - 100	Rehabilitation of Mogwase internal roads	13/33/35	New		1,901,425.00	5,000,000.00	26,886,090.24	MIG
	MKRS - 101	Rehabilitation of Kraalhoek internal roads	04	New		2,200,000.00	7,800,000.00		MIG
	MKRS - 102	Tlokweg internal road	20/21	New			6,750,000.00	20,050,000.00	MIG
	MKRS - 103	Goedehoop and Losmytjerie internal roads and storm water	01	New				3,500,000.00	MIG
	MKRS - 104	Rehabilitation of Welverdiend internal roads	01	New			6,750,000.00	13,250,000.00	MIG
	MKRS - 105	Upgrading of Stormwater Management – Goedehoop, Nonceba, and Losmytjerie	01	New		2,200,000.00	9,000,000.00	15,800,000.00	MIG

MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/2023	2023/2024	2024/2025	2025/2026	
	MKRS - 106	Mabeskraal internal roads and stormwater	23/24					27,013,680.00	MIG
Roll Over									
37156472420F BE13Z732	MKRS - 90	Paving of Lerome (Thabeng Section) internal road	15	Roll Over	73,318.89				MIG
	MKRS - 91	Paving of Phalane internal road	26	Roll Over	1,345,040.43				MIG
37156472420F BE15Z732	MKRS - 92	Paving of Mononono internal road	8	Roll Over	2,098,776.85				MIG
37156472420F BE12Z732	MKRS - 89	Vrede Storm water (Phase II)	21	Roll Over	1,341,154.89				MIG
Electricity: High Mast Lights									
Financial Year 2022/2023 – 2025/2026									
	MKELC - 106	Installation of high mast lights Cluster A - Dinokaneng (5)	1	Adjusted	2,859,676.60				MIG
	MKELC - 107	Installation of high mast lights Cluster A Uitkyk (3)	4	Adjusted	1,825,695.13				MIG
	MKELC - 108	Installation of high mast lights Cluster B - Molorwe (4)	6	Adjusted	2,366,864.68				MIG

MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
	MKELC – 109	Installation of high mast lights Cluster A - Mapaputle (3)	6	Adjusted	1,825,695.13				MIG
	MKELC – 110	Installation of high mast lights Cluster B - Ntswanalemetsing (3)	8	Adjusted	1,775,148.51				MIG
	MKELC – 111	Installation of high mast lights Cluster B - Lerome (4)	17	Adjusted	2,366,864.68				MIG
	MKELC – 112	Energizing of High Mast Lights and Community Halls from previous Financial Years		Adjusted Ongoing	1,113,910.23	4,000,000.00	5,000,000.00	6,000,000.00	MIG
	MKELC – 120	Replacement of HPS with LED Bulbs Programme		Adjusted	5,000,000.00				
Roll Over									
37206433020FB E24ZZ15	MKELC – 95	Installation of high mast lights Bapong – (Cluster B)	25	Roll Over	534,188.39				MIG
37206433020FB E25ZZ15	MKELC – 96	Installation of high mast lights Pella (Cluster B)	19		498,005.15				MIG
37206433020FB E03ZZ15	MKELC – 98	Installation of high mast lights Masekolane – (Cluster B)	3		160,546.30				MIG

MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/2023	2023/2024	2024/2025	2025/2026	
37206433020FB E17ZZ15	MKELC – 99	Installation of high mast lights Greater Ledig – (Cluster A)	14/28/30		226,822.49				MIG
37206433020FB E04ZZ15	MKELC – 100	Installation of high mast lights Molatedi – (Cluster B)	1		574,647.86				MIG
	MKELC – 112	Energizing of High Mast Lights and Cummunity Halls from previous Financial Years			1,547,498.76				MIG
Institutional Development									
Financial Year 2022/2023 – 2025/2026									
	MKID – 86	Design of Mogwase Fresh Produce Market	33	Adjusted	1,351,617.27	9,979,089	18,000,000		MIG
	MKID – 87	Disaster Management Centre		New			2,400,000.00	22,100,257.00	MIG
	MKID - 88	PMU Administration Fees		Ongoing		8,097,210.00	8,478,990.00	8,876,880.00	MIG
Sports / Parks / Recreation: Community Services									
Financial Year									
2022/2023 – 2025/2026									

MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/2023	2023/2024	2024/2025	2025/2026	
	MKSAC – 30	Upgrading of Mogwase Sports Park Phase III	33	Adjusted	16,456,870.00				MIG
	MKSAC – 32	Upgrading of Madikwe Sports Facility	19	Adjusted	3,237,887.63				MIG
	MKSAC – 33	Refurbishment of Tlokweg Cemetery	20/21	New			8,985,297.71	2,014,702.29	MIG
Solid Waste & Environment									
Financial Year 2022/2023 – 2025/2026									
35356450020FBD8 7ZZ19	MKSWE – 01	Upgrading of Madikwe Landfill Site (Design)	19	New	0	6,260,634.12	8,739,365.90	25,000,000.00	MIG

2. Special Economic Zone: SEZ Projects

2.1 Bulk Roads and Rail Infrastructure Projects Cost Estimates

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

2.2 Bulk Civil Engineering Projects Cost Estimates

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

2.3 Bulk Electrical Services Projects Cost Estimates

ID	Description	Estimated Project Duration (Months)	Cost Estimates	Funding Sources	Comments
1	SEZ North Substation	30	R 86,400,000.00	DBSA/ DMRE/SEZ	EIA, WULA, Servitude
2	SEZ North Substation	10	R 14,900,000.00	DBSA/ DMRE/SEZ	Additional 1 x transformer
3	SEZ South Substation	30	R 94,200,000.00	DBSA/ DMRE/SEZ	EIA, WULA, Servitude
4	SEZ South Substation	30	R 29,800,000.00	DBSA/ DMRE/SEZ	Additional 2 x transformer

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

2.4 Summary of Cost Estimates of Proposed Bulk Infrastructure required for Bojanala SEZ

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

3. Bojanala District Development Focal Areas (DDM)

The Bojanala Platinum District Municipality is a Category C municipality situated in the North West Province. It is bordered by the Waterberg District Municipality to the north, Dr. Kenneth Kaunda District Municipality to the south, City of Tshwane Metro to the east, West Rand District Municipality to the south-east, and Ngaka Modiri Molema

District Municipality to the west. The District is one of four district municipalities in the province and comprises five local municipalities: Kgetlengrivier, Madibeng, Moses Kotane, Moretele and Rustenburg. Below are the focus areas for DDM and the identified projects per financial years.

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. DDM High Impact Projects

No	Project Name	Project Objective	Estimated Employment Opportunities	Total Budget Required	Available Budget	Impact	Location	Progress
1	Klipvoor Bulk Water Supply System - 60ml/d	Provision of Water Supply to: Swartboom, Mogolaoneng, cyferskuil, dipetlwane, selepe, slagboom, mokobyane, bolatlokwe, little, ruigtesloot, degrens, tlholwe, lekgolo, dikebu, gabedi, lebotlwane, Ngobi	1980	5.2 Billion	1.9B	over 25-30 years	Moretele LM	-Project preparation plans complete -Water Use License application on going for abstraction
2	Upgrade of Molatedi water treatment plant	Provision of Water Supply to: Molatedi, Motlollo, Obakeng, Velrveldiendt, Goedehoop, Losmytjerie, Rampampaspoort, Pitsidisulejang Debrak, Sesobe, Ramokgoela, Ramothhajwe,	1100	1.5 billion	0	over 25-30 years	Moses Kotane LM	-Planning phase
3	Bakubung Smart City Development	Integrated, sustainable, residential and commercial mixed use development linkages, for inclusive	1300	3.2 Billion	0	over 25-30 years	Moses Kotane LM District Wide	-Planning Phase Completed -Funding Application Stage

No	Project Name	Project Objective	Estimated Employment Opportunities	Total Budget Required	Available Budget	Impact	Location	Progress
		economic development/growth						
4	Pilanesberg Bulk Water Supply Scheme Phase 2	Provision of Water Supply to: La Patrie to Moruleng Pipeline, La Patrie to Sandfontein Pipeline, Mafenya to Phokeng, Padda Junction to Thabazimbi, Padda Junction to Swartklip,	680	2.9 Billion	1.8 Billion	over 25-30 years	Moses Kotane LM	-Design Stage
5	Pilanesberg Bulk Water Supply Scheme Phase 3:	Provision of Water Supply to: Swartruggens, Borolelo, Mazista, Koster, Reagile, Derby, Pella, Silverkrans	850	3.9 Billion	0	over 25-30 years	Moses Kotane LM & Kgetlengri vier LM	-Planning Stage
6	Moretele South Pipeline and Reservoir	Provision of Water Supply to: Babelegi, Carousel View connection, Bosplaas connection, Mogogelo connection and the far West connection.	300	428 Million	0	over 25-30 years	Moretele LM	Feasibility Stage
7	Upgrading of Brits Water Treatment Works from 60ml/d to 80ml/d	Provision of Water Supply to: Brits town, mmakau, damonsville, mothotlung, lethabile, majakaneng, lethakaneng, maboloka, Jericho, fafung, bapong	150	845 Million		Over 25-30 years	Madibeng LM	90% Completion
8	Upgrading of Electrical Main-Sub Stations in Swartruggens and Koster	Provision of electricity supply to: Swartruggens town Koster town	200	75 Million	0	Over 25-30 years	Kgetleng river LM	Planning Phase

No	Project Name	Project Objective	Estimated Employment Opportunities	Total Budget Required	Available Budget	Impact	Location	Progress
9	Waste to energy	Provision of electricity	1000	13 Billion	0	Over 25-30 Years	District	Planning Stage
10	Bojanala SEZ	Mogwase SEZ is aimed at transforming the Bojanala region into a sustainable hub for PGM minerals, capital equipment, renewable energy components.	2600	8.2Billion	6 billion Investments	Over 25-30 Years	Moses Kotane LM District Wide	-Planning phase completed. - Implementation stage
11	District Fresh produce market	To establish fresh produce market	500	1 billion	0	Over 25-30 Years	District Wide	Planning Phase
12	District Agri park and Industrial Hubs	Innovative system of agro-processing, logistics, marketing and training	2500	2 billion	0	Over 3 years	Moses Kotane LM is a pilot site All LMs	Planning Phase
13	Upgrade of Pilanesberg Airport for freight, cargo, passenger	To promote local tourism, training facilities for aviation and job creation	1300	5 billion	0	Over 20-30 Years	Moses Kotane LM	Planning Phase
14	Revitalization of railway network	Improved transportation	0	over 25-30 years	District Wide	Planning Phase	14	Revitalization of railway network
15	Development of University of Technology	To promote learning, social and economic development	0	over 25-30 years	District Wide	Planning Phase	15	Development of University of Technology
16	Expansion of Rustenburg Rapiid Transport system-' Ya Rona' to Bakubung Smart City/Sun City	Promote economic growth and improving quality of life.	0	over 25-30 years	District Wide	Planning Phase	16	Expansion of Rustenburg Rapiid Transport system-' Ya Rona' to Bakubung Smart City/Sun City

No	Project Name	Project Objective	Estimated Employment Opportunities	Total Budget Required	Available Budget	Impact	Location	Progress
17	Smart City Project	Promote economic growth and improving quality of life	0	over 25-30 years	Madibeng LM	Planning Phase	17	Smart City Project
18	Phokeng Tertiary Hospital & Bakubung Smart City Proposed Medical Tertiary Hospital	To improve the level of health care, reduce patient travel to Gauteng	0	over 25-30 years	Rustenburg	Planning Phase	18	Phokeng Tertiary Hospital & Bakubung Smart City Proposed Medical Tertiary Hospital
19	Koster District Hospital	To improve the level of health care	0	over 25-30 years	Kgetleng river LM	Planning Phase	19	Koster District Hospital
20	Moretele District Hospital	To improve the level of health care	0	over 25-30 years	Moretele LM	Planning Phase	20	Moretele District Hospital
21	Marikana Renewal Project: Memorial Site, Health, Education and Housing	To provide formal housing and social facilities	0	0	0	over 25-30 years	21	Marikana Renewal Project: Memorial Site, Health, Education and Housing

4. Sector Departments Projects

4.1 Department of Health

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from	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 -
Ramokokasta d Clinic New ABM	New or Replaced Infrastructure	R -	R -	R -	R -	R 5 824 000
Ramokokasta d 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 -
Moruleng Clinic		R -	R -	R -	R20 000 000	R -

4.2 Department of Arts, Culture

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from	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

4.3 Department of Community Services and Transport Management (CSTM)

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous periods	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

4.4 Department of Education

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous periods	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Motlhabe 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 -

4.5 Department of Cooperative Governance & Traditional Affairs

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

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

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

4.7 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 -

4.8 Department of Social Development

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Moses Kotane Service Point (Ramonwana)	Maintenance and Repairs	R650 000	R -	R -	R300 000	R350 000
Moses Kotane Sub Office	Maintenance and Repairs	R1 500 000	R568 894	R500 000	R500 000	R500 000
Sefikile ECD Maintenance	Maintenance and Repairs	R700 000	R189 610	R100 000	R300 000	R300 000

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)
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
Lethakeng CCC		R	R	R	R1 000 000	R

5. Mining Houses Project

10.5 Bakubung Platinum Mine

No	SLP Projects	2019	2020	2021	2022	2023	Total Budget
1.	Human Resource Development Project	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R25,000,000.00
2.	Host Community Daily Water Delivery	R5,100,000	R0	R0	R0	R0	R5,100,000.00
3.	Bulk Infrastructure Water Project	R3,300,000	R2,000,000	R0	R0	R0	R5,300,000.00

No	SLP Projects	2019	2020	2021	2022	2023	Total Budget
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.	Mphuphuth e / 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

No	SLP Projects	2019	2020	2021	2022	2023	Total Budget
Grand Total		R50,920,000	R48,645,000	R45,145,000	R45,145,000	R45,145,000	R235,000,000.00

Projects on a Planning Stage – 2021/2022

Project Name	Description	Project Status	Expenditure
Community Schools Infrastructure	Project entails Ablution Facilities both Makgofa and 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

10.6 Samancor Chrome Mine Limited - Varkensvlei (Mantserre Village)

Project Name	Manufacturing and Branding Business
Project Category	Local Economic Development
Introduction to Project	<p>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.</p> <p>The project will also offer branding services such as screen printing, embroidery, pad printing and heat transfer. The business will be based at the Mantserre Community Craft Centre. Samancor Chrome Varkensvlei will fund the equipment, skills training and assist with setting up the business. Other products will include knit wear such as throws, blankets, school jerseys, socks, beanies and scarfs.</p> <p>This project is aimed at empowering the youth and women of Mantserre community.</p>
Project Objectives	<p>Empower the community to become self – sustainable</p> <p>Create wealth</p> <p>Create jobs</p>

Project Name	Manufacturing and Branding Business				
	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

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	ABET Training	Community / employees	80 000	60 000	40 000	20 000	
	On-site Training Interventions	Employees	3.6 m	3.8 m	4 m	4.2 m	4.5 m
	Learnerships	18.1	100 000	100 000	100 000		

	Activity / Plan		2019	2020	2021	2022	2023
		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 Assisstance	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 retrenchment	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				

5.4 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 Tornment	Mabeskraal	R4 500	R0	Ongoing
Rakoko Sanity ware drive	Mabeskraal	R1 200	R1 200	Completed

5.5 Siyanda Bakgatlha – SLP 3 – LED Projects

Project Description	Village	Project Cost
Construction and upgrade of bulk water infrastructure	Dwarsberg, Mapaputle, Motlhabe, Magong	R10, 120,000
Fibre rollout/installation	All BBKTA Villages	R8,333,333
Bridge construction at Dikweipi village	Dikweipi	R4, 000,000
Upgrade of Manamakgotha secondary school	Modderkuil	R9,000,000
Upgrade of Ofentse primary school	Moruleng	R5,523,804
Upgrade of Magong primary school	Magong	R5,523,804
Upgrade of Melotong primary school	Mopyane	R5,523,804
Upgrade of Neo clinic	Disake	R4,857,138
Upgrade of Mononono clinic	Mononono	R4,857,138
EDUCATION AND SKILLS		
E – Learning support for secondary school	Minimum 10 schools and 5 clinics in MKLM	R11,218,567
School leadership development	Lerome, Sandfontein, Modderkuil, Welgeval, & Ramokokastad	R3,448,100
Munien Maths Academy – Maths Project	Sefikile (Sefikile and Makuka Primary Schools)	R7,900,000
Hydroponics Farm at Swartklip Mine will be used for training Community members and Employees	All BBKTA Villages	R7,500,000
INCOME GENERATING PROJECTS (ENTERPRISE DEVELOPMENT)		
Income generating projects	BBKTA Villages	R5,000,000
HEALTH & SOCIAL WELFARE		
Procurement of Ambulances	MKLM Villages	R1,800,000
Procurement of medical equipment for the clinics	MKLM Villages	R1,500,000
TOTAL SLP 3 COST		R88, 905,688