



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



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FOREWORD BY THE MAYOR: CLLR NKETU NKOTSOE



In terms of the Local Government Municipal Systems Act, 2000, a municipality is required to develop a five-year Integrated Development plan which must be reviewed annually. The current period stretches from 2022 to 2027 and this is the first review covering 2022/2023.

The current year has been better for the Moses Kotane Local Municipality, unlike 2021/2022 during which our communities were struck by the global pandemic. The pandemic forced us to re-evaluate and redirect the way we deliver services and identify factors which hindered the planned implementation of the Service Delivery and Budget Implementation Plan (SDBIP).

While we managed the pandemic, we continued to maintain productive relationships with all our external stakeholders, who provided valuable support to municipal programmes. We succeeded in conducting all our Intergovernmental Relation (IGR) meetings whilst observing the restrictions on gatherings imposed by management of the pandemic.

This 2022/2027 Integrated Development Plan is the fifth-generation plan amended to address the recurring qualified municipal audit opinion from the Auditor General. In this five-year term, we must leave a legacy to the community and ensure the implementation of all our planned and funded projects. These projects were promised to our communities, and it is our duty to ensure that no roll overs will ever happen during our term of office. The present leadership, as a team, will ensure that services are delivered to planned wards and villages according to the planning.

The present Council was sworn into office on 22 November 2022. The Speaker, Mayor, Single Whip, MPAC Chairperson, and Executive Committee were all elected to ensure services and plans are rendered to the 107 various villages, two urban areas and all 35 wards following the Local Government Elections. We can assure our stakeholders and municipal officials that we are committed to the daily implementation of our theme: “Re Direla Setshaba”.

Once again, I want to take this opportunity to applaud and thank all the role players, communities, and municipal officials who supported us during our first engagements with communities. We embarked on a process to collect information about the needs of communities and to scrutinise the lists of needs developed by the Fourth Generation Council. With your support we are now committed to diligently serve all communities within the Moses Kotane Local Municipality. Together, as a team, we will ensure delivery and perform on our mandate to provide basic services to all our residents.

I want to remind our communities that we might be nearing the end of the pandemic and await final responses from the Minister of Cooperative Governance and Traditional Affairs. Let us continue to combat the disease by following the protocols and supporting the non-pharmaceutical interventions.

Re a Leboga / We Thank You/ Baie Dankie

ACKNOWLEDGEMENT BY ACCOUNTING OFFICER: MR. MOKOPANE VAALTYN LETSOALO



Each municipality in South Africa is required to develop a five-year Integrated Development Plan, in terms of Section 34 of the Local Government: Municipal Systems Act (LGMSA), 2000. This IDP must be reviewed annually to assess performance in implementation against measurable targets and respond to the demands of the changing circumstances.

During our public participation programmes, the communities of the MKLM, living in 107 villages, two urban areas and 35 wards, reaffirmed their needs and priorities. These include water and sanitation, roads, and storm water, local economic development, a reduction in unemployment. The communities also identified the need for functional health services in rural areas, better and safe educational facilities, SMME empowerment and support, and the development and maintenance of sports and recreational facilities in rural areas together with the various sporting code to combat drug abuse among the youth.

Communities need to realise that solutions to some of the identified needs do not fall within the functions of the Moses Kotane Local Municipality. Engagements will continue to inform communities on how to differentiate between the responsibilities of local and sector departments, the Provincial and National governments. There is a clear need for integrated planning that ensure that the activities of local government are better coordinated and integrated with Provincial and National Government, through the implementation of the District Development Model (DDM)

The IDP should be seen as a central tool for the three spheres of Government to achieve the aim of accelerated service delivery to our communities. This IDP is aligned with the vision of the National Development Plan 2030 and can be seen as a building block in advancing the goals of the NDP 2030. The approval of the draft five-year IDP will lay the foundation for a process of consultation with various key stakeholders and, more importantly, communities, to enable them 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 stakeholders, to resolve the challenges of low revenue, illegal connections and water losses, land invasion, aged infrastructure and unreliable water provision.

As I re-join the Moses Kotane Local Municipality for another term, my office remains determined to spend the entire five years to put the necessary systems and culture in place and 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 an Unqualified Opinion with findings – making Moses Kotane Local Municipality one of only three municipalities in the province, and the only one in the Bojanala District to achieve this

We are determined to improve even further this year utilising 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 from the 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 initiate a process of long-term planning which involves planning for thirty years. This was started through a partnership with Anglo American and the CSIR through a Municipal Capability Partnership Programme. Our strategic planning document and resolutions will form part of the IDP to be tabled 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, currently part of a technical refinement process. Developments in Moses Kotane is growing fast as can be seen in the Bakubung Smart City Project, the Unit 7 mixed-use development and the new private hospital which will soon become operational. 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 devastating impact of the Covid-19 pandemic and the effects of load shedding. Alternative sustainable energy sources will become a feature of Moses Kotane, in line with the resolutions of the Strategic Planning held at Sun City in March 2023.

The skills we acquire should ensure that we are up to task for the implementation of this long-term plan.

I thank you.

SECTION A

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

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

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

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

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

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

The Primary Resolutions taken were:

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

The following resolutions will be finalised by December 2023:

Corporate Support Services - Institutional Development

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

Development Planning – Spatial Rationale

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

The following resolutions will be finalised by June 2024.

Corporate Support Services – Good Governance and Institutional Development

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

Budget and Treasury Office – Financial Viability

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

Development Planning – Spatial Rationale

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

Community Services – Basic Service Delivery

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

Infrastructure and Technical Services – Basic Service Delivery

22. A costing model for various levels of engineering services pertaining to water, sanitation and refuse collection will be developed.
23. There will be a report on the improvement of expenditure on infrastructure grants.
24. There will be a report on the maintenance of priority roads.
25. There will be a report on the actual improvements in terms of water losses.
26. A new Water Services Development Plan will be developed.
27. An analysis on the operational cost of engineering services will be concluded and a report on the effectiveness and value for money received from the Magalies Water Board completed, including recommendations for a future service level agreement.
28. Reports on five flagship projects within the municipality will be concluded:
 - Solar power partnership
 - Regional Chamber of Commerce
 - Waste-to-energy projects
 - Agriculture and Agri-processing project
 - Tourism node development
29. A report will be presented on a partnership process which identifies local economic development initiatives in the context of a long-term strategy.

2. 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 is an instrument which lies at the centre of the new system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, responsive and performance-driven in character.

The IDP seeks to integrate 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 election of a new Council 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.

3. Legislative Context

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

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

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

The Mayor of the Municipality must:

- a) Co-ordinate the processes for preparing the annual budget and the review of the Municipality's Integrated Development Plan and the budget-related policies, to ensure that the tabled budget and any revisions of the Integrated Development Plan and budget are mutually consistent and credible;
- b) Table in the Municipal Council, at least 10 months before the start of the Budget year, a time schedule outlining key deadlines for: -
 - i. The preparation, tabling and approval of the annual budget;
 - ii. The annual review policies;
 - (aa) The Integrated Development Plan in terms of section 34 of the Municipal Systems Act; and
 - (bb) The Budget related policies.
 - iii. The tabling and adoption of any amendments to the Integrated Development Plan and the budget related policies; and
 - iv. The consultative process forming part of the referred to in subparagraph (i), (ii) and (iii) above.

The Constitution of the Republic of South Africa outlines the type of local government needed. Sections 152 and 153 of the Constitution describe the following objectives of local government:

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

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

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

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

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

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

- Take into account the municipality 's Integrated Development Plan.
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.
- Take into account the National Budget, the relevant provincial budget, the national government 's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Steering Committee.
- Consult with the relevant authorities.

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

35(1) (a)" ...the principal strategic planning instrument which guides and informs all planning, development and all decisions with regard to planning, management and development in the Municipality";

(b) "binds the Municipality in the executive authority..."

The process below is informed by the Municipal Systems Act 32 of 2000, (Chapter 5 and Section 26,) which defines an integrated development plan as a core component of municipal planning. The same Act guides the direction and content of potential development within Council and the IDP must be reviewed annually. An Integrated Development Plan must reflect:

The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs; and an assessment of the existing level of development, which must include an identification of communities which do not have access to basic services. In addition, it must relook the mission and values of a 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. It is supported by the study funded by Anglo Platinum Amandelbult (AA) Mine to enable 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.

Moreover, the process is informed by the adoption of new municipal regulation to be implemented by July 2022. This also has an impact on the review of the Municipal Organisational structure to ensure the alignment of job descriptions, identify the skills and cascade performance management systems to lower levels within the Municipality.

The review of the IDP is also informed by public participation held from 18 October to 4 November 2022. This comprised of nine clusters where needs were collected and prioritised to inform the planning of various department to integrate their plans and the implementation of the 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; references to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.

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

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

Regulation 2 (4) states:

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

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

Further endorsement was done through the strategic planning session that was held in Sun City in March 2023, with the Theme: **Collaborative Leadership: "Co-creating the Future"**.

4. 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 of life for our communities

Values

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

5. 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. Moreover, 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 IDPs recommends that, once in place, each IDP must be reviewed annually to reassess and re-evaluate the municipality'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 regarding their needs. Apart from indicating the needs of communities, the IDP should also specify a vision for the area, i.e., the desired future state of the community and its surrounds, and a plan to achieve it.

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

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

6. The Approach and Alignment

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

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

In line with Outcome 9, and also discussed during the strategic planning process, Moses Kotane Local Municipality engages and responds directly to issues facing 107 villages and two urban areas and rendering local government services efficiently and effectively.

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

7. Traditional Authorities - TA

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

8. Gender Based Violence and Femicide

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

9. Special Social Programmes

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

Other initiatives that are envisaged are:

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

10. Shared and Detailed Analysis

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

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

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

This will include the following:

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

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

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

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

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

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

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

11. Growing Slowly and Poorly

Unprecedented pressures are being placed on existing water resources through demographic pressures, growth happening in various villages governed by traditional leaders and water challenges. 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 which, in the municipal space, is 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 need to agree that we live and do planning in a complex world and with historical challenges which impedes collaborated developments.

The war in Ukraine and Russia has started to affect food security and an ailing economy, especially within the poorer communities/ historically disadvantaged communities.

Covid-19 and Climate Change are issues that we need to consider when we do our planning, "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 it is a grant-reliant institution where communities are not interested in paying services, property rates, are faced by debt collection and strategies of revenue enhancement.

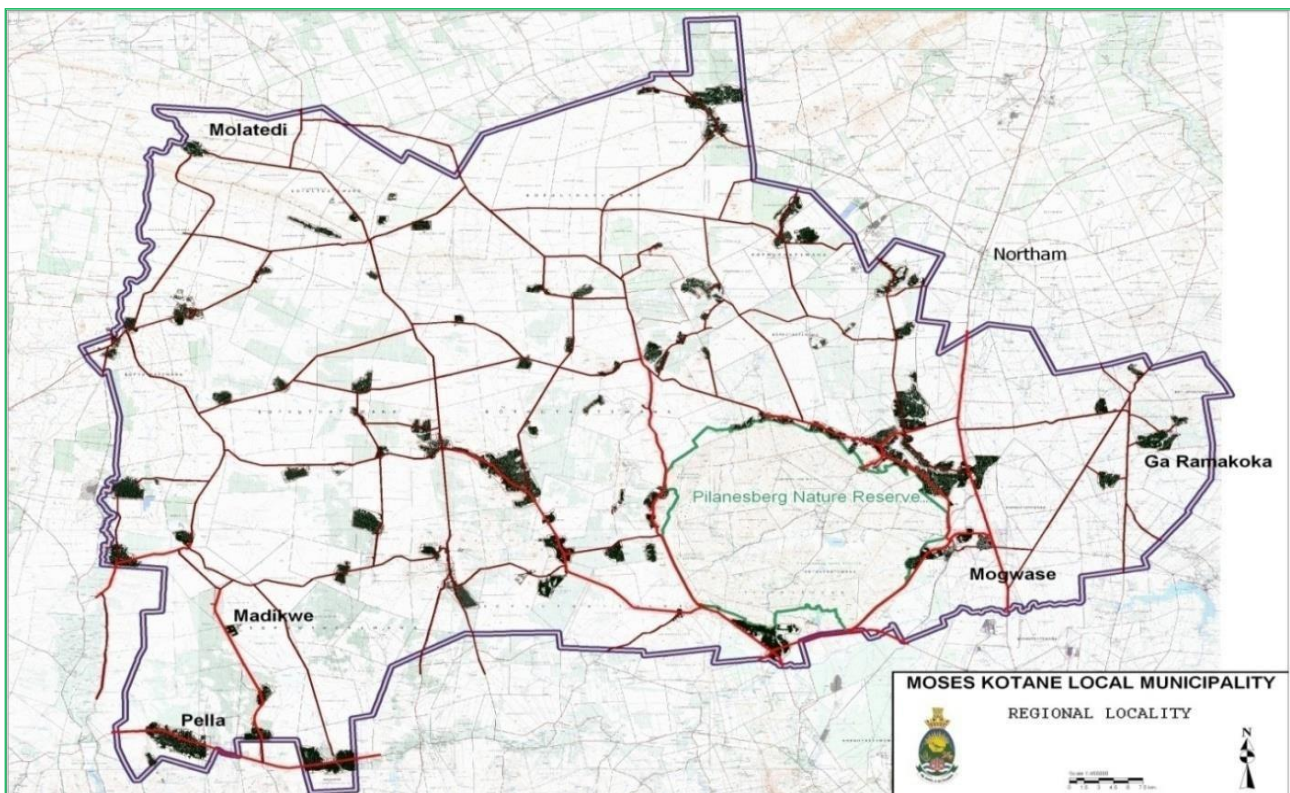
Around the world people are battling with the cost of living and price of fuel and energy. It is a difficult time for all of us.

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 the North West Province of the Republic of South Africa.

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



Map 1: Regional locality

2. Demographic Profile

The table below, shows population data for each LM in North West. The data is sourced from Stats SA for the years 1996, 2001, 2011 and 2021. From the results, Moses Kotane Local Municipality has shown a population growth rate of 0.93% over the last ten years. This is one of the lowest growth rates in the Bojanala Platinum District Municipality, as well as in the North West Province. The Rustenburg and Kgetleng river LMs have the highest population growth rates in the District Municipality at 50.60% and 41.05%, respectively.

TABLE 1: BOJANALA PLATINUM DISTRICT MUNICIPALITIES POPULATION DATA FROM 1996 - 2021

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

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

2.1 Population: Age and Gender for 2011 and 2021

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

TABLE 2: POPULATION GENDER AND AGE DISTRIBUTION FOR 2011, 2016 AND 2021

Age Group	2011		2016		2021		2011 Total	2016 Total	2021 Total
	Female	Male	Female	Male	Female	Male			
Total	123465	122916	125218	123225	125031	119787	246381	248443	244818
0-4	13812	14020	12625	12601	11863	11536	27832	25226	23399
5-9	11975	12278	13353	13553	11947	11947	24254	26906	23894
10-14	10609	11015	10899	11150	11747	11859	21624	22049	23606
15-19	10714	11319	9226	9877	9242	9844	22033	19103	19086
20-24	10554	11159	8894	9073	7302	7094	21713	17967	14397
25-29	9147	11112	8954	11143	6971	9052	20259	20098	16023
30-34	8130	9464	8535	10117	7880	9398	17594	18652	17278
35-39	8019	8133	7897	8302	8362	8345	16152	16199	16707
40-44	7302	6568	8099	7063	8457	7106	13870	15162	15563
45-49	6753	5968	7380	5658	8574	5998	12722	13038	14572
50-54	6018	5677	6640	5851	7257	5842	11695	12490	13099
55-59	5149	4688	5651	5410	6200	5662	9837	11061	11862
60-64	4207	3624	5010	4471	5610	5278	7831	9481	10887
65-69	3586	3131	3899	3626	4745	4733	6717	7525	9478
70-74	2737	2192	3244	2593	3583	3102	4929	5837	6685
75+	4752	2568	4914	2735	5290	2993	7320	7649	8283

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



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

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

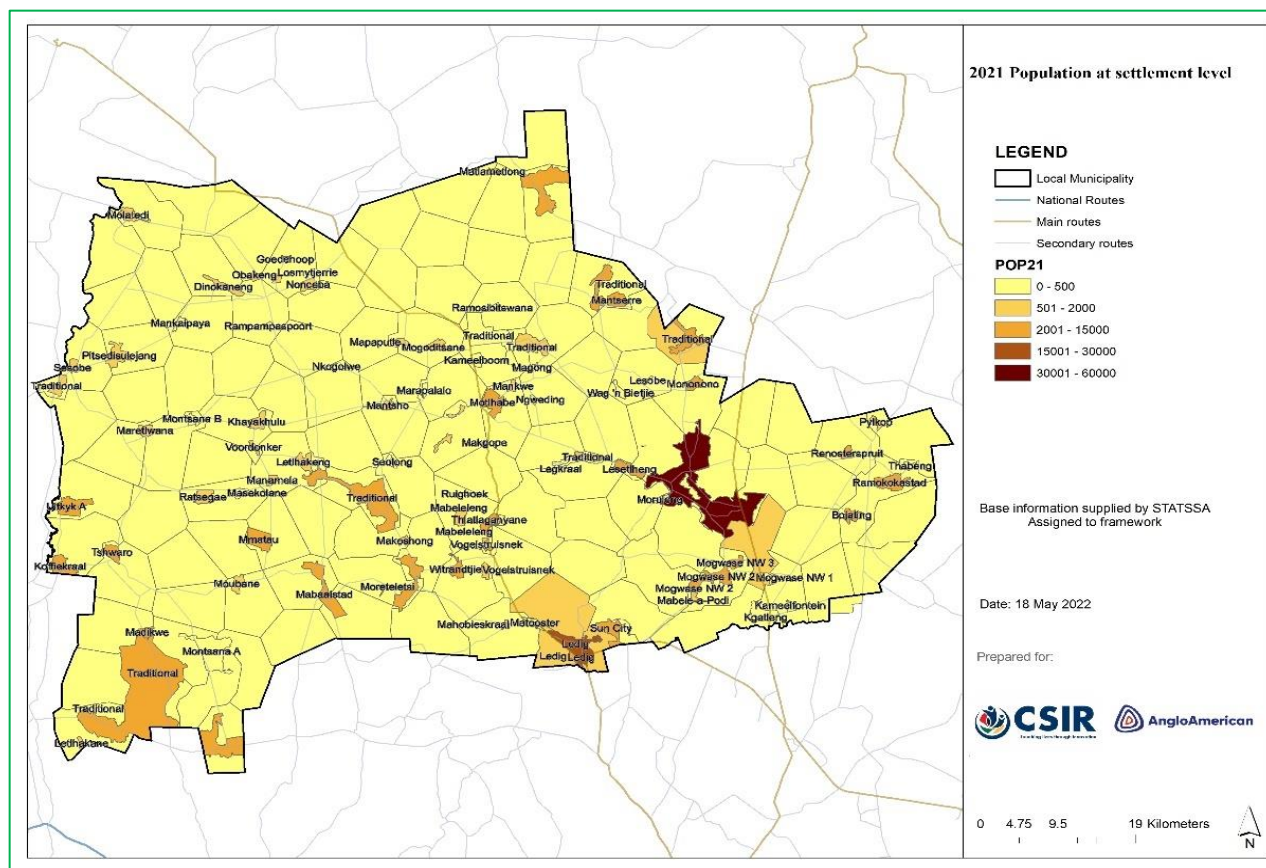
The following deductions can be made based on this graphic:

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

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

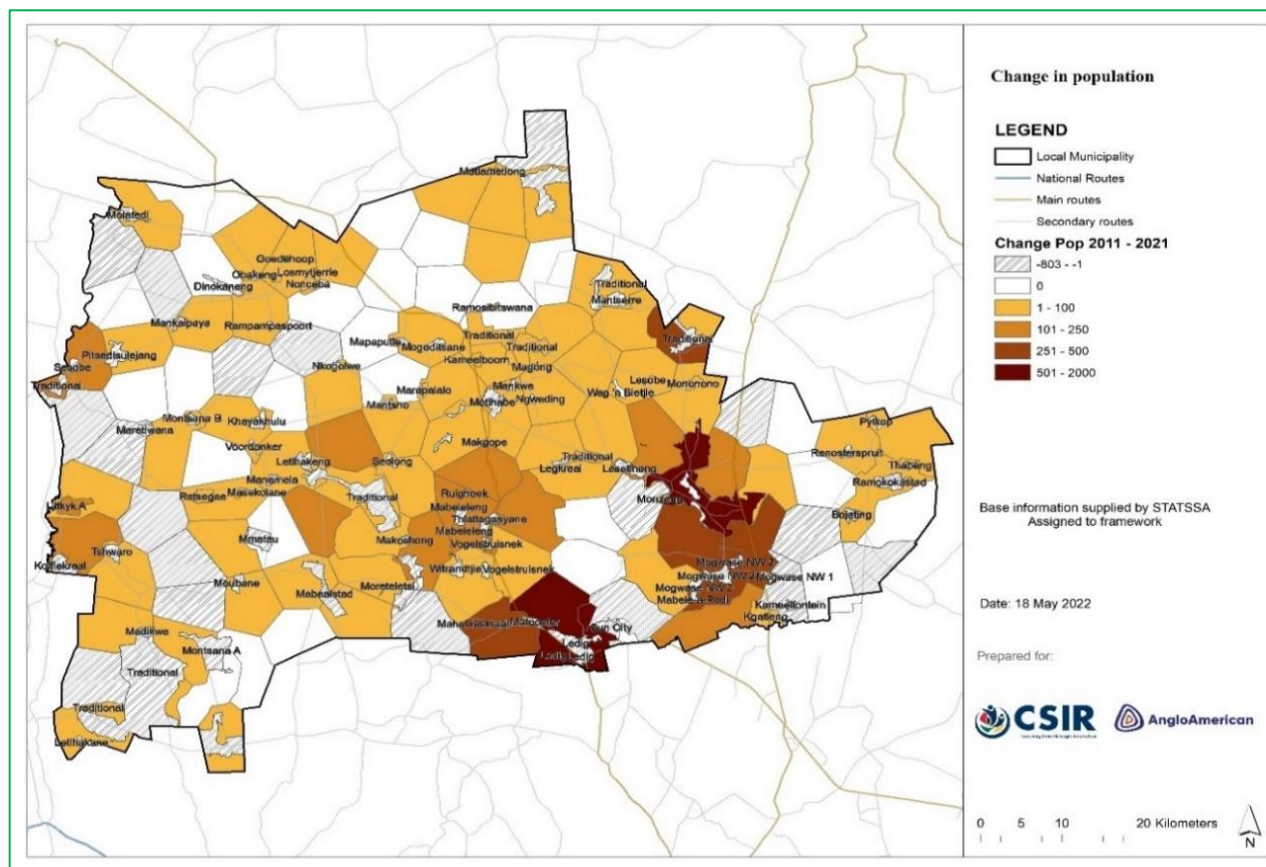
2.2 Population growth trend per settlement footprint: Settlement Population Data

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



Map 2: 2021 Population at settlement level

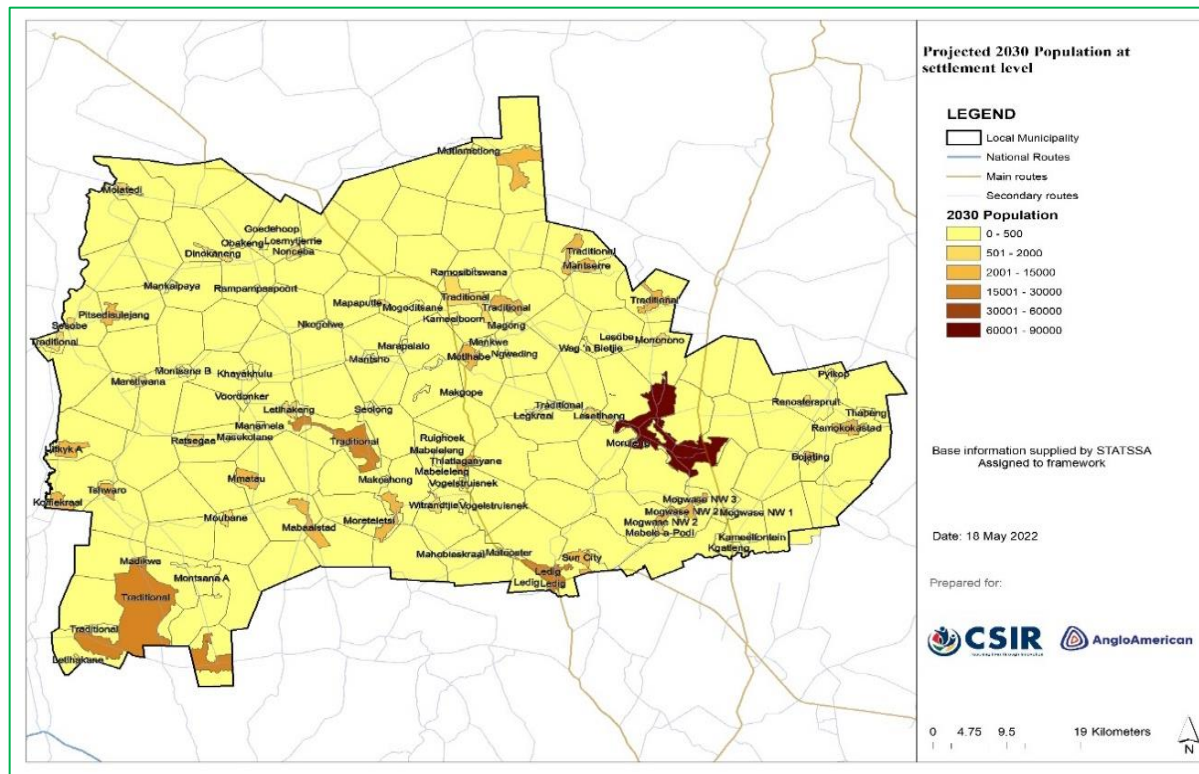
Source: Statistics South Africa. 2021. Mid-year population estimates assigned to settlement footprint



Map 3: Population change per settlement between 2011 and 2021

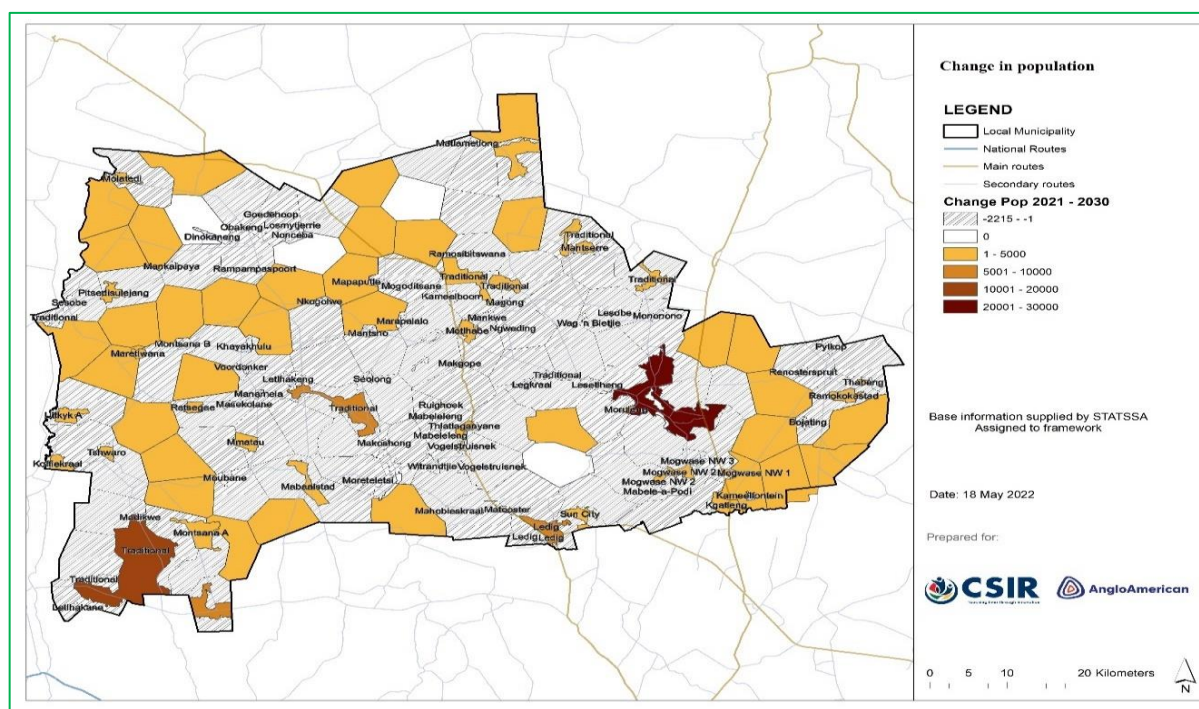
Source: Stats SA 2021 Mid-year estimates and 2011 census data assigned to settlement footprint

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



Map 4: Projected Population for 2030

Statistics South Africa data assigned to settlement footprint.



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

TABLE 3: SETTLEMENT TYPES FOR 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	

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

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

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

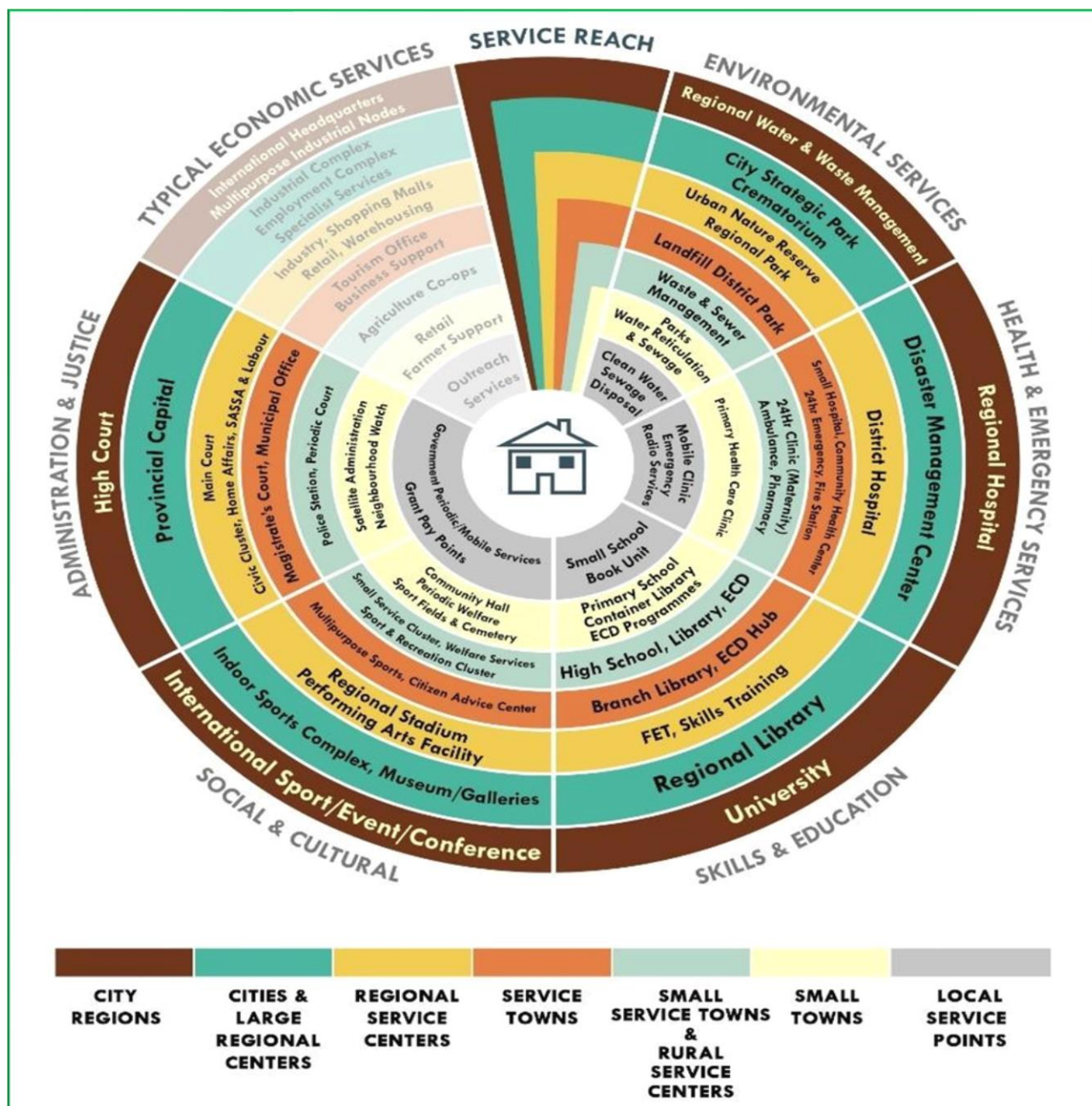
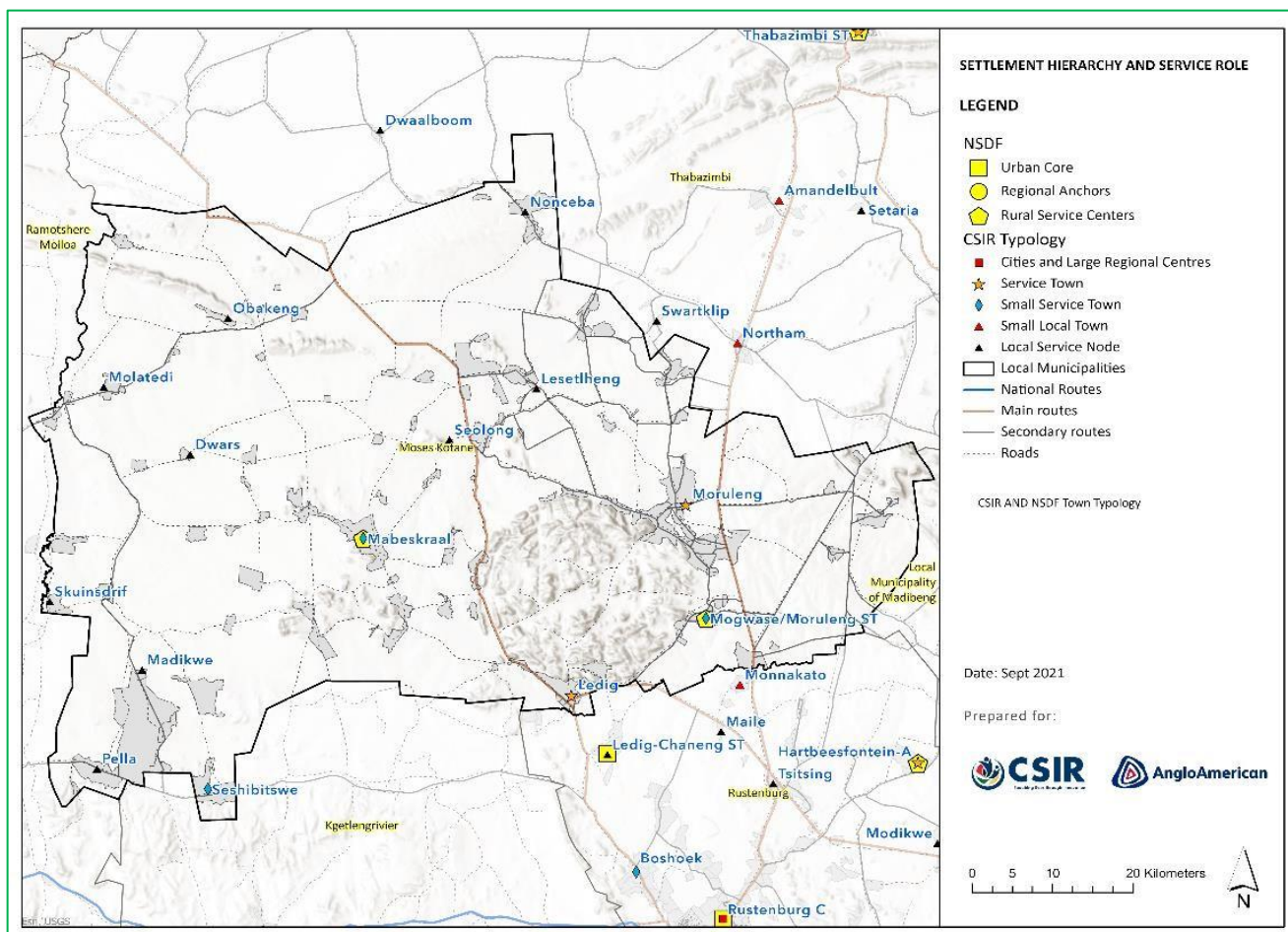


Figure 2: Service wheel for social facility provision in MKLM

Source: National Spatial Development Framework



Map 6: Priority nodes for service delivery

Source: National Spatial Development Framework

4. Socio- economic Analysis

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

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

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

4.1 Economic production and employment per sector 2020

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

TABLE 4: GROSS VALUE ADDED (GVA) PER SECTOR

Industry (SIC Classification)	Sector	GVA at basic prices, 2020 (R millions current prices)	Percentage value of overall economic production
Mining and quarrying	Primary sector	21454.151	55.17%
General government	Tertiary sector	3026.922	7.78%
Community, social and personal services	Tertiary sector	2620.616	6.74%
Business services	Tertiary sector	2280.016	5.86%
Wholesale and retail trade	Tertiary sector	1856.438	4.77%
Transport and storage	Tertiary sector	1637.939	4.21%
Electricity, gas and water	Secondary sector	1012.351	2.60%
Catering and accommodation services	Tertiary sector	895.249	2.30%
Metals, metal products, machinery, and equipment	Secondary sector	893.883	2.30%
Construction	Secondary sector	866.341	2.23%
Finance and insurance	Tertiary sector	468.913	1.21%
Food, beverages, and tobacco	Secondary sector	345.834	0.89%
Agriculture, forestry, and fishing	Primary sector	306.615	0.79%
Wood and paper; publishing and printing	Secondary sector	292.45	0.75%
Communication	Tertiary sector	220.755	0.57%
Petroleum products, chemicals, rubber, and plastic	Secondary sector	211.089	0.54%
Transport equipment	Secondary sector	183.438	0.47%
Other non-metal mineral products	Secondary sector	109.214	0.28%
Furniture; other manufacturing	Secondary sector	98.884	0.25%
Textiles, clothing, and leather goods	Secondary sector	61.484	0.16%
Electrical machinery and apparatus	Secondary sector	33.759	0.09%
Radio, TV, instruments, watches and clocks	Secondary sector	12.118	0.03%
TOTAL		38888.459	100.00%

TABLE 5: EMPLOYMENT PER SECTOR IN MKLM

Industry	Sector	Employment 2020 (total Number)	Percentage overall employment
Mining and quarrying	Primary sector	22605	38.66%
Community, social and personal services	Tertiary sector	7102	12.15%
General government	Tertiary sector	6252	10.69%
Wholesale and retail trade	Tertiary sector	6094	10.42%
Business services	Tertiary sector	4477	7.66%

TABLE 5: EMPLOYMENT PER SECTOR IN MKLM

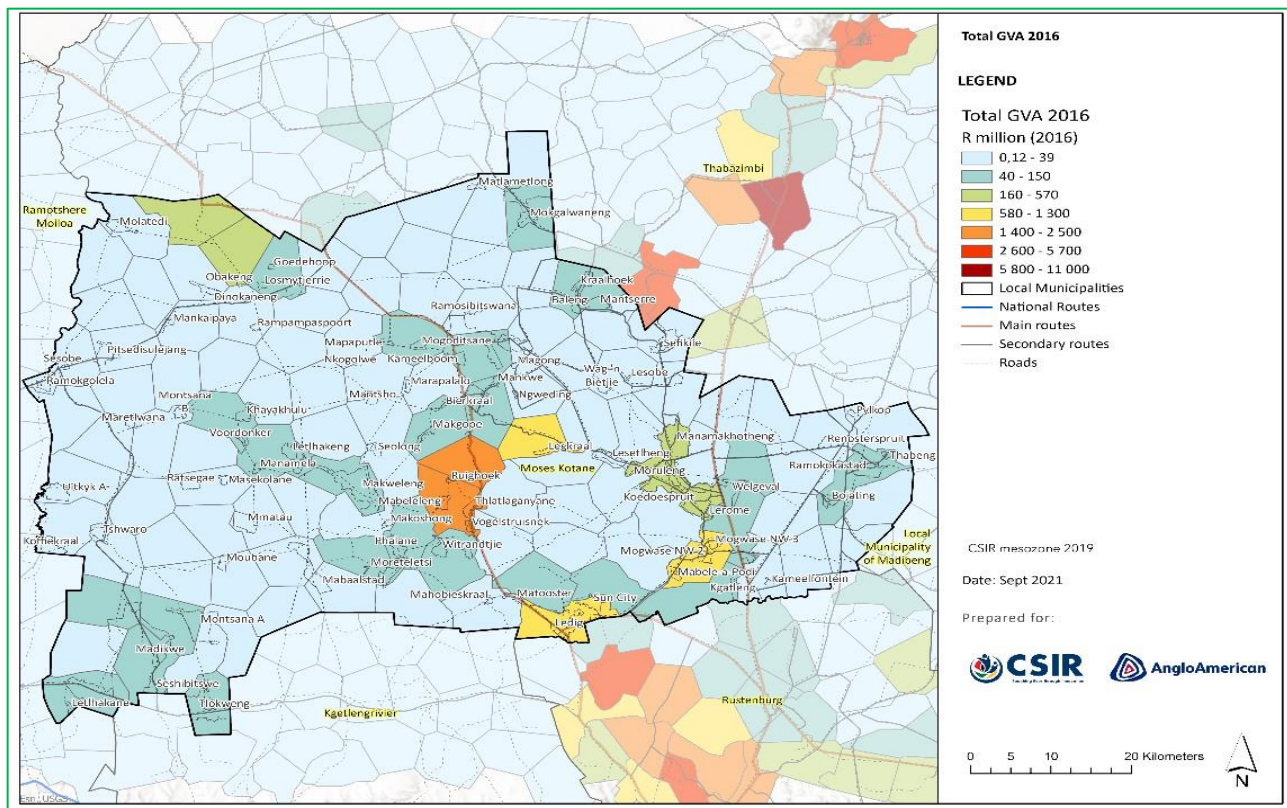
Industry	Sector	Employment 2020 (total Number)	Percentage overall employment
Catering and accommodation services	Tertiary sector	3745	6.40%
Construction	Secondary sector	1692	2.89%
Transport and storage	Tertiary sector	1604	2.74%
Agriculture, forestry, and fishing	Primary sector	1303	2.23%
Metals, metal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

4.2 Regional Economic Production

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

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

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



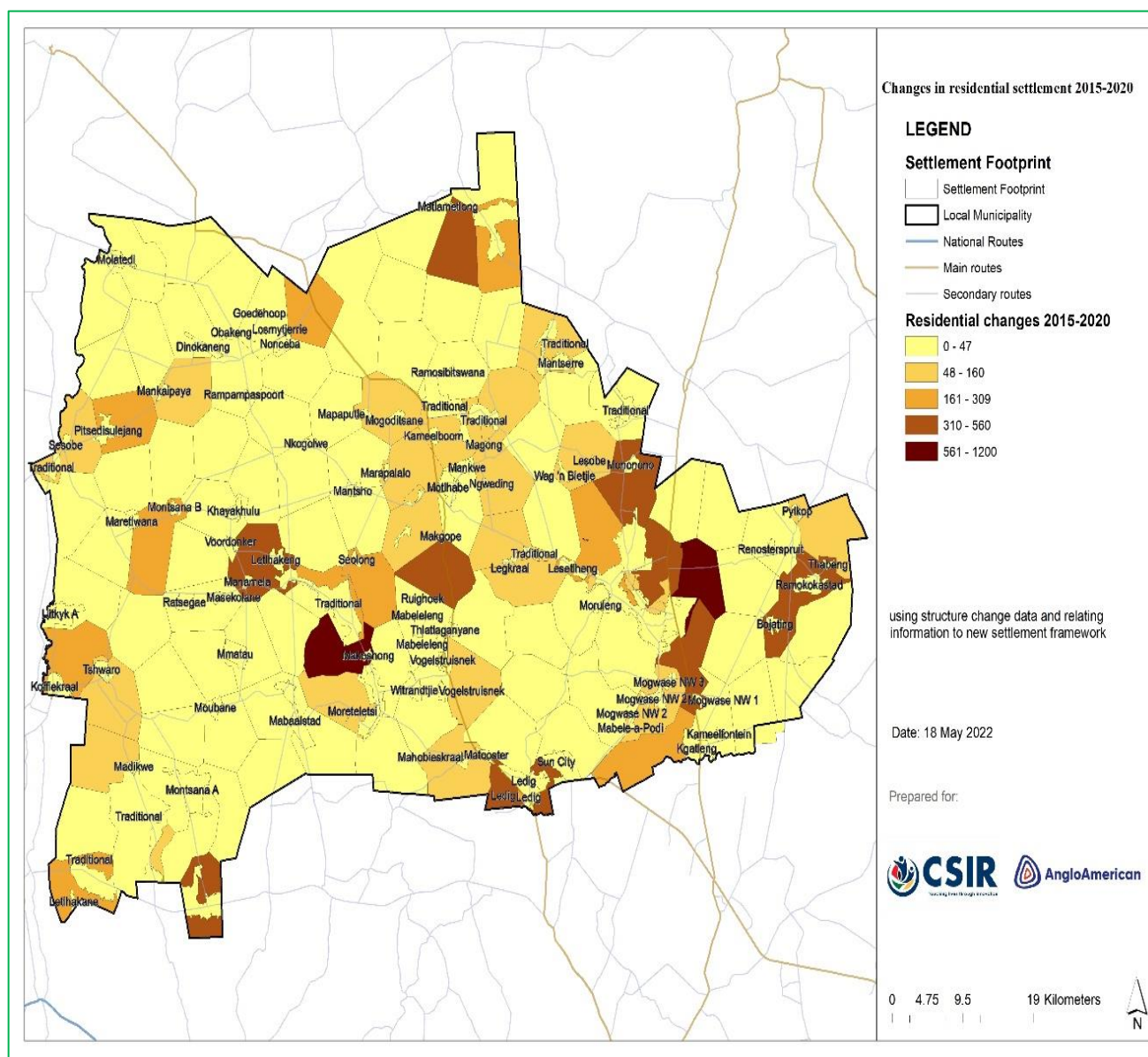
Map 7: Indicator of formal economic activity across Moses Kotane (Based on Total GVA, 2016 at mesozone unit).
Source: Quantec Data at CSIR Mesozones

4.3 Growth in residential structures: 2015-2020

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

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

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



Map 8: Change in residential structures between 2015 and 2020

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

5. Strategic water sources in the Moses Kotane Region

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

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

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

SECTION C: KPA 1 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: DEPARTMENT: INFRASTRUCTURE AND TECHNICAL SERVICES

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

1. Overview and Background

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

To Note: 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 a Water Services Authority (WSA) and Water Service Provider (WSP). The Municipality is also using the services of Magalies Water Board as water service provider 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 lacks a system to augment and maintain all implemented projects. We are a water-scarce municipality and has been lacking water for the past few years. Annually, communities identify water and sanitation as a serious need. This is why it is a priority for the MKLM. The problem is not only present at the MKLM but is a South African challenge. We spend more in paying Magalies and get less in the collection of revenue, and supply is received from Magalies Water (Vaalkop dam). MKLM needs 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 MKLM needs to get funding for bulk water supply, to ensure it strengthens, refurbishes and maintains all water projects implemented already and the ones it is planning to implement. This will also assist MKLM to start engagement with all mining houses, as they also receive water from the Magalies Board, and to plan for collaboration projects to ensure we upgrade the available dam for the sake of basic service delivery. The MKLM must also request all its stakeholders receiving from the same dam to strategies on strategic interventions and address the priority of water and sanitation or VIP toilets where needed (Sun City and others).

This cannot happen in isolation and the Department of Water and Sanitation should be engaged on issues of maintenance and refurbishment of existing infrastructure.

The Department (ITS) is understaffed with regards to operations and maintenance. Many projects are implemented every year which results in an increment in the asset register. The vastness of the municipal area makes it difficult for the maintenance teams to respond to breakdowns / maintenance issues given the current human resources. To enable the department to respond timeously, an improvement in human resource as well as plant and equipment should be considered.

2. Departmental Priorities and Objectives

TABLE 6: PRIORITIES AND OBJECTIVES	
Priority	Basic Services and Infrastructure Development
Water	To provide new, and improve and maintain existing water supply infrastructure, so as to minimize interruptions of services, water loss and ensure compliance with Drinking Water and Wastewater Quality standards (blue drop system)
Sanitation	To provide access to sanitation through the maintenance of existing infrastructure, the provision of new appropriate infrastructure to all communities and to ensure compliance with Wastewater Quality standards (green drop system).
Roads and Storm Water	To provide and maintain roads & storm water Infrastructure
Electricity	To provide and maintain community lighting infrastructure and facilitate household electrification by Eskom

3. Water and Sanitation status within MKLM

Most of the eastern side of the Municipality is supplied by the Magalies Water Board Scheme whilst the western side is supplied by municipal-owned schemes (Pella, Madikwe and Molatedi). The Moses Kotane Local Municipality has limited resources in terms of raw water resources and finances to provide basic levels 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 an assessment of resource availability and infrastructure capacity. It should be supported by a community participation process to ensure ability and willingness to pay for a higher level of service. The 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) contributing to about 8% of the entire households. The municipality is embarking on a rural sanitation programme (installation of VIP toilets) aiming at reducing the sanitation backlog by at least 4.5% annually. This might not be the most favoured type of sanitation, however, due to the rural nature of the MKLM and the lack of bulk water supply, as well as wastewater 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. In addition to 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 7: WATER SUPPLY PROJECTS IN MKLM EAST: MANKWE			
MKLM Water Supply Scheme No 1:		Population	Status Quo – (4 Villages)
1	Moruleng	4 410	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Mokgalwaneng	7 493	
3	Disake (Modimong)	2 187	
4	Matlametlong	1 062	
Total		15 152	
MKLM Water Supply Scheme No 2:		Population	Status Quo - (3 Villages)
1	Kraalhoek	1 553	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Mantserre	4 350	
3	Mmopyane	1 836	
Total		7 739	
MKLM Water Supply Scheme No 3:		Population	Status Quo - (4 Villages)
1	Manamakgotheng	7 264	These areas are growing at a very high rate due to the need for additional stands. This has put more strain on the municipal water system and calls for the upgrading as well as extension of infrastructure. Projects are underway
2	Modderkuil	3 577	
3	Phuting	1 795	
4	Lerome	11 358	
Total		23 994	
MKLM Water Supply Scheme No 4:		Population	Status Quo - (4 Villages)
1	Leboaneng	1 337	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Thabeng	1 139	
3	Ramokokastad	5 594	
4	Mmorogong	2 699	
Total		10 769	
MKLM Water Supply Scheme No 5:		Population	Status Quo - (2 Villages)
1	Mogwase	10 743	Augmentation of the storage has been completed in the Mogwase Unit 1,2,3,8 and Mabale-a-Podi with the construction of the 10ML/d reservoir. An additional 10ML is required for the Bodirelo Supply Line servicing the following units (4,5, North and South and Phelabontle).
2	Mabele – A – Podi	4 523	However, it must be noted that there is still a need to deal with the water quality issues due to aged infrastructure and other elements. The municipality is in a process of replacement of asbestos pipes in Mogwase to address water quality issues.
Total		15 266	
MKLM Water Supply Scheme No 6:		Population	Status Quo - (5 Villages)
1	Batlhalerwa	7 214	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Modimong	2 236	
3	Maologane	1 505	
4	Bapong	3 459	
5	Mabaalstad	3 540	
Total		17 954	

TABLE 7: WATER SUPPLY PROJECTS IN MKLM EAST: MANKWE

MKLM Water Supply Scheme No 7:		Population	Status Quo – (4 Villages)
1	Seolong	393	Projects were implemented to augment the source as well as ensuring sustainable supply.
2	Letlhakeng	1 756	
3	Mabeskraal	9 282	
4	Kwa – Makoshong	848	Further augmentation and maintenance are required. The completed Tuschenkoms project will yield more supply to Mabeskraal; however, there is a need to upgrade the Mabeskraal pump station.
Total		12 279	The Municipality is currently busy with a feasibility study for the upgrading of the bulk supply from Mabeskraal to Uitkyk.

TABLE 8: WATER SUPPLY PROJECTS IN MKLM WEST: MADIKWE

MKLM Water Supply Scheme No 8:		Population	Status Quo - (5 Villages)
1	Goedehoop	331	Projects were implemented to augment the source and ensure sustainable supply. Further augmentation and maintenance are required. Some of these villages were identified to benefit from the drought relief programme.
2	Los My Tjerrie	582	
3	Nonceba	795	
4	Rampampaspoort	326	
5	Mankaipaya	502	The Municipality is embarking on a process of upgrading of the Molatedi Water Treatment Plant to address bulk water supply issues.
Total		3 317	
MKLM Water Supply Scheme No 9:		Population	Status Quo - (3 Villages)
1	Ga – Manamela	777	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required.
2	Ratsegae	934	
3	Mmatau	2 657	
4	Mobana	1 529	
5	Manamela	777	
Total		6 674	
MKLM Water Supply Scheme No 10:		Population	Status Quo - (3 Villages)
1	Vrede	2 575	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required.
2	Tlokweng	11 250	
3	Pella	9 223	Other projects have been planned for both Pella and Tlokweng. It must be noted that there is a serious need for the upgrading of both the Pella and Madikwe water treatment plants which were earmarked for the 2020-2021 financial year
Total		23 048	
MKLM Water Supply Scheme No 11:		Population	Status Quo - (3 Villages)
1	Uitkyk	3 299	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required.
2	Tshwaro	2 329	
3	Koffiekraal (Lefurutsane)	4 282	The area experiences a serious shortage of underground water supply, and the municipality has conducted a feasibility study on the construction of a bulk pipeline from Tuschenkoms Project which requires funding.
Total		9 910	
MKLM Water Supply Scheme No 12:		Population	Status Quo - (7 Villages)
1	Magong	1 935	Projects were implemented to augment the source as well as ensuring sustainable supply.
2	Magalane	334	

TABLE 8: WATER SUPPLY PROJECTS IN MKLM WEST: MADIKWE

3	Ngwedding	424	Further augmentation and maintenance are required. There is an improvement to water supply on some of these villages through the Tuschenkoms project.
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 were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Voordonker	544	
3	Maretlwana	823	
4	Montsana	443	
Total		2 761	
MKLM Water Supply Scheme No 16:		Population	Scope of Work - (5 Villages)
1	Debrak	589	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required.
2	Pitsedisulejang	1 957	
3	Ramotlhajwe	758	
4	Ramokgolela	554	
5	Sesobe	807	Some of these areas were recently hit by drought but this was addressed through the drought relief programme in the 2019-20 financial year.
Total		4 665	

6. Water resource profile

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

6.1 Water Sources

TABLE 9: 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 these sources are supplied from rudimentary borehole schemes. There are also boreholes that augment supply in some of the areas that are supplied from the surface water schemes.

The municipality, as part of the Blue/Green Drop System requirements, is implementing 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 system of the Department of Water and Sanitation.

TABLE 10: 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, Tlokweng
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 are not limited to Ga-Ramokoka, Sandfontein, the greater Saulspoor, and Ruighoek up to and including Mabeskraal (But excluding areas like Bapong, Tweelaagte and Makoshong)

6.2 Water- Households Level of Service

TABLE 11: WATER SUPPLY (NUMBER OF HOUSEHOLDS)			
Total number of households	Below RDP	On RDP [standpipe within 200m walking distance]	Above RDP
75 158	5231 (6.9%)	50 182 (66.8%)	19745 (26.3%)

However, the household numbers receiving a below RDP standard service have now increased (pending verification). This is mainly attributed to growth in areas such as greater Saulspoor (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 authorities 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 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, which can be accessed online. 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

Madikwe and Mogwase townships are the only settlements in Moses Kotane LM with households connected to a municipal sewer system. Households in other settlements are either on private septic tanks, VIPs as provided by the municipality or ordinary pit latrines

There are two wastewater treatment facilities that services the two townships of 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 needs 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

TABLE 12: WATER SUPPLY CATEGORIES

Categories	Supply
	Supply from bulk water service provider (Magalies Water)
	Own water treatment plants
	Individual basic level of supply systems supplied from boreholes.

The 54 villages experiencing water shortages fall in all three categories and are listed accordingly. Some "villages" listed, such as 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 the rapid development of medium- to high-cost housing. Groundwater is not an option because of fluoride content. Tinkering is the only option in cases of prolonged interruptions.

TABLE 13: WATER SUPPLY: MOGWASE RESERVOIR

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 a bid to increase storage.

TABLE 14: WATER SUPPLY: BODIRELO (AECI) RESERVOIR

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)

Villages indicated below depend on the Saulspoort/Mabeskraal bulk supply line for water supply. The demand has outgrown both the supply and infrastructure (pipeline) capacity. The pipeline requires upgrading. The 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.

TABLE 15: WATER SUPPLY: SAULSPOORT BULK SUPPLY LINE

No	Village	CAT	Scheme	Status	Intervention	Time Frame
4	Sandfontein	I	Saulspoort	Inadequate bulk supply results in water supply interruptions due to	Pilanesberg North Scheme – Project put on hold due to	Long Term (36 months)
5	Welgeval	I				
6	Dikweipi	I				
7	Segakwaneng	I				
8	Lerome (4 Sections)	I				

TABLE 15: WATER SUPPLY: SAULSPOORT BULK SUPPLY LINE

No	Village	CAT	Scheme	Status	Intervention	Time Frame
9	Mabodisa	I		growth and illegal connections	budgetary constraints	
10	Ramoga	I				
11	Manamakgotheng	I				
12	Lesetlheng	I				
13	Moruleng	I				
14	Legkraal	I				

The three villages listed below are dependent on the Mabeskraal reservoir which sits right at the end of the Saulspoort /Mabeskraal bulk line. To make Mabeskraal independent from the current bulk supply, a bulk pipeline will be constructed from the Tuschenkoms reservoir to Tlhatlaganyane where it will be connected to the existing bulk line. This pipeline is an extension of the Pilanesberg North Scheme.

Five boreholes will be re-instated to provide reliable water points in the short term. One borehole has been refurbished and approval for an Eskom connection is pending. This borehole is connected to the reticulation network. 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 issues as Mabeskraal, and even more as it is supplied through the Mabeskraal reticulation network. If there are any boreholes in Manamela that can be re-instated, it must be done without delay.

TABLE 16: WATER SUPPLY: MABESKRAAL RESERVOIR

No	Village	CAT	Scheme	Status	Intervention	Time Frame
15	Mabeskraal	I	Mabeskraal Reservoir	Inadequate bulk supply results in water supply interruptions	Tuschenkoms / 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 it, having paid for the pipeline and reservoir, has 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 to address water challenges in the area. The Pilanesberg South Scheme can only be completed 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.

TABLE 17: WATER SUPPLY: DOORNHOEK AND BOSCHKOP RESERVOIRS

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. Any boreholes that can be re-instated must be refurbished without delay.

TABLE 18: WATER SUPPLY: SAULSPOORT / MABESKRAAL BULK LINE

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
					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.

TABLE 19: WATER SUPPLY: PELLA DAM AND BOREHOLES

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

Ngwedding is situated next to the Tussenkoms reservoir and will be supplied from there. Boreholes will not be necessary once the village is connected. In the interim, existing boreholes must be refurbished. The 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. Ngwedding is also included in the MKLM Groundwater Optimisation Project

TABLE 20: WATER SUPPLY: BOREHOLES - NGWEDING

No	Village	CAT	Scheme	Status	Intervention	Time Frame
22	Ngwedding	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.

TABLE 21: WATER SUPPLY: BOREHOLES - NTSWANA-LE-METSING

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

The groundwater potential is average. Existing boreholes must be checked and refurbished, and additional boreholes drilled if necessary. Bakgatlha Villages. Planning is 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.

TABLE 22: WATER SUPPLY: BOREHOLES

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	Motlhabe	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 the Tussenkoms reservoir.

There is 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. Bakgatlha Villages. Planning is in progress to supply Magong with bulk water from Tuschenkoms. A water licence was issued recently.

TABLE 23: WATER SUPPLY: BOREHOLES

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

TABLE 24: WATER SUPPLY: BOREHOLES

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.

TABLE 25: WATER SUPPLY: BOREHOLES

No	Village	CAT	Scheme	Status	Intervention	Time Frame
31	Rampampaspoot	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 the 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.

TABLE 26: WATER SUPPLY: BOREHOLES

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 were 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.

TABLE 27: WATER SUPPLY: BOREHOLES

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-instate and extend desalination plant Replace main reticulation pipes	Medium term (12 months)

TABLE 27: WATER SUPPLY: BOREHOLES

No	Village	CAT	Scheme	Status	Intervention	Time Frame
35	Bloemendal (Metlhametlong)	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

TABLE 28: WATER SUPPLY: BOREHOLES

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.

TABLE 29: WATER SUPPLY: BOREHOLES

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

TABLE 30: WATER SUPPLY: BOREHOLES

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 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 upgraded in the next two months with the refurbishment of five 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.

TABLE 31: WATER SUPPLY: BOREHOLES

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.

TABLE 32: WATER SUPPLY: BOREHOLES						
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.
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 Mabieskraal via the Manamela bulk supply

TABLE 33: WATER SUPPLY: BOREHOLES						
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)
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	Wilwerdiend	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 Settlements, Sanitation Unit), as well as the Department of Rural Development and Land Reform through its Comprehensive Rural Development Programme assist in reducing backlogs in basic sanitation.

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

TABLE 34: 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 5 220km² 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. The road network consists of 2 292kms out of which 2 182 km is gravel and 110kKm 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 to construct surfaced roads with an intention to address the backlog, while at the same time battling with the maintenance of roads that have reached its lifespan. A roads' master plan has been developed and it requires just over R 5bn to address the backlog.

The following villages have benefited in the previous MTEF period:

TABLE 35: VILLAGES THAT BENEFITED IN THE PREVIOUS MTEF PERIOD

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 the Development Bank of Southern Africa (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 a fairly good condition and doesn't need to be rebuild. Only the surface is starting to fail, and a re-seal would be required in the near future for these roads. Movement is 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.

TABLE 36: 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 (Km ²)	Household	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							
Mahobiskraal	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							
Mantserre	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	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							

TABLE 36: 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 (Km ²)	Household	2013/ 2014 IDP Road	Priority 1	Priority 2							
ROADS NOT PAVED																	
Motlhabe	6	13.97	0	0.0	2,742.00	6.48	827.00	2	12,500,000	7,000,000							
Ngwedding	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	-							
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							

TABLE 37: ROADS PAVED IN FAIR CONDITION (2015 REPORT)

Name	Ward	Class 4 road (m)	Class 4 Road paved (m)	% Paved	Population	Area (km2)	Households	2013/2014 IDP Road	Priority 1	Priority2
Magong	8	11356.4	1429.59	12.59	1,935.00	8.39	713.00	2	6,400,00	-
Phalane	12	1148.93	1503.83	13.10	7,583.00	4.89	2,096.00	4	15,800,000	7,400,000
Lesetlheng	9	11862.6	1877.83	15.83	2,627.00	3.91	814.00	1	6,900,000	2,600,000
Mabeskraal	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	8,600,00
Lerome	15/16/17	20822.16	3908.43	18.77	11,358.00	11.48	3,317.00	2	17,700,000	18,800,00
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	11,250.22	14.92	3,152.00	4	19,700,000	8,300,000
Manamakgotheng	22	29371.65	8756.55	29.81	10,842.00	14.85	2,733.00	3	11,100,000	8,600,00
Khayakhulu	2	9031.05	2794.93	30.95	951.00	3.13	315.00	5	9,500,000	6,800,00
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
Ramokokastad	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	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	-
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	4,900,00
Moruleng	9/17	9949.23	4468.3	44.91	11,220.00	14.76	3,714.00	6	8,100,000	3,400,000
Matlameitlong	29	3601.4	1655.8	45.98	1,062.00	1.25	293.00	4	-	4,000,00
Bapong	25	5473.91	2605.26	47.59	3,459.00	4.47	1,086.00	2	7,500,000	6,400,00
Mabele A Podi	13	5603.6	2719.31	48.53	4,532.00	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	4,900,00

TABLE 38: 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 1	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	9,800,00
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	605.00	6.26	197.00	6	-	-
Madikwe	19	17297.787	17297.787	100	3,623.00	1.45	1,161.00	6	-	-
Rampampaspoort	1	2300	2300	100	326.00	0.83	106.00	3	-	-
Sandfontein	10	13663.68	13663.68	100	6,548.00	7.09	1,957.00	6	-	-
Seolong	23	3095.98	3095.98	100	-	1.24	128.00	2	-	-

TABLE 39: 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

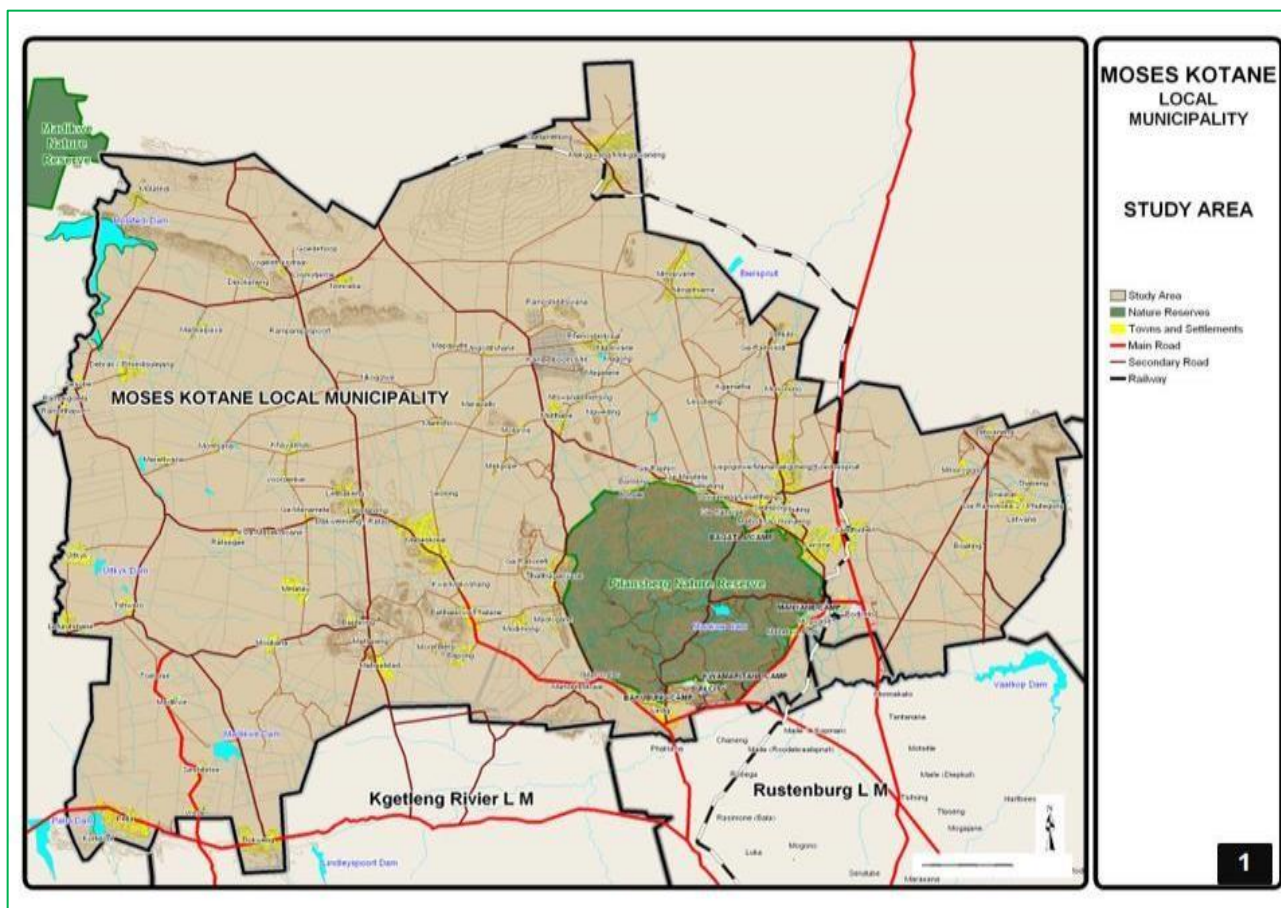


Figure 3: Types of gravel roads within MKLM

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 region's potential as a tourist destination, contributes to security problems and negatively affects access to education and health facilities.

The roads and storm water operation & maintenance plan has been drafted and is pending approval by Council. Once this has been approved it will assist the department to budget and plan properly for the maintenance of the roads.

13. Electricity Status Quo

The municipality currently does not have a license for the 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 streetlights
- Operation and maintenance of high-masts lights
- Facilitation of implementation process for the electrification of new households

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

- Mafikeng region
- Rustenburg regions
- Thabazimbi regions

Among the challenges faced by the municipality in the electrification of municipal assets are the slow rolling out of the electrification process of boreholes, high-masts lights and community halls. This has led to the implementation of 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:

TABLE 40: MAST LIGHTS NOT ENERGISED IN VILLAGES		
Villages		
Mononono	Motlollo	Wolverdient
Motlollo	Nkogolwe	Sesobe
Goodehoop	Kraalhoek	Mabeskraal and Legkraal

Listed below are community halls which have been completed and 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 to address the and it is slowly yielding results. More effort is required from Eskom to the issues more quickly.

14. Services and Backlogs

Below is backlog figures inclusive of the total costing to eradicate the current backlog.

TABLE 41: BACKLOGS					
Service Rendered	Current Backlog	Backlog to be addressed over MTEF	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

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 550M as per the bulk Water Master Plan.

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

Strategic objective: To develop and improve community infrastructure facilities, public safety, disaster emergencies and promote a healthy environment

1. Introduction

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

2. Status Quo on Parks, Cemeteries and Recreational Facilities

The unit is currently operating with 26 general assistances (garden and greens), 18 brush cutter operators and three foremen, both at Mogwase and Madikwe. The unit is responsible for the maintenance of parks (cleaning of gardens and cutting of veld grass around the township and community halls). The unit has four parks and two mini parks which are situated in Mogwase and Madikwe Townships.

The Parks and Recreation unit is currently operating with 52 employees, eight team leaders, 22 general assistants, 18 brush cutter operators, 2 Sports officials. The unit is responsible for maintenance of Parks (cleaning of gardens and cutting of veld grass around the township and community halls), and support sports activities within the Moses Kotane Local Municipality. The unit has three parks and two mini-parks. (Unit 4, unit 1, Madikwe Park). The main challenges facing of these units are ageing personnel and inadequate tools of work such as garden tools, machinery or equipment. (Operating and capital resources)

MKLM has two urban graveyards in Mogwase and Madikwe whereby they pay rates. It operates with two general assistants, one foreman and one TLB operator for both Mogwase and Madikwe.

The services for cemeteries in all 107 villages fall under Traditional Authorities and the municipality does not have authority over it. The unit is often requested to give services at various villages though the 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 of effective and efficient paid for service paid. The section is still unable to service the entire municipality due to cultural considerations and limited resources. Currently the municipality does not have an approved by-law for cemeteries and such by-law still needs to be taken for public participation and comments. Due to a lack of land, the Department of Community Services is considering other alternative burial methods such as the construction of a crematorium.

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

The Unit is currently operating with nine traffic officers and two cashiers responsible for the entire MKLM – 107 villages and two 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 functions in line with the Service Delivery, Budget and Implementation Plan:

- Establishment and coordination of the Municipal Community Safety Forum;
- Conduct road safety campaigns to all stakeholders and communities on road safety issues;
- Multipurpose roadblocks;
- Speed camera operations;
- Serving of warrant of arrests or any other traffic law enforcement function;
- Crime prevention campaigns in support of SAPS programmes 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 of 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 depots, bus rank, sleeping grounds, taxi ranks (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.

The 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 were identified in the ITP:

The Municipality made a request to the Department of Transport for funding for an upgraded public transport network in Moses Kotane Local Municipality; to expand the current rapid bus transit service project in Rustenburg to MKLM and design the most reliable public transport compared to an 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 an SEZ host, and to build bus-stops /shelters as well as improving some road infrastructures in the area. The municipality has been granted a license for Tweelagte and Moruleng to perform the function of testing of learner's and driver's licenses, including the 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's mandate:

- To develop and maintain 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 established the Department of Community Services which renders the following services:

- Ensuring the provision of acceptable standards of social services;
- Coordinating and integrating 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
- Managing conflicts within the communities
- Encouraging community participation on matters affecting them at local level
- Promoting a healthy and clean environment
- Reducing number of road carnage
- Enforcing municipal by-laws
- Increasing police visibility and conducting joint operations with other stakeholders
- Providing library services

5. Department SWOT Analysis

TABLE 42: 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 competition for power
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 committing crimes, 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 comprised of governmental sector departments, traditional authorities, non-governmental organisations, faith-based organisations, business and communities. The main objective of this campaign is to:
- Mobilise members of the communities, integrate government resources, coordinate activities and programmes from various department
- Restore and maintain national pride and dignity of the municipality
- Create a platform for collective and physical enforcement
- Enable residents and business to take ownership for keeping the municipality clean, safe and healthy
- Instil a culture of servanthood of municipal employees
- Conduct information, education and awareness campaigns in schools and communities
- Establish safety, health and environmental clubs in schools
- Restructure and resuscitate the Community Policing Forum (CPF) and Community Safety Forum

6.1 Establishment of Conflict Resolution Committee (CRC)

- To promote peace and stability
- To ensure that the rule of the law prevails
- To promote unity and cohesion
- To maximize existing job and business opportunities
- To create a platform for dialogue and constructive engagement

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

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

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

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

6.2 Creation of Regional Offices

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

6.3 Review and Development of By-laws and Policies

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

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 legislative functions of the municipality as provided for in the National Environmental Management Waste Act 59 of 2008. 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, the Environment and Waste Management Unit initiated the development of the Municipal Integrated Waste Management Plan (IWMP) as well as Air Quality Management Plan (AQMP) in 2017. Further modifications to, and intensive public consultation for, both documents are in progress and the envisaged period of completion is in the 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 to address the prevailing waste management crisis related to littering/illegal dumping which occur across municipal areas.

Local community members, as well as business owners are among the greatest contributors to 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.

In some areas irregular household waste collection is one of the significant contributors to solid waste mismanagement, within the Municipality. 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. To address these several environmental awareness campaigns are regularly conducted across municipal wards through the Municipal Safe and Clean City Campaign to educate community members on issues pertaining to environmental protection and conservation as well as the health, safety and wellbeing of inhabitants. It is also anticipated that the ongoing recruitment process of waste management labourers through the Extended Public Works Programme (EPWP) will result in significant improvements to the 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 local community members, in line with Section 24 of the Constitution. 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, makes 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 to conform with the Norms and Standards for Waste Storage. Some of the nonconformities observed in relation to the requirements of the operational license, arise as a result of inadequate infrastructural components during the 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 has, through an environmental consultant undertaken environmental impact assessments to attain a revised waste management licence from the provincial Department of Economic Development Environment Conservation and Tourism (DEDECT). It is the plan of the municipality to have the landfill site upgraded and equipped with the necessary infrastructural components upon receipt of the revised waste management licence (WML). The consultants were 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 the 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 identified in Madikwe and Mogwase where large amounts of waste are produced, whereas in villages with far less volumes of waste produced, transfer stations/ drop-off centres must be placed strategically across the municipality. The MKLM currently has no recycling initiatives in place. Thus, construction of such recycling facilities will allow the municipality to accelerate waste recycling, separate waste at source of generation and, in turn, create green job opportunities.

Key performance objectives:

- To pursue progressive waste reduction, reuse, recycling and recovering initiatives
- To ensure and encourage the provision of effective waste management services to all the communities;
- To 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;

- To support the rehabilitation of polluted water and land areas (borrow pits)
- To preserve cultural heritage; to balance the need to enhance the built environment with measures which reduce the environmental impact of development
- To provide environmental education and training to communities and all staff members

8. Departmental Key Project Proposals

TABLE 43: 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 a number of borrow pits dating from previous developments or infrastructure projects. During rainy seasons the borrow pits get filled with rainwater that have caused the drowning of children. Some borrow pits become illegal dumps. The company's that mine sand have been doing it illegally without obtaining permits from the Department of Minerals Energy.</p> <p>The Municipality has the following major borrow pits:</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 Centre's, 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>Project Proposal on the repair of infrastructure of new Mogwase landfill site</p> <p>The new Mogwase landfill site started operations in September 2015. However, from the construction phase of the site, certain infrastructural components were improperly constructed which in turn resulted in regular environmental non-compliances related 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>2. Proposal for Greening Project on open space: Background</p> <p>Open spaces play an integral part in maintaining the environmental integrity in most settlements. Over time,</p>	<p>Not yet implemented</p>

TABLE 43: DEPARTMENTAL KEY PROJECT PROPOSALS

Project Description	Status Quo
<p>these open spaces have been degraded due to a number of demands including:</p> <ul style="list-style-type: none"> ▪ Housing developments ▪ Other land use demands ▪ Becoming illegal dump sites over time. <p>Projects implemented under this focus area contribute not only to the maintenance and the integrity of the natural environment but also play 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>Townships in the Moses Kotane Local Municipality, especially Mogwase as a town that attracts investors:</p> <ul style="list-style-type: none"> ▪ Has more open spaces that led to the increase in illegal dumping. This 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 a project in greening and open space management and ensures that the 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 elements 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>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 will provide communities opportunities to relax and enjoy the natural environment. This will also improve the well-being of the communities.</p>	

TABLE 43: DEPARTMENTAL KEY PROJECT PROPOSALS

Project Description	Status Quo
(President Avenue Road and Park Beautification and Landscaping) from R510 to Sun City	
Construction of drop off Centre's. For villages with far lower volumes of waste produced, transfer stations/ drop off Centre's must be strategically placed. The municipality currently has no recycling initiatives in place. The erection of such recycling facilities will allow the municipality to accelerate waste recycling, separation at source and, in turn, create green job opportunities. This initiative will reduce the amount of illegal dumping across the Municipality.	Not yet implemented
Madikwe landfill construction (upgrade)	Awaiting environmental authorization/ waste management license

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, the Disaster Management Manager although there are proposed vacancies such officer additional disaster fieldworkers. Currently, the three vacancies for fieldworkers are budgeted for and are to be filled in the 2023/2024 financial year.

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 intended to ensure 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 the Disaster Management Act 57 of 2002, and National Disaster Management Framework, 2005 and is currently using the BPDM guidelines. The National Disaster Management Framework consists of four key performance areas (KPA) and three 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) guide and monitor the progress achieved.

9.2 Risk Profile

The Moses Kotane Local Municipality risks and vulnerabilities will determine the priority for disaster management programmes and projects and the disaster risk profile. The following physical hazards were identified 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 are the most vulnerable to many physical risks but proximity to certain installations or hazards also exposes other communities to risks. To achieve 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)
- Maintain risk-specific safety infrastructure and plans (aircraft, railway & road accidents, floods and heavy storms, house or structural fire incidents, pandemic).
- Establish a of fully functional disaster management centre
- 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
- Introduce education and awareness programmes, especially at school level and among youth.

10. Accidents Frequency

The frequency of road accidents in our area is very high. This means that the municipality needs to intensify law enforcement, and road safety education, including awareness campaigns. The other challenge is the lack of proper service as the traffic licensing function is located in the province and negotiations are under way. Once approval has been granted the municipality will establish offices in Tweelagte, and Moruleng and take over Madikwe and Mogwase.

11. Purpose of Public Safety

The purpose of the plan is to build a unit which is well-informed, and well-structured with respect for human values. This will ensure that effective and efficient services are properly rendered to the public, 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 mentioned in the municipal budget speech must be implemented. It was resolved that the Traffic, Licensing and Testing Unit be capacitated, in line with the n.w. 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 conducts eye test for the renewal of driving licenses.

The services at Tweelagte village are rendered from the former ABSA bank which has good security including cameras and safes. The office was partitioned to suit the kind of services that will be rendered from that point, and it is operational.

The Mokgalwaneng centre has also been registered as another service point for the municipality for the registering of motor vehicles, testing of learner's license, renewal of driver's 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 learner's license testing center, testing ground and vehicle testing station. The project has been delayed due to budgetary constraints. There is also a dire need to build the capacity for the enforcement of municipal by-laws from both a specialist perspective in various municipal departments and generalist enforcement from the Public Safety Unit.

The municipality has by-laws which are not being enforced due to the lack of capacity. This remains a critical need of the municipality, especially taking into account compliance, safety and revenue base elements in the municipality.

The building of disaster management capabilities is another area that need to be improved. The over reliance on other stakeholders causes stress in communities when disasters occur and renders the municipality incapable to mitigate the situation.

The Disaster section is only operating with the Manager Disaster while other positions are vacant. The same applies to the law enforcement section where the only Chief Law Enforcement Officer 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 with a Chief Traffic Officer, eight traffic officers and five admin. Clerks.

The six vacant positions in the traffic section were advertised and the recruitment process is still in progress. They are responsible for all law enforcement activities and for supporting SAPS activities at the Madikwe, Mogwase and Sun City police stations.

Because of the current economic growth of the municipality, it is becoming imperative that the unit aligns itself with the plan that will be equal to the challenges or tasks. It must consider the primary responsibilities of these units to promote 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, the National Land Transportation Act 5/2009, and the Criminal Procedure Act 51/77.

The municipality does not have dedicated road safety officers. It is responsible for the enforcement of municipal by-laws, conducting of multipurpose roadblocks, support to social crime prevention activities, conducting of awareness campaigns, testing and issuing of learner's license and driving licenses, registration and licensing of motor vehicles, renewal of motor vehicles license discs, attending of road traffic accidents, filing and selling of road traffic accidents forms, and attending traffic court

The unit is driven by the following values:

- Needs-driven.
- Client satisfaction
- Service excellence
- Quality-driven and objective development
- Transparency and strive for excellence
- Responsiveness, fairness; caring responsibility; accountability
- Commitment to Batho –Pele; and
- Professionalism; proactive and integrity

13. Municipal Sports Park Facilities

Madikwe Stadium has been upgraded in the 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 changerooms and a netball court but need to be 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 sports grounds to be renovated. Boreholes are non-functional at those areas which makes such pitches dry.

Mabeskraal Stadium: This facility has a depleted perimeter wall, change rooms and a combination court. However, this facility should receive attention as it does not have a pitch and the irrigation system is non-functional.

Mogwase Unit 2 Sports Complex: The facility is currently undergoing a facelift. It is still work in progress. The soccer field has been grassed, tennis court renovated, and the change rooms upgraded. The gym is completely constructed, and the hall is fully renovated. This complex is well-utilized by scholars from two adjacent schools: Morongwa Primary school and Temogo Special School and the Mogwase community.

Mantserre Sports Park: This facility has an artificial turf with an irrigation system and ablution block. This pitch does not have athletic tracks, seating facilities or any courts at all.

Silverkrans Sports Park: It consists of a tennis court, a netball court and change rooms, but the playing surface requires attention. The pitch is watered from a borehole, which may later create problems.

TABLE 44: SPORT PARKS' NEEDS

Category	Need Description	Beneficiary
Parks and Recreation Management	Mogwase Stadium- netball, volleyball and basketball courts	Mogwase
	Mogwase Unit : 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

In terms of its structure the municipal buildings and facilities maintenance unit is currently functioning with a manager, a 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 to enable the municipality to meet its obligations of service delivery to the community it serves. Various infrastructure is required in the provision of these services, including municipal buildings.

The MKLM conducts repairs on buildings in affected wards at the request of councillors. As a result, the maintenance of buildings is performed on a reactive rather than a pro-active basis. The ad-hoc process of maintenance of buildings makes it difficult for the municipality to budget for its maintenance requirements. To improve the municipality's efficiency in meeting its building maintenance responsibilities, MKLM made a decision to develop a building maintenance plan,

Seven municipal buildings are included in the maintenance plan, namely:

- Mogwase Civic Centre
- Old Mogwase
- LED building
- Mogwase unit 4 recreational park
- Craft centre
- Hall Mogwase Unit 1
- Pella Pump Station staff accommodation
- 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, of this document - "Assessment of Municipal Buildings".

The current total estimate of funds required for the maintenance of the seven buildings 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 the estimated average annual maintenance budget, using recommendations by NIMS.

The MKLM's annual maintenance budget for community services is R 1 000 000.00 for the 2022/2023 financial year, which is 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 of the municipal buildings are non-complaint with the Occupational Health and Safety Act 85 of 1993 and National Buildings Regulations and Building Standards Act 103 OF 1997. Listed below are community facilities/buildings that require immediate repairs and renovations:

Zonal offices which facilitate easy access to the pay points for services are located in the following areas:

TABLE 45: ACCESS TO PAY POINTS FOR SERVICES			
Villages			
Ramakoka	Sandfontein	Greater Moruleng	Mabeskraal
Tweelagte	Pella	Tlokwen,	Molatedi
Mopyane	Civic Centre	Mogwase Stadium	
Madikwe Municipal Offices		Old building community services building	

Library and Information Services

The municipality has four operational libraries, namely:

Mogwase library situated in Mogwase, is the only library with 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 for Mogwase with effect from 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 emerged:

- 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.
- Partnership with the Sefako Makgatho Health University in adopting learners from 44 high schools in the Moses Kotane Local Municipality. The two institutions will enter into a Memorandum of Understanding (MOU) to formalise this partnership.

Tlokwen 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 limits the services offered by the library to the local learners. The library has many programmes 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 North West 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 the death of the manager.

The internet connectivity is still an impediment to supporting the public, especially 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 needs internet connectivity and other equipment to be able to fully fulfil its mandate. It has programmes like other libraries but requires 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, who 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 of the facility. However, it is anticipated that the projects will be completed and ready for use in the 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.

TABLE 46: COMMUNITY SERVICES NEEDS

Project Description	Wards and Villages affected	Municipal Responses
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
Cleaning and clearing vegetation around the building. Construct 600mm concrete apron slab around the building. Repairs on the foundation slab and on the ablution 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, windowpanes, doors and handles. Repainting of internal wall. Removal and replacement of the entire ceramic tiles and skirting. Inappropriate electrical wiring. Requires the installation of thermobrite insulation.	Disake Community Hall	Estimated cost is 300 000
Removal and replacing of all roof coverings. Repair efflorescence on the internal walls and paint peeling, electrical wiring and all wall cracks. Fix 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	Lesetlheng 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	Phadi Community Hall	Estimated cost is 200 000

TABLE 46: COMMUNITY SERVICES NEEDS

Project Description	Wards and Villages affected	Municipal Responses
ablution facilities and septic tank. Repairs all damaged electrical works and chemical treatment against termites.		
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 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	Tlokweng 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. Paint 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
Repair all cracks on the wall and paint internal and external wall	Pella Community Hall	Estimated cost is 200 000
Repair all the cracks on the walls. Install gypsum ceiling boards and fascia boards. Paint all internal walls. Replace broken windows.	Mopyane Community Hall	Estimated cost is 150 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Sandfontein Community Hall	Estimated cost is 100 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Losmetjerie Community Hall	Estimated cost is 150 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint 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
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Marapallo Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Motlhabe Community Hall	Estimated cost is 200 000
Repair 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
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Mantsho	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Mogoditshane	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Ramoshibitswana	Estimated cost is 200 000
Repair of roof and ceiling	Legkraal	Estimated cost is 200 000

TABLE 46: COMMUNITY SERVICES NEEDS

Project Description	Wards and Villages affected	Municipal Responses
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
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Thatlhaganyane	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Segakwana & Phuting Community Halls	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Moruleng Sections: Makresteng, Molapong	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint 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
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Mopyane	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	De-brak Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Dwarsberg Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Katnagel Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Montsana Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Khayakhulu Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Ramokgolela Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Ramothajwe Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Voordonker Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Manamela Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Masekolwane Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Kraalhoek Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Kammelboom Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Molorwe Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Mogobe Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Magong Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Phadi Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Welgeval Community Hall	Estimated cost is 200 000

TABLE 46: COMMUNITY SERVICES NEEDS

Project Description	Wards and Villages affected	Municipal Responses
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Mositwane Community Hall	Estimated cost is 200 000
Repair broken windows, concrete floor slab and all cracks on the wall. Replace damaged doors. Paint all internal walls	Makgope Community Hall	Estimated cost is 200 000
	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 received from Thusong Centres, formerly known as Multi-Purpose Community Centres (MPCC). The centres were introduced initiated by government in 1999, primarily for the implementation of development, communication and information. It was meant to integrate government services, especially in rural communities. The centres were intended to curb and address social, historical and economic challenges which limited communities to access services. The centres were to operate in partnerships with all three spheres of government. In MKLM's case the centre was located in Manamela. It was not used and is now dilapidated. During IDP public participations the communities engage, and the relevant department needs to ensure that information is properly gathered for responses and indicate to communities why the centre is not used.

The facility needs to be a one stop centre that provides integrated services and information from government to communities closer to where they reside. The Spatial Development Framework identified eight nodal point for growth where this centre can be developed. During further engagements community services determined that the structure in Tlokweng can also be turned into a centre for communities residing in that area. The assessment was done and indicates that the community hall in Silverkrans needs major renovations and additional community facilities.

It is recommended that the project be treated as a capital project as it requires not only repairs and renovations, but new facilities to serve as a multi-purpose community centre. This will require MIG funds or funding from other agencies. It is also recommended that a business plan be developed to source funding for the renovation of existing structures and construction of new facilities. W cost estimates for the Tlokweng community hall is R8m excluding professional fees of 15%. This budget will cover all new work and maintenance of the existing building determined through a condition and reliability assessment and a critical analysis. It should be noted that the Tlokweng Community Hall is currently not part of the municipal assets. It was built by the Bophuthatswana government for use by the tribal authority and the community at large. However, the community and the ward councillor has requested the municipality to repair and renovate the building to be used as a multi-purpose centre and the building is currently not in a useable state. It was mentioned at IDP sessions that the structure may be wrongly used wrongly for criminal activities.

16. Libraries: Background

Moses Kotane Municipality has three operational libraries, i.e., Manamela, Mogwase, Mabeskraal and Tlokweng community libraries. There are also two more libraries in the jurisdiction of the municipality namely the Mantserre and Sefikile community libraries, which were built and handed over to the municipality by Anglo Platinum Mines. However, both are not operational following community “disagreements” in both villages and access to the libraries are refused. The staff complement for the operating libraries led by the Head Librarian is as follows:

TABLE 47: STAFF COMPLEMENT FOR OPERATING LIBRARIES			
Tlokweng	Mogwase	Manamela	Mabeskraal
Librarian x1 (Prov. Employed)	Librarian x1 (municipal)	Librarian vacant	Librarian x1 (Prov. Employed)
Library ass. X3 (Prov. Employed)	Library ass x3 (Province) , 1 x visually impaired, 1 x Sefikile lib ass. All provincial employees	Library ass. X 3 (all provincial employed)	Library ass. X 2 (1x prov. & 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.
Grounds man 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 in Schedule 5, Part A of Act 108 of 1996, with the exception of National Libraries. Provinces enter into partnerships with municipalities to improve the rendering of 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.

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

16.4 Six Municipal Status Quo Libraries

Mogwase Library

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

Manamela Library

The library renders professional library services including book and non-book circulations, reading and discussion rooms, professional reference service, promotional and community outreach programmes. It has three library assistants but no librarian. It provides ICT services to the community of Manamela including photo copying and scanners. The library has no telephone and, therefore, no connection to the outside world. Provision was made for the installation of telephone lines, but the process was seemingly stopped.

The library is located in the Manamela MPCC structure. The portion of the structure allocated to the library is dilapidated. Nothing is working; there is no water or working toilets/ablution facilities. The library is not frequently used by the community and there are suggestions from the community of Manamela that it should be moved to the more populated area of Mmatau.

Mabeskraal Library

The library renders professional library services including book and non-book circulations, reading and discussion rooms, professional reference service, promotional and community outreach programmes. The library has two library assistants. One of the assistants is permanently employed by the municipality and the others by the provincial department. The library is headed by a librarian in the employ of the provincial department.

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

Tlokweng Library

The library is operational since its official opening in July 2016. The library renders all professional library services to the community and surrounding areas of Tlokweng. It currently has no internet connection despite the installation of Wi-Fi towers and there is a huge community outcry for the reconnection of the internet.

Mantserre Library

Anglo Platinum Amandelbult mine constructed a library for the community but it awaits the Department to develop its specifications and indicate which books are required. To date the structure is not utilised while the computer room is available but requires a network system.

Sefikile

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

17. Villages Primary and High Schools and Health Centres

TABLE 48: 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 la 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 F 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
Letlhakeng	Sedumedi Primary School Kalafi High School	Letlhakeng 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
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

TABLE 48: VILLAGES PRIMARY AND HIGH SCHOOLS AND HEALTH CENTRES

Village	Type of school: Primary or High School	Type of health Post & operating time
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	Kgalatlwe 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
Ngwedding	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
Lesetlheng (portion)	No school available	Lesetlheng Health Centre- Mon-Fri – hours
Ward 10		
Sandfontein	Tidimane Secondary School	
Ward 11		
Bojating	Bojating Primary School Rramoroko Secondary School	Mobile Health Centre Once a month – 7 hrs
Mmorogong	Makgopaneng Primary School Gaotime 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 Rramoroko Secondary School Kwenatlase Secondary School	Health Centre available Mon – sun – 8 hrs
Ward 13 & 33		
Mogwase (Stands area)		Both use Health Centre in unit 1

TABLE 48: VILLAGES PRIMARY AND HIGH SCHOOLS AND HEALTH CENTRES

Village	Type of school: Primary or High School	Type of health Post & operating time
Mabele a podi	Borite Primary School	
Ward 15		
Lerome South	No school	
Lerome Thabeng	No school	
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 Reipuseng High School	Vrede Health Centre-8 hrs
Tlokweng	Mokalake Primary School Motlhaputseng 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 Tshomankane High School	
Ward 23		
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 –Monday – Friday 8 hrs.
Ward 24		
Mabeskraal	Molotsi Primary School	
Makoshong 1	Makoshong Primary School	Mobile Health Centre comes once a month
Ward 25		
Bapong	Semetsa Secondary School	
Moreteletsi	St Anne's Secondary School	
Leretlweng	Makoshong Primary School	Mobile Health Centre comes once a month
Holfontein Rietfontein (Mabaalstad)	Puso Primary School Kewuakile Primary School Moefi High School	Bapong Health Centre - 8hrs
Ward 26		
Tweelagte	Malefo Secondary School	
Phalane	Rantlaka Secondary School	

TABLE 48: VILLAGES PRIMARY AND HIGH SCHOOLS AND HEALTH CENTRES

Village	Type of school: Primary or High School	Type of health Post & operating time
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
Tlhatlhaganyane	S.G Ntuanne 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 & Tswaidi 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	Tswaidi High School	Moses Kotane Hospital
Ward 29		
Mokgalwana	Mokgalwana Primary School; Ratlae Primary School; Tlhaalatitse Primary School Gaop otlake 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 33		
Mogwase Unit 4	Tshwara-O-Dire Primary School J.M Ntshime High 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
Ward 35		
Mogwase Unit 1	Temogo Special School (Disabled) Morongwa Primary School	Mogwase Health Centre

18. Early Learning and Childcare Centres in MKLM

TABLE 49: EARLY LEARNING AND CHILDCARE CENTRES IN MKLM	
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
Motlhajoe ELC	10001 zone 3 Ramotlhajoe
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	Welverdient
Gaontebale ELC	110b Lefaragatlha Sec Moubana
Nada Luthern ELC	279 Ranong sec Mmatu
Morobe pre school	e09 new stand Manamela
Ward 4	
Regolasente Day Care Centre	20105 Matshelapata Sec Brakkuil
Kgosimotswedi ELC	379 Stad Sec Koffiekraal
Gaebee ELC	167 Mokwena Sec Brakkuil
Sekhutiwe 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
Nkamogeke 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

TABLE 49: EARLY LEARNING AND CHILDCARE CENTRES IN MKLM

Name of ECD	Residential Operation
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
Itsoeng 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	
Fathoga CCC	Mabele A Podi
Busy Bee ELC	Mabele A Podi
Ward 14	
Anyang Edu Care Centre	3641 Letlhabile Sec Ledig
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	
Fathosang 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

TABLE 49: EARLY LEARNING AND CHILDCARE CENTRES IN MKLM

Name of ECD	Residential Operation
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 MakweleIng 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
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 Day 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

TABLE 49: EARLY LEARNING AND CHILDCARE CENTRES IN MKLM

Name of ECD	Residential Operation
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
Sun Kids College	Sun Village
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 Molohe 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
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

19. Basic Service Delivery and Infrastructure Development

TABLE 50: 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,	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)

TABLE 50: Basic Service Delivery and Infrastructure Development

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
		disaster emergencies and healthy environment	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 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, 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. Phases 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	<p>1. Evaluation and assessment of municipal buildings were done.</p> <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	Tender closed, awaiting the awarding of the tender

TABLE 50: Basic Service Delivery and Infrastructure Development

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
			villages 2023/2024 financial year	
			Operationalization of Sefikile Library	<p>1. The Department has already appointed the two library assistants.</p> <p>2. Books and furniture have been purchased. 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 developed 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. The station was officially opened on 2 December 2022.</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 include vehicle testing centre and testing ground	The Centre has been registered by the Provincial Department of Community Safety and Transport Management

TABLE 50: Basic Service Delivery and Infrastructure Development

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
			Establishment of a municipal court in Mogwase	NEW
			Construction of a buy-back centre in Sandfontein for waste recycling	1. The construction of a buy-back centre has been approved by Council and included in the IDP 2. The National Department of Fisheries and Environment has made a commitment to finance the construction of this centre. 3. Supply chain management processes in progress
			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-ed-loaders	MIG application forms and technical reports available for submission
			Development of the integrated public transport network: Rapid bus transit, Bus taxi shelters	1. Integrated transport plan developed and approved 2. Request for funding of the integrated public transport network has been made to the Department of Transport

TABLE 50: Basic Service Delivery and Infrastructure Development

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
			Public transport nodal points (i.e., taxi ranks)	
			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 by-laws have been approved and promulgated in August 2022: Business management 2. Animal impoundment By-law 3. Outdoor advertising by-law 4. Vehicle pound by-law 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 to 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

1. Introduction

LED serves as an intergovernmental process for the 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 places 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/region and local policy frameworks.

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 roles to 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, the vision of developmental local government, whose custodian is COGTA supported by provincial COGTAs and SALGA in their policy, strategy and support roles. , Municipalities will lead in the implementation within the pillars of the National Framework for LED 2014-19 to meet the NGP policy objectives and priorities.

2. Key Focus Areas for LED

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

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

3. Legislative Imperatives

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

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

The Integrated Strategy on the promotion of co-operatives & collective, Entrepreneurship, 2008, The National Strategic Plan on HIV/AIDS 2007-2012.

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

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.

4. Socio Economic Status Quo

Moses Kotane Local Municipality is a Category B Municipality and one of the five local Municipalities constituting Bojanala Platinum District Municipality. The Municipality covers an area of approximately 5 220 km² and comprise of 109 rural villages.

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

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

Population changes between 2011 and 2021

Population Data

This reflects the growth and decline of population for the municipality and presents the percentage growth over the 2011–2021 10-year period and compares the average local municipality growth over the same 10-year period.

TABLE 51: POPULATION DATA OVER TEN YEARS				
Population 2011	Population 2021	Percentage of total population for 2021	Population growth / decline from 2021	Percentage growth / decline from 2011 to 2021
242 551.9902	244 817.5592	0.41%	2 265.56901	0.93%

Population growth trend per settlement footprint

This serves as a better reflection of settlement and settlement boundary areas. The population data provides a fair representation of current population values but linked to individual settlements.

TABLE 52: POPULATION GROWTH TREND PER SETTLEMENT

Settlement	Population 2011	Population 2021	Change 2001-2021	Change 2011-2021
Grand Total	242 552	244 818	7 720	2 266

Population Projections

This shows the past, current and projected future growth in settlement population and is based on Tier 1-level settlement data. It is further important to note that the 2021 settlement level population numbers are not based on census data but is a disaggregation of the 2021 MKLM-level population number provided by StatsSA. Therefore, the data cannot be 100% correct down to the last individual in a settlement but provides the proportional population numbers based on growth in settlement footprints.

TABLE 53: POPULATION PROJECTIONS

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

Population gender and age distribution for 2001 and 2021

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

TABLE 54: POPULATION GENDER AND AGE DISTRIBUTION

Age Group	2011		2016		2021		2011 Total	2016 Total	2021 Total
	Female	Male	Female	Male	Female	Male			
Total	23465	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

The following deductions can be made based on the above table:

- There are more females than males in Moses Kotane
- The birth rate has decreased from 2011 to 2021.
- The proportion of both males and females in the categories between 15 and 29 years of age has decreased for both genders since 2011. This starts to increase from 35 years upward.
- The percentage of the population between ages 15 and 24, with an increase starting to occur again in the 25-29 cohort. The widening of the cohorts as the population gets older is an indication of a slow death rate in the older segment of the population. More people are living for longer, which has implications on the number of people that are dependent on the economically active segment of the population. In 2021, the percentage of younger dependents accounted for 28.9% and older population accounted for 10% of the total population, which means that an estimated 39% of the population in Moses Kotane is dependent on the economically active segment of the population.

Economic production and employment per sector

Economic Production and Employment (2020)

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

TABLE 55: GROSS VALUE ADDED (GVA) PER SECTOR			
Industry (SIC Classification)	Sector	GVA at basic prices, 2020 (R millions current prices)	% value of overall economic production
I0202: Mining and quarrying [QSIC 2]	I1: Primary sector [SIC: 1-2]	21454.151	55.17%
I0921: General government [QSIC 91]	I3: Tertiary sector [SIC: 6-9, 0]	3026.922	7.78%
I1022: Community, social and personal services [QSIC 92-96, 99]	I3: Tertiary sector [SIC: 6-9, 0]	2620.616	6.74%
I0820: Business services [QSIC 8388]	I3: Tertiary sector [SIC: 6-9, 0]	2280.016	5.86%
I0615: Wholesale and retail trade [QSIC 61-63]	I3: Tertiary sector [SIC: 6-9, 0]	1856.438	4.77%
I0717: Transport and storage [QSIC 71-74]	I3: Tertiary sector [SIC: 6-9, 0]	1637.939	4.21%
I0413: Electricity, gas and water [QSIC 4]	I2: Secondary sector [SIC: 3-5]	1012.351	2.60%
I0616: Catering and accommodation services [QSIC 64]	I3: Tertiary sector [SIC: 6-9, 0]	895.249	2.30%
I0308: Metals, metal products, machinery and equipment [QSIC 35]	I2: Secondary sector [SIC: 3-5]	893.883	2.30%
O514: Construction [QSIC 5]	I2: Secondary sector [SIC: 3-5]	866.341	2.23%
I0819: Finance and insurance [QSIC 81-82]	I3: Tertiary sector [SIC: 6-9, 0]	468.913	1.21%
O303: Food, beverages and tobacco [QSIC 30]	I2: Secondary sector [SIC: 3-5]	345.834	0.89%

TABLE 55: GROSS VALUE ADDED (GVA) PER SECTOR

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

TABLE 56: EMPLOYMENT PER SECTOR

Industry	Sector	Employment 2020 (total Number)	% overall employment
I0202: Mining and quarrying [QSIC 2]	I1: Primary sector [SIC: 1-2]	22605	38.66%
I1022: Community, social and personal services [QSIC 92-96, 99]	I3: Tertiary sector [SIC: 6-9, 0]	7102	12.15%
I0921: General government [QSIC 91]	I3: Tertiary sector [SIC: 6-9, 0]	6252	10.69%
I0615: Wholesale and retail trade [QSIC 61-63]	I3: Tertiary sector [SIC: 6-9, 0]	6094	10.42%
I0820: Business services [QSIC 83-88]	I3: Tertiary sector [SIC: 6-9, 0]	4477	7.66%
I0616: Catering and accommodation services [QSIC 64]	I3: Tertiary sector [SIC: 6-9, 0]	3745	6.40%
I0514: Construction [QSIC 5]	I2: Secondary sector [SIC: 3-5]	1692	2.89%
I0717: Transport and storage [QSIC 71-74]	I3: Tertiary sector [SIC: 6-9, 0]	1604	2.74%
I0101: Agriculture, forestry and fishing [QSIC 1]	I1: Primary sector [SIC: 1-2]	1303	2.23%
I0308: Metals, metal products, machinery and equipment [QSIC 35]	I2: Secondary sector [SIC: 3-5]	717	1.23%
I0305: Wood and paper; publishing and printing [QSIC 32]	I2: Secondary sector [SIC: 3-5]	447	0.76%

TABLE 56: EMPLOYMENT PER SECTOR

Industry	Sector	Employment 2020 (total Number)	% overall employment
I0303: Food, beverages and tobacco [QSIC 30]	I2: Secondary sector [SIC: 3-5]	413	0.71%
I0306: Petroleum products, chemicals, rubber and plastic [QSIC 33]	I2: Secondary sector [SIC: 3-5]	329	0.56%
I0307: Other non-metal mineral products [QSIC 34]	I2: Secondary sector [SIC: 3-5]	321	0.55%
I0819: Finance and insurance [QSIC 81-82]	I3: Tertiary sector [SIC: 6-9, 0]	298	0.51%
I0304: Textiles, clothing and leather goods [QSIC 31]	I2: Secondary sector [SIC: 3-5]	279	0.48%
I0311: Transport equipment [QSIC 38]	I2: Secondary sector [SIC: 3-5]	227	0.39%
I0312: Furniture; other manufacturing [QSIC 39]	I2: Secondary sector [SIC: 3-5]	216	0.37%
I0413: Electricity, gas and water [QSIC 4]	I2: Secondary sector [SIC: 3-5]	142	0.24%
I0718: Communication [QSIC 75]	I3: Tertiary sector [SIC: 6-9, 0]	123	0.21%
I0309: Electrical machinery and apparatus [QSIC 36]	I2: Secondary sector [SIC: 3-5]	65	0.11%
I0310: Radio, TV, instruments, watches and clocks [QSIC 37]	I2: Secondary sector [SIC: 3-5]	22	0.04%
TOTAL		58473	100.00%

Socio-Economic Characteristics

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

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

Education

One of the key elements to understand the socio-economic characteristics of an area is to measure the level of education that residents have obtained. The level of education has a direct bearing on the various other socio-economic characteristics within an area. In general, low levels of education imply lower quality of life.

The proportion of residents within the Moses Kotane LM (11.9%) who have completed matric is much lower than the percentage of residents that have completed matric within the Bojanala PDM (14.9%). Furthermore, only 0.9% of the residents within the Moses Kotane LM have obtained a higher level of education.

Level of skill

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

Mode of transport

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

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

Income

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

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

Expenditure

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

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

Social Indicators

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

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

Access to housing

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

Access to electricity

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

Access to communication

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

Access to Refuse Removal

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

Access to sanitation facilities

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

Access to water

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

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

Labour Indicators

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

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

Employment and Unemployment Rate

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

Participation rate

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

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

Occupation

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

Formal and Informal Employment

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

Economic indicators

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

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

GGP Growth

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

GGP per sector

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

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

Employment growth

Whilst the local economy has been growing at a relatively high rate, the level of employment has not grown at the pace required to improve the high unemployment rate identified. The employment rate within the Moses Kotane LM reached its highest growth at a growth rate of 2.4%, whilst the local municipality experienced negative employment growth rates of -3.9%.

Employment per sector

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

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 the corporate world to mobilise resources.

TABLE 57: ECONOMIC ANALYSIS AND POSITIONING

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 the mining sector. ▪ Wholesale and retail trade sector ▪ General government sector ▪ Finance & insurance ▪ Community & social services ▪ Manufacturing ▪ Transport ▪ Construction ▪ Agric. & forestry ▪ Electricity, water, gas <p>MKLM Tress Index – 59%</p> <p>High Location Quotient (mining) – 4.97</p> <p>Tourism has a high comparative advantage, however there is no data on the sector. The main attraction within the North West province is the Sun City complex, Madikwe & Pilanesberg Game Reserve</p>
Key economic Opportunities and Potentials	<ul style="list-style-type: none"> ▪ Manufacturing hub ▪ Agri-processing ▪ Aquaculture ▪ Eco-tourism ▪ Historic heritage development ▪ Agri-incubation centre
Key planned investments and projects including locally made products. (Low hanging investment fruits)	<ul style="list-style-type: none"> ▪ Economic growth and development ▪ City Centres ▪ Central Business Districts (CBDs) ▪ Industrial Nodes/Parks (SEZs) ▪ Corridors ▪ Logistic Hubs ▪ Road, Rail, Harbour infrastructure ▪ Air linkages ▪ Agri-Park FPSU ▪ Fresh produce market ▪ Tourism Node
Barriers and Constraints to unlocking opportunities and potentials	<ul style="list-style-type: none"> ▪ The municipal economy has been growing at a slow growth rate in recent years. ▪ The main challenge facing the local municipality is the lack of education for many residents, which is believed to be the main reason for the high unemployment levels, ▪ the low levels of income and the low levels of skill. ▪ Past LED interventions did not have impact as they were more social in nature. There is a need to consider turnkey projects with more funding.
Key Enablers <ul style="list-style-type: none"> ▪ People ▪ Skills ▪ Technology 	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%)

TABLE 57: ECONOMIC ANALYSIS AND POSITIONING

Economy	Status quo and challenges
<ul style="list-style-type: none"> ▪ Incentives ▪ Global, National and Regional Linkages ▪ Administrative Costs (Utilities etc.) 	<ul style="list-style-type: none"> ▪ 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. ▪ 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 initiatives. ▪ 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 .

TABLE 57: ECONOMIC ANALYSIS AND POSITIONING

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

5. Agricultural Overview

5.1 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 to successfully develop the agricultural sector within the local municipality.

5.2 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 socio-economic development within the Moses Kotane LM tribal areas.

5.3 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.

5.4 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

5.5 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.

5.6 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.

5.7 High Potential Agriculture Areas for Cultivation

High Potential Agriculture Areas for Cultivation in Moses Kotane LM

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

Of specific relevance to the “Objects” is the reiteration of the maintenance of the production potential of the land, which is a direct interpretation of the protection of the land for agricultural production potential, whilst the protection of vegetation also reflects not only the protection of cultivated land but also the ability to protect grazing land for agricultural purposes. The CARA Act is applicable across the area of South Africa, 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. The applicable Figure shows the high potential agriculture areas for cultivation in Moses Kotane LM.

6. Rural Development

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

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

There are numerous examples of such a situation:

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

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 populations 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 a Fresh Produce Market
- b) established an Agri Park project
- c) Expanded Public Works Programme
- d) developed a commonage policy

6.1 MKLM Fresh Produce project (AGRI 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.



6.2 Commonage policy

The policy seeks to:

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

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

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

The 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.

6.3 Agri-Park project

The development of a class of “black farmers”, in terms of technical expertise;

- the 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 an 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.

Definition

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

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

Progress to date:

Farmers were trained in five clusters about cooperative management (Makweleng, Madikwe, Mogwase, Kraalhoek and Motlhaba). 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.

The 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.

The 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 storeroom and admin block are to be completed by the end of August 2022.

Advertisement was circulated to our SCM from the Department of Rural Development and Land Reform (DRDLR) to disseminate to our local SMME captured in the 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 2 184 livestock. 25 SMMEs benefitted from this marketing initiative. The second auctioneer have been introduced to reduce monopoly and farmers' uncertainties.



6.4 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

Youth Employment Services (Anglo Platinum Mine)

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

Community Works Programme

CWP is an innovative offering to provide a job safety net for unemployed people of working age whereby participants work eight days in a month.

Useful work activities:

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

Participating Wards

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



7. 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 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

7.1 Funding for Tourism Projects

Regrettably, MKLM is currently operating under limited budget for tourism development from the municipality's side, which creates a barrier for the growth of the tourism industry in the local region. By utilising partnerships, MKLM encourages 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, thereby ensuring an outcome to their interest.

7.2 Tourism Node

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

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



7.3 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 are 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

7.4 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 are 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

7.5 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
- The area needs to be presentable as consumers do not only base their satisfaction on the establishment themselves but on the surrounding environment as well
- Tourism Signage is a problem in the area as some places need nationally recognised road signs while others need more directive signage
- Pilanesberg Airport re-launch provides great potential, but also raises 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

7.6 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

7.7 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 addressed to achieve a proper strategy implementation. The following gaps relate to the institutional framework of MKLM:

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

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 9 and 10 March 2022 at the 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.

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;
- Identify and propose 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;
- Provide technical support to municipalities.

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 IDPs
- Develop a single vision for Tourism in the Province despite different budget cycles.
- Develop a training programme for political and administrative municipal leadership.
- 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.

8. 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 underdevelopment. 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 the 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.

8.1 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 to the above mentioned topic.

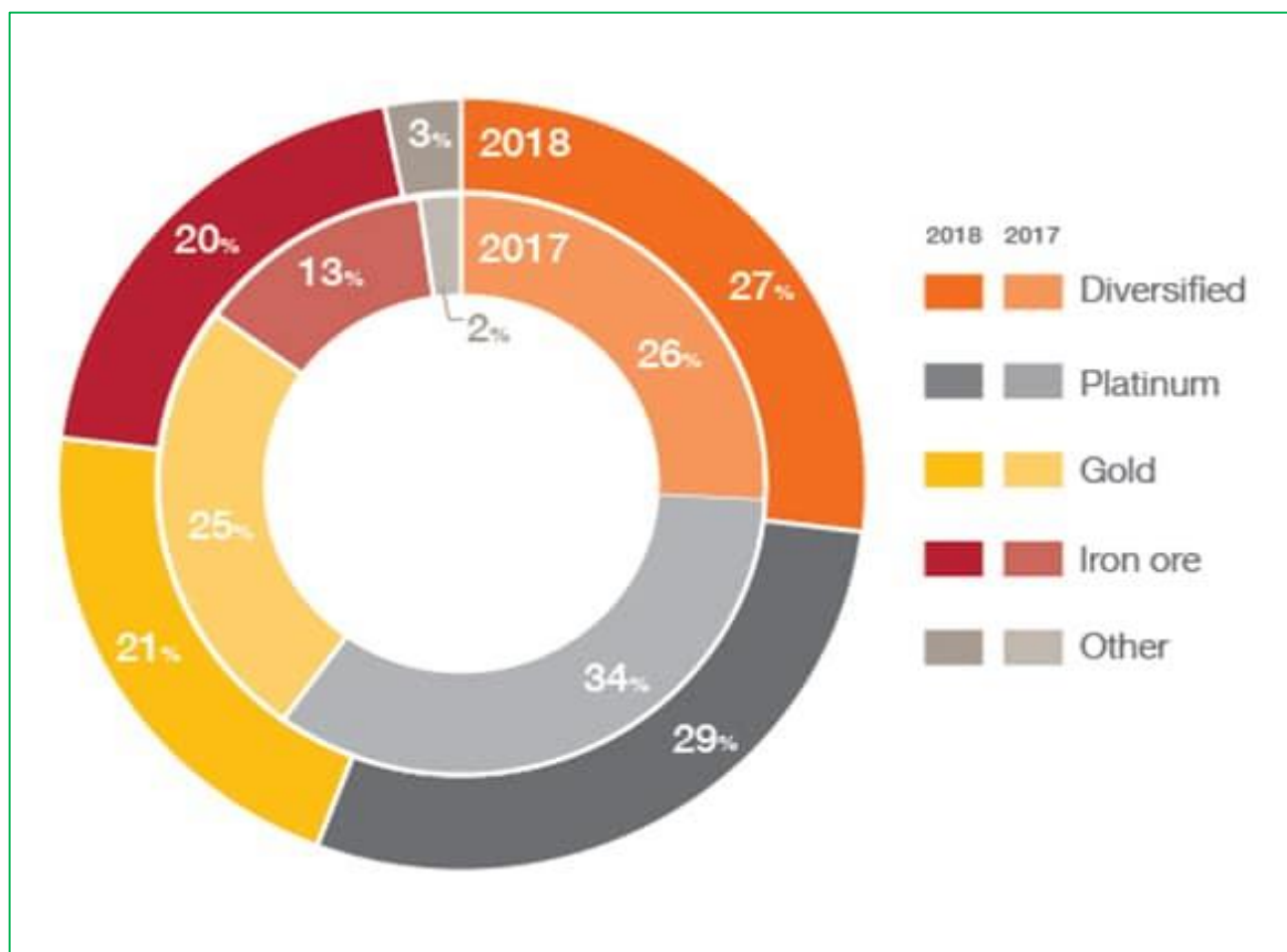


Figure 4: The South African Minerals and Commodities Spread (Almost 50% of these are in the North West Province)

8.2 Establishment of the Working Group for Moses Kotane Local Municipality to integrate mining as an economic driver and value add to LED programmes

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 the following:

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

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

8.3 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, will be to coordinate engagements with all mining houses operating within our jurisdiction on a pre-determined basis and it shall consist of:

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

NB! This collective will be chaired by the Municipal Manager

Each stakeholder or organization shall be represented for all purposes by one plus alternate representative per institution authorized in writing by the legal representative or an executive meeting of that stakeholder or organisation. 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 ways that will ensure that communities are developed, and their environment protected.
- To plan and monitor the implementation of mining development programmes in an integrated and well-coordinated manner.
- To monitor the socio-economic contribution of Mining to the local / provincial /national economy
- To emphasize compliance and adherence to all the laws governing the mining sector and its activities in relation to Local Economic Development

8.4 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. To ensure effective transformation in this regard, the Act requires the submission of the Social and Labour Plan as a pre-requisite for the granting of mining or production rights with its objectives as follows:

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

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.

8.5 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 programmes were more inclined on the social infrastructure, cause-related marketing and corporate social investment as opposed to what the Act needs it to be. The Act left out enterprise development and this is a key to local economic development.

TABLE 58: OBJECTIVES AND ACTIVITIES

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

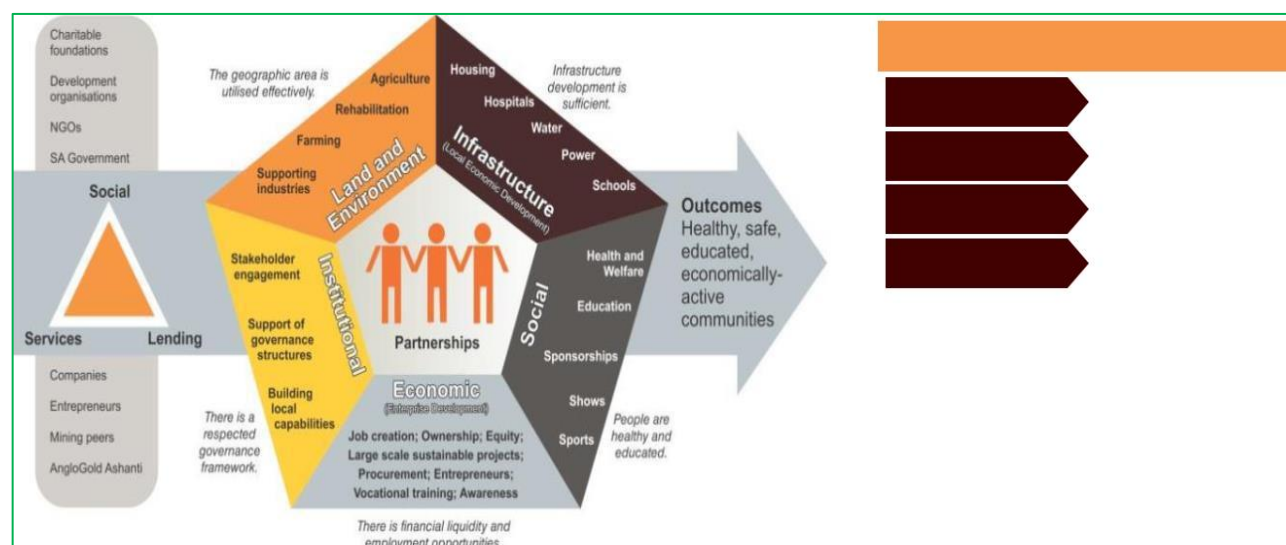


Figure 5: Objectives and activities through partnerships

8.6 MKLM 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

TABLE 59: PROPOSED SLP PRIORITIES

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

8.7 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 an annual general meeting
- Creation of annual targets
- Submission of Immediate Implementable Programmes and Projects (*in line with municipal internal Processes*)
- Preferential Procurement Practice
- Monitoring and Evaluation Activities

9. Arts and Culture Overview

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

The Freedom Charter notes that the “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 for residents of MKLM. The Provincial Government has developed a plan that includes Arts and Culture as one of the factors which will assist economic growth. 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.
- Promote general continuity and the introduction of new initiatives that build on and expand existing initiatives as far as possible;
- Support skills development for excellence and high performance in the Arts Culture and Heritage Sector;
- Introduce large-scale interventions aimed at optimizing growth and the employment potential of the Sector;
- Expand and coordinate 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,
- Touring Ventures,
- Legacy projects,
- Cultural precincts,
- Public Art,
- Art Bank,
- Sourcing enterprise/information centres,
- National Academy for Cultural & Creative Industries of SA (NaCISA),
- Artists in Schools,
- Cultural Observatory

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

10. Programmes and Project Layout

10.1 Agriculture and Rural Development

TABLE 60: AGRICULTURE AND RURAL DEVELOPMENT

Programme	Sub-programme	Budget
Livestock <ul style="list-style-type: none"> Small and large stock (cattle, goats, piggery, poultry, sheep) 	<ul style="list-style-type: none"> Farmer mobilisation Livestock improvement (artificial insemination training) Production inputs (small stock) Feed production (support of enterprises) Training on animal production 	R1 000 000
Crop: <ul style="list-style-type: none"> Sunflower, beans (soya) Horticulture Supply side (Molatedi Irrigation, Backyards, CPAs, Hydroponics) 	<ul style="list-style-type: none"> Production inputs Agri-processing Training on crop production Mobilisation of Molatedi irrigation plant, backyard, CPA and hydroponics producers 	R1 000 000
Infrastructure: <ul style="list-style-type: none"> 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
Agri-Processing initiatives <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 Social assistance, rural finance and safety nets (CWP, NARYSEC) 	Operational budget

10.2 Tourism Development

TABLE 61: 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 Harness existing nodes Metsiawa Development Cultural villages 	5% MIG
Market Access	<ul style="list-style-type: none"> Local (Tour guide 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

10.3 Creative Industries

TABLE 62: CREATIVE INDUSTRIES		
Programme	Sub-programme	Budget
Music	<ul style="list-style-type: none"> Commercial (Jazz, gospel, choral, clap and tap) Administration Coaching Market access Recording Events & festivals 	R500 000
Drama	<ul style="list-style-type: none"> Set-works Directing Script writing Script to Screen Film Development Production Houses Sets and Scenery Sound and Lighting Wardrobe Makeup 	R500 000
Crafts	<ul style="list-style-type: none"> Sculpturing Pottery 	R500 000
Visual Arts	<ul style="list-style-type: none"> Painting Drawings Multimedia 	
Fashion	<ul style="list-style-type: none"> Training Signage 	
Market Access	<ul style="list-style-type: none"> Events Exhibitions 	
Infrastructure	<ul style="list-style-type: none"> Training centre Rehearsal & performance spaces 	5% MIG

10.4 Sports

TABLE 63: SPORTS		
Programme	Sub-programme	Budget
Sports Institutional Arrangement	Formalisation of: <ul style="list-style-type: none"> Local Sports Council Federations Junior sports Tertiary sports Clubs Women and girls Sport People with disabilities 	Operational budget
Sports Development	<ul style="list-style-type: none"> Knock-out games for Mayoral (Netball and soccer) Support of local musical groups 	R1 000 000
Infrastructure	<ul style="list-style-type: none"> Development of sporting infrastructure Cover grounds Grading of sports fields 	MIG

10.5 Business Support

TABLE 64: BUSINESS SUPPORT		
Programme	Sub-programme	Budget
Non-financial support	<ul style="list-style-type: none"> Business compliance Business linkage Business incubators 	Operational budget
Financial support	<ul style="list-style-type: none"> Training (SETAs) Capacity building Business awareness campaigns (SARS, SEDA, SEFA, etc.) 	R2 000 000
Informal Traders	Enforcement of by-laws: <ul style="list-style-type: none"> Informal traders Business licensing 	Operational budget
Trading Infrastructure	<ul style="list-style-type: none"> Stalls Zonal Business Hubs Baalerona Cooperative septic tank 	5% MIG

10.6 Mining

TABLE 65: MINING		
Programme	Sub-programme	Budget
MPRDA facilitation	SLP Administration / Facilitation	Operational
	Alternative industry creation	
	Skills development centre	
	Enterprise development	
	Supplier development	

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 streetlights
- Magnetic energy creation for farmers
- Waste to energy projects
- Wind energy for farmers and households

Additional Projects for Revenue Creation

- Decentralising services to libraries, museums and traditional authorities
- 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

SECTION F: KPA 3: MUNICIPAL FINANCIAL VIABILITY

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

1. Financial Plan

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

2. Level of Reliance on Grants

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

3. 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 80 357	1 166 295 610
Total Operating Expenditure	1 086 050 840	1 90 325 841	1 212 044 673	1 273 064 985	1 326 799 347
Surplus/(Deficit)	-83 286 012	-81 008 484	-134 560 84	-132 984 628	-160 503 737
Total Capital Expenditure	234 539 883	248 107 191	244 590 791	278 087 761	290 59 970

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's payment rate by debtors and the increase in the outstanding debtors' book.

Water bulk purchase increased by R30 000 million.

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

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

The following proposed changes regarding the operating budget are highlighted:

4. Operating Expenditure

TABLE 67: 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 Amortize	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

Employee Related

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

Remuneration of Councillors

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

Debt Impairment

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

Bulk Purchase: Electricity

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

Water Bulk Purchase

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

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

Contracted Services

Contracted services increase by R8 222 million. This is due to the increased of water maintenance, and water chemicals.

Quality control, repair and maintenance of infrastructure assets are now, in terms of MSCOA, classified under contracted services and general expenditure.

Depreciation

This decreased by R4 163 million. This item relates to the depreciation of assets of the municipality and might be adjusted at year end after the finalisation of the asset register.

In terms of Circular 115 depreciation charges must be funded from operational funds such as service charges for electricity, if the assets are utilised for electricity purposes, service charges, water for water management purposes, waste and wastewater management in the same manner, and property rates for services such as roads that are primarily funded from property rates.

When 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

Finance charges

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

Other Expenditure

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

The following proposed changes regarding the operating budget are highlighted:

5. Operating Revenue

TABLE 68: 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

Property Rates

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

Water Services

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

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

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

The above can be attributed to the vast rural area of the municipality where many of the consumers are making use of standpipes and boreholes. The loss in water distribution also has an impact on the deficit in the accounts.

The water crisis currently faced by the municipality will have to be addressed urgently as it has a negative influence on the cash flow of the municipality. Consumers are reluctant to pay for the services that they only receive intermittently. The matter has also been taken up with the Magalies Water Board.

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

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 waterborne 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 because the tariffs are not yet cost reflective. The tariff structure needs to be reviewed and proper consultation done to educate communities on the costs of rendering such service.

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, given that MKLM is a predominantly rural municipality.

The municipality will investigate the issue on how to render accounts in areas where no accounts are being rendered. The implementation of a flat rate in the villages is also under investigation.

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.

Interest on Outstanding Debtors

The interest on outstanding debtors has been increased from R85 594 million to R88 199 million.

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

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

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

Traffic Fines

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

License Applications

The municipality has established a license office at Tweelaagte with the assistance of the North West Provincial Government. An amount of R2 000 million was provided for this service for the 2022/2023 financial year.

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:

Equitable Shares	R 566 087 million
Finance Management Grant	R 1 950 million
EPWP	R 1 629 million
MIG (PMU operating)	R 8 097 million
Electricity Efficiency Demand	R 4 000 million

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 in the compilation of the budget.

6. 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 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

7. 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.

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

Strategic Goal: HR Compliant to Skilled and Retained Workforce

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

1. Corporate Support Services Status Quo

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

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)

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
- Constant and daily taking of backups for business continuity and the Disaster Recovery Plan
- Allocation of laptops to all councillors. Some councillors received basic computer training were issued with certificates

Corporate Support Services Challenges

- Insufficient budget for the maintenance of old vehicles/fleet, the branding and marketing of the municipality
- The absence of a records management center
- Turn-around time for filling of positions due to budgetary constraints
- The unfunded organisational structure / staff establishment
- Understaffing in some key positions in the Department
- Lack of a training budget for both officials and councillors
- The dependency on the backup generators as raw power is unavailable

SWOT analysis

TABLE 69: 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 organisational structure ▪ Six towers were 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 ▪ Active participation of Municipal officials and councillors in "bad publicity" ▪ Unemployment ▪ Risk of Cyber attacks, hacking of municipal ICT systems ▪ Load-shedding which prolongs down time ▪ Theft and vandalism

2. Alignment of Strategic Objectives and Municipal Functions

TABLE 70: 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 ▪ To provide administrative support to Council and its committees ▪ To render an auxiliary function/ service to the municipality 	<ul style="list-style-type: none"> ▪ Safeguard all municipal records in line with legislation ▪ Effective and efficient administration of Council and its committees ▪ Maintain a clean and hygienic working environment 	<ul style="list-style-type: none"> ▪ Compliant records management ▪ Compliant administration ▪ Clean working environment
Communications <ul style="list-style-type: none"> ▪ To ensure effective and efficient ongoing communications take 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	<ul style="list-style-type: none"> ▪ Informed communities and stakeholders ▪ Brand awareness on the existence of the municipality
Labour Relations To provide sound labour relations between the employer and employees	Compliant labour relations services	Healthy employer-employee Relationship

TABLE 70: ALIGNMENT OF STRATEGIC OBJECTIVES AND MUNICIPAL FUNCTIONS

Strategic Objectives	Goals	Outcome
Information and communication technology <ul style="list-style-type: none"> To ensure the provision of the ICT infrastructure and resources within the municipality and promote ICT as well as good and acceptable use of resources To maintain the municipality's information systems & infrastructure 	<ul style="list-style-type: none"> 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 usage of ICT in the Moses Kotane Local Municipality

3. Priority 5: Institutional Development

Governance – Council

MKLM has 69 elected Councillors of which 35 are Ward and 34 are Proportional Councillors. The role of Council is aligned to 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. The current composition is for the ANC 9, EEF 13, Tsogang 2, Democratic Alliance 2, AIC 1, Independent 2, Forum for Service Delivery 1, while 34 Wards are represented by the ANC and one by an independent councillor.

Councillor roles in promoting Developmental Local Governance

- Councillors are representatives of their constituencies and their immediate needs.
- They have the responsibility to ensure that the decisions they take must address past imbalances and access to services and opportunities.
- Councillors need to be conscious of the impact of these decisions on future generations.
- This is a large responsibility and needs to be undertaken 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. Its vision is that local government should:

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

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

To achieve these results, councillors will be expected to:

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

They must make recommendations that can improve these policies and programmes in line with the objectives of developmental local government

Role of Council

Council's role 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.

TABLE 71: WARD AND PROPORTIONAL COUNCILLORS

Name & Surname	Ward	Villages	Political Party
Ward Councillors			
Cllr Tebogo Sephoti	1	Goedeheop; Molatedi; Obakeng; Welgeval /Losmetjerie; De Brak; Welverdient/Nonceba; Dwarsberg /Dinokaneng; Rampampaspoort Mankaipaya	ANC
Cllr Sipho Kalipa	2	Sesobe; Ramothhajwe; Montsana; Khayakhulu; David Katnagel /Maretlwane; Pitsedisulejang; Letlhaken; Ramokgolelwa	ANC
Cllr Stephina Mashishi Portfolio Head	3	Mmatau; Masekolwane; Siga; Moubane; Manamela; Voordonker	ANC
Cllr Samuel Masokwane	4	Uitkyk 1; Uitkyk 2; Koffiekraal	ANC
Cllr Noah Ditsele	5	Kraalhoek; Disake Matlametlo	ANC
Cllr Justice Mabaso	6	Dekameelkuil/Marapallo; Motlhabe; Nkogolwe; Mantsho/Maskietlandskuil; Mogoditshane; Mapaputle; Molorwe/Jansko; Ramoshibitswana; Kameelboom	ANC
Cllr Itumeleng Serole	7	Sefikile; Khwetsheza/Quecheza	ANC
Cllr Nelson Sefora	8	Legkraal; Magalane; Magong; Ntswanalemetsing; Mononono; Ramasedi; Ngweding	ANC
Cllr Herman Magoleng	9	Moruleng; Raserapane; Greenside; Lesunyana, Matlotleng, Vuka, Matangwana Ramog; Lesetlheng	ANC
Cllr Itumeleng Sekoboane	10	Sandfontein Sections: Boikhutso; Sepeding; Bakgatlheng); Leagajang Sections	ANC
Cllr Efesia Matshereng MPAC Chairperson	11	Bojating; Phadi/Pylkop, Mmorogong	ANC
Cllr Bontle Bosielo	12	Ramokokastad Sections: Stateng; Seloseshu; Niniva; Villa Park; Lotwane & Thabeng Sections	ANC
Cllr Fortune Luvuno	13	Mogwase Stands, Mabele a Podi	ANC
Cllr Mpho Raboroko	14	Bakgatlheng Section 1; Sunfield Section; Pharama 2 Section	ANC
Cllr Tshidi Kgotlhang	15	Lerome South; Lerome Thabeng, Rantsubane Section; TT Section	ANC
Cllr Mogomotsi Mogale	16	Dikweipi 1 and 2 (R510) Road; Welgeval Block 1 – 4; Agrico Block 6); Welgeval Block 5 (Raphurere)	ANC
Cllr Kopano Khunou	17	Lerome Mositwana; Mositwana East; Leruleng; Phola Park	ANC
Cllr Mmamiki Radiokana	18	Pella; Kortloof / Letlhakane	ANC
Cllr Sello Hlojane	19	Pella; Madikwe	ANC
Cllr Motsisi Mogapi Portfolio Head	20	Tlokweng	ANC
Cllr Tshepo Khumalo	21	Seshibitswe; Vrede; Tlokweng	ANC

TABLE 71: WARD AND PROPORTIONAL COUNCILLORS

Name & Surname	War	Villages	Political Party
Ward Councillors			
Cllr Kabelo Letsatsi	22	Manamakgotheng Sections: Mositwana; Madibaneng; Selocha; Tlapane; Mabatlane; Maeraneng & Tswereng sections. Legogolwe Lesetlheng Sections Lekubung; Lekutung & Tswaaneng Sections	ANC
Cllr Thobego Mogaki	23	Seolong; Rataui; Ntsweng; Makweleng; Mabeskraal	ANC
Cllr Seanokeng Sekao	24	Makoshong; Mabeskraal	ANC
Cllr Peter Kanaomang	25	Mabaalstad; Holfontein /Rietfontein; Bapong; Leretlweng	ANC
Cllr Nkeko Letlape	26	Makoshong 2; Makoshong 2 Extension; Tweelagte; Lengeneng; Phalane	ANC
Cllr Shimane Sibanda	27	Witraantjie; Mmorogong Makgophe; Maologane; Tlathaganyane; Mabelleng	ANC
Cllr Peter Radikeledi	28	Selossha; Reagile /Casablanca; Lekwadi; Kagiso 1; Kagiso 2; Letlhabile (Upper & Lower); Hospital View	ANC
Cllr Patricia Machete	29	Mokgalwana / Mokgalwaneng	Independent
Cllr Shadrack Sebalo	30	Ledig Sections: Zulu; Khutsong; Zones 2,3, 4, & 6; Pharama /Sofa Sonke; Khalanyoni/Codesa; Sun View; Matooster; Mahobieskraal	ANC
Cllr Mookamedi Thale	31	Segakwana; Phuting; Huma; Manamakgotheng Sections: Poela; Rampipi; Taung; 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

TABLE 72: 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 Thoboke 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

TABLE 72: PROPORTIONAL COUNCILLORS

Cllr Name & Surname	Political Party
Proportional Representatives (PR)	
Cllr Ramokoka Mirriam Tshole	EFF
Cllr Aphiri Gerald Itumeleng	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

4. Traditional Leaders and Villages

TABLE 73					
No	Traditional Leaders	Traditional Council	Villages	Wards	Ward Councillors
1	Kgosi BFM Matlapeng	Batlokwa Bo Kgosi	Molatedi	1	Cllr Tebogo Sephoti (072 767 6374) (079 046 8234)
2	Kgosi OTS Maotwe	Barokologadi Ba Ga Maotwe	Pitsedisulejang	2	Cllr Sipho Kalipa (073 275 6490)
3	Kgosi KB Sedumedi	Batlokwa Ba Sedumedi	Letlhakeng	2	Cllr Sipho Kalipa (073 275 6490)
4	Kgosi N Maimane	Bakwena Ba Manamela	Manamela	3	Cllr Stephina Mashishi (071 176 7327)
5	Kgosi J Mogagabe	Bakwena Ba Mareaphogole	Uitkyk	4	Cllr Samuel Masokwane (078 147 3239) (071 701 7750)
6	Kgosi TS Mooketsi	Bahurutshe Ba Koffiekraal	Koffiekraal	4	Cllr Samuel Masokwane (078 147 3239) (071 701 7750)
7	Kgosi J Ramokoka	Baphalane	Ramokokastad	11	Cllr Efesia Matshereng (082 558 3517)
				12	Cllr Bontle Bosielo (073 243 9798)
8	Kgosi S Monnakgotla	Bakubung Ba Ratheo	Ledig	14	Cllr M Raboroko (076 471 0477)
					Cllr P Radikeledi

TABLE 73					
No	Traditional Leaders	Traditional Council	Villages	Wards	Ward Councillors
				28	(067 199 7391)
				30	Cllr A Sebalo (078 299 2257)
9	Kgosi GR Gasebone	Bakwena Ba Morare	Pella	18	Cllr Mmamiki Radiokana (082 099 3476)
				19	Cllr Sello Hlojane (072 395 4596)
10	Kgosi L Motsatsi	Batlokwa Ba Bogatsu	Tlokweng	20	Cllr Motsisi Mogapi (082 616 6238)
11	Kgosi NJ Sefanyetso	Bataung	Seolong	23	Cllr Thobego Mogaki (076 471 0477)
12	Kgosi M Mabe	Batlhako Ba Matutu	Mabeskraal	23	Cllr M Thobego (076 471 0477)
				24	Cllr N Sekao (084 396 5621)
13	Kgosi LM Mogale	Bapo II	Bapong	25	Cllr Peter Kanaomang (066 195 1871)
14	Kgosi EM Mabalane	Baphiring	Mabaalstad	25	Cllr Peter Kanaomang (066 195 1871)
15	Kgosi ZG Shongoane	Batlhalerwa	Tweelagte	26	Cllr N Letlape (072 718 2045)
16	Kgosi B Leema	Batlhako Ba Leema	Tlhatlhaganyane	27	Cllr Shimane Sibanda (064 750 1550)
17	Kgosi R Lenchwe	Bakgatla Ba Kgafela	Goedehoop, Molatedi, Obakeng, Welverdiend (Nonceke), Welgeval (Los Meitjerie), De – Brak, Dwarsberg (Dinokaneng), Mankaipaya, Rampampaspoort.	1	Cllr Tebogo Sephoti (072 767 6374) (079 046 8234)
			Disake, Kraalhoek, Matlametlo	5	Cllr Noah Ditsela (073 700 9956)
			Nkogole, Mantsho, Motlhabe, Molorwe, Mapaputle, Ramoshibitswana, Kameelboom, Mogoditsane, Marapallo (Dekameelkuil).	6	Cllr Justice Mabaso (066 543 1977)
			Sefikile.	7	Cllr Itumeleng Serole (073 422 5970)
			Ramasedi, Ngwedding,	8	Cllr Nelson Sefora (082 256 1042)

TABLE 73					
No	Traditional Leaders	Traditional Council	Villages	Wards	Ward Councillors
			Magong, Ntswanalemetsing, Magalane, Legkraal, Mononono		
			Moruleng Sections (Raserapane, Greenside, Lesunyana, Matlotleng, Vuka, Matangwana); Ramoga; Lesetlheng	9	Cllr Herman Magoleng (081 854 0891)
			Sandfontein (Boikhutso, Sepeding, Sekgatlheng); Leagajang, Arthursview	10	Cllr Itumeleng Sekoboane (063 822 9379)
			Mabele a Podi	13	Cllr Fortune Luvuno (082 840 5797)
			Lerome South; Lerome Thabeng; Rantsubane Section; TT Section	15	Cllr Tshidi Kgotlhang (079 475 3001) (073 074 4567)
			Lerome South; Lerome Thabeng; Rantsubane Section; TT Section	16	Cllr Mogotsi Mogale (072 538 4381)
			Lerome Mositwana; Lerome East; Leruleng; Phola Park; Ramonkgwe	17	Cllr Kopano Khunou (072 061 2831)
			Manamakgotheng (Mositwana, Madibaneng, Selocha, Tlapane, Mabatlane, Maeraneng, Tswereng), Lesetlheng ,Legogolwe	22	Cllr Kabelo Letsatsi (076 128 4977)
			Mokgalwana	29	Cllr Phillista Mabula (072 487 6732)
			Segakwaneng & Phuting, Huma, Manamakgotheng (Poela, Rampipi,	31	Cllr Mookamedi Thale (064 946 1005)

TABLE 73					
No	Traditional Leaders	Traditional Council	Villages	Wards	Ward Councillors
			Taung, Matetswane, Mositwana, Vergenoeg, Matlotleng, Morokwaneng, Ramautsu, Serobege).		
			Moruleng Sections (Malebye, Mabodisa, Ramolope, Marapallo); Moruleng Sections (Raserapane, Sedibelo, Phiribatho); Moruleng Sections (Makresteng, Molapong)	32	Cllr Obakeng Pilane (084 430 1006)
	Kgosi R Lenchwe	Bakgatlha Ba Kgafela	Mmopyane,	34	Cllr Precious Muleya (067 382 2852)
	Kgosi Ramokoka	BaPhalane	Mmantserre		
Deceased Traditional Leaders					
1.	Kgosi MS Zibi	Amahlubi	Khayakhulu	2	Cllr Sipho Kalipa (073 275 6490)
2.	Kgosi TA Mooketsi	Bahurutshe Ba Mokgaotsi	Brakkuil	4	Cllr Samuel Masokwane (078 147 3239) (071 701 7750)
3.	Kgosi BJ Sefanyetso	Bataung Ba Moubana	Moubana	3	Cllr Stephina Mashishi (071 176 7327)
4	Kgosi Maseloane	Bakwena Ba Matutu	Mmatau	3	Cllr Stephina Mashishi (071 176 7327)

5. Oversight Council Committees

The MKLM Council, consists of the Speaker, Mayor and the Single Whip of all political parties (Council). Council has two sets of council committees, namely 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 of the municipality, for example:

- Infrastructure and Technical Services
- Corporate Support Services

- Development Planning
- Community Services
- Local Economic Development
- Finance /Budget and Treasury (BTO)

6. Democratic Development

South Africa is regarded as a democratic country with democracy extending beyond mere voting. The people and communities who cast their vote have the right to be informed about what their government is doing. Chapter 4 of the Systems Act describes it as a participatory engagement with all residents. Communities have the right to participate in decision-making, especially when the decisions, projects, and planning directly affect them in their wards.

This helps to 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 ensuring that community members and organisations have the opportunities 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. This is done by reporting back to constituencies through:

- Community forums
- Constituency meetings
- Ward committee meetings

7. 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 to assist their constituencies in making formal complaints or petitions, as may be appropriate, for submission to the municipality, and can help to follow up on the concerns brought to them.

They need to receive reports on various service delivery issues and on the progress of capital projects. This information must be passed 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.

8. 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 is, therefore, 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 at all times act in the interests of the municipality 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 councillors and rewards, gifts and favours
- Unauthorized 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.

9. 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.

9.1 Ward Committees

Ward committees are made up of 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, and which have an impact on the ward.

9.2. 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 councillors.
- Councillors must always be informed of any risks, or delays in the implementation of projects in their wards.
- Councillors must always ensure that communities are engaged when planned projects in their wards are not to be implemented.

9.3 Councillors help monitor the Performance of the Municipality

Councillors act as a key feedback mechanism for monitoring:

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

9.4 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 should be documented and prioritised per requirements.

10. 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

10.1 Definition

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

10.2 Principles of Delegation

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

10.3 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 authority here 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.

10.4 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.

10.5 Accountability:

When an executive mayor or executive committee delegates authority, they remain accountable for the conduct of the committee to whom this authority was delegated. Accountability can, therefore, never be delegated. Accountability imposes the responsibility or obligation on the executive mayor or executive committee to ensure that the delegated instruction is carried out, so that it results in the satisfactory attainment of the desired objectives. Although control is integral to delegation, it may never function to inhibit delegation. As authority and responsibility are delegated downwards, so accountability flows upwards in an organisation.

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

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

Further the Constitution 160 (3)

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

11. Administration - Institutional Arrangement

The review of the organisational structure for this term of office is informed by the implementation of Municipal Staff Regulations 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 the IDP is adopted.

The Regulations will guide all recruitment processes and address all challenges, policies and any other legislative requirements not complied with. A skills audit for the Municipality was only done in 2018 and most of the employees were not interested in participating. Now the regulation requires employees to be capacitated per regulations. The proposed structure must be sent to the MEC before implementation with footnotes, where necessary, if changes cannot be implemented.

That PMS will be cascaded to all municipal officials, as well as a skills audit, and the financial plan to outline whether the MKLM 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 managed with the guidelines provided. A skills audit report was done but was difficult to implement Municipal policies are developed and adopted by Council but are difficult to share. This leads to a failure in the implementation of projects. Human Resources (HR) is understaffed and will require more officials to ensure implementation compliance with the Municipal Regulations. Organisational Development is also understaffed which has an impact on MKLM's ability to be run efficiently through the implementation of municipal regulations.

All the plans need to adhere to the Employment Equity Plan, and it must be ensured that the the Local Labour Forum is functional, and all labour matters are addressed. All subcommittees (training committee, OHS committees, and any other committee required per legislation) must be established or resuscitated. Matters of grievances must be dealt with as it causes low morale among to employees if there are in long outstanding labour matters. The municipality must note that the contract of Customer Care Services has expired in February 2022. Communities were informed that the budget allocated for such a project be used for the creation of jobs.

Other challenges relate to the lack of office space and the status of fire extinguishers in all municipal buildings. Employees are not compliant with COIDA by not wearing protective clothing and it will be difficult for them to access payment when injured on duty or fatal or harmful events occur during working hours. There will be several changes in both political positions and in administrative positions. The rationale for implementing the municipal regulations include the following:

- The need to enhance service delivery through improving the institutional capacity
- Arrangements especially if MKLM focuses on service delivery departments,

- Improved oversight of the Council through the appointment of staff in political offices as regulated for by the Term of Political Office Bearers,
- Facilitating departmental engagements and with labour to ensure all employees understand the impact of the regulations,
- The legislative arms of the Council must ensure adoption and ensure the legal route is followed and sent to the MEC for CoGTA before implementation.

11.1 Municipal workforce

The 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 organisational structure should be revisited before the final IDP is adopted to ensure alignment of vacancies with the budget. This will enable all employees to deliver services in the most productive and sufficient manner.

The MKLM is currently using the structure that was approved by Council on 30 May 2020. However, this will be redeveloped and aligned to the new municipal regulation. The new staff establishment will be developed in line with the new municipal regulation and human resource practices, taking cognisance of the targets and requirements contained in the Basic Conditions of Employment Act. The recruitment of employees is done in terms of the municipality's recruitment and selection policy.

The MKLM management develops a Service Delivery and Budget Implementation Plan (SDBIP) to ensure management performs per targets set. This time plans will be developed to cater for all municipal employees and will be cascaded to all levels of officials. This will ensure that performance is measured according to agreed indicators, and analysis and reporting takes place regularly according to the plans developed. Such plans must inform decision-makers timeously of any risk to service delivery initiatives and conduct the review of service performance against plans before other reviews take place. The senior management team is supported by a municipal workforce of 592 permanent employees, not including the number of temporary employees and internships from various companies. The team needs to ensure the implementation of the IDP strategic objectives set by all departments. The organizational structure is not attached as ongoing engagements on the municipal regulation continue with various departments to ensure alignment.

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.

11.2 Accounting Officer

The 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. 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**—
 - Act with fidelity, honesty, integrity and in the best interests of the municipality in managing its financial affairs;
 - 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
 - a) 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 unauthorized, 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;

11.3 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 coordinating the financial administration of the municipality.

Section 78(1) of the MFMA stated that:

- (1) Each senior manager of a municipality and each official of a municipality exercising financial management responsibilities must take all reasonable steps within their respective areas of responsibility **to ensure**—
 - a) That the system of financial management and internal control established for the municipality is carried out diligently;
 - b) That the financial and other resources of the municipality are utilised effectively, efficiently, economically, and transparently;
 - c) That any 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.

11.4 Chief Finance Officer

Section 171(2) of the MFMA states that:

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

- a) Fails to carry out a duty delegated to that officer in terms of section 79 or 81(1)(e);
- b) Contravenes or fails to comply with a condition of any delegation of a power or duty in terms of section 79 or 81(1)(e);
- c) Makes or permits, or instructs another official of the municipality to make, an 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).

11.5 Skills Development

The municipality struggled for the past two years to capacitate its employees due to financial constraints. The policy on skills development was adopted but ignored and not implemented. The purpose of the policy is to create a framework to coordinate the implementation and promotion of human resources development through an integrated approach to education, training and development.

The municipality also need to develop a 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 among the source documents used to inform the Workplace Skills Plan (WSP).

This 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. Because of the cyber-attack in January 2022 the submission was not done. Training is informed by the skills audit and career pathing plans. A Memo was circulated on 20 March 2022 in which employees were requested to submit their latest qualifications to inform the process of training and development of the new administration. These indications were critical for the updating of roles and responsibilities in support of the new IDP which is aligned to the new term of Council after the Local Government Elections. The due date for submission was 8 April 2022. This will also enable 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 the municipality to ensure that local residents are capacitated and there is a reduction in poverty and inequality. The municipality, never used the mandatory grant from the LGSETA to offer study assistance to employees who wish to study at accredited institutions of higher learning. Over the past year's employees were either studying using their own funds or owed 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.

11.6 Institutional Performance

The municipality managed to develop and table to Council performance a management system at the level of senior management, where the Municipal Manager and senior managers sign annual performance agreements and submit quarterly performance report. Documents such as the PMS framework, the annual report and oversight reports are submitted to the relevant provincial department of local government, the provincial treasury Auditor General and the Legislature as required. A Service Delivery and Budget Implementation Plan (SDBIP) covers the implementation and monitoring of the budget on an 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 will be implemented in the beginning of the new financial year

12. Draft Service Delivery and Budget Implementation Plan 2023/2024

Key Performance indicator	Annual Targets 2022/2023	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA NO 1: Basic Service Delivery and Infrastructure Development Strategic objective: To develop and maintain infrastructure to provide basic services.						
KPI 1 % of Lerome (Thabeng Section) Water Supply constructed	100% of Lerome (Thabeng Section) Water Supply constructed by June 2024	New	Q1	Approval of technical report by DWS	TBC	Completion Certificate
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 50%		
			Q4	100% of Lerome (Thabeng Section) Water Supply constructed		
KPI2% of Manamakgotheng Reservoir and Bulk Water Supply Phase II constructed	100% of Manamakgotheng Reservoir and Bulk Water Supply Phase II constructed by June 2024	New	Q1	Approval of technical report by DWS	15,378,956	Completion Certificate
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 40%		
			Q4	100% of Manamakgotheng Reservoir and Bulk Water Supply Phase II Constructed		
KPI 3 % of Mahobieskraal Bulk Water Supply and Reticulation constructed	100 % of Mahobieskraal Bulk Water Supply and Reticulation constructed by June 2024	New	Q1	Approval of technical report by DWS	12,701,572.84	Completion Certificate
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 60%		
			Q4	100% of Mahobieskraal Bulk Water Supply and Reticulation Constructed		
KPI 4 % of Ledig Water Supply Various Sections constructed	100% of Ledig Water Supply Various Sections constructed by June 2024	Phase 1	Q1	Approval of technical report by DWS	28,816,416,30	Completion Certificate
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 60%		
			Q4	100% of Ledig Water Supply Various Sections Constructed		
		New	Q1	Approval of technical report by DWS	12,222,555	

Key Performance indicator	Annual Targets 2022/2023	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA NO 1: Basic Service Delivery and Infrastructure Development Strategic objective: To develop and maintain infrastructure to provide basic services.						
KPI 5 Design of Tweelagte Water Supply Phase 4, New Stands finalized	Design of Tweelagte Water Supply Phase 4, New Stands finalized by June 2024		Q2	Procurement process and appointment of service provider		Designs Report
			Q3	Construction 50%		
			Q4	Design of Tweelagte Water Supply Phase 4, New Stands finalized		
KPI 6 % of Tweelaagte Water Supply (Phase III) –	100% of Tweelaagte Water Supply (Phase III) – New Stands constructed by June 2024	New	Q1	Approval of technical report by DWS	2,200,000.00	Completion Certificate
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 50%		
			Q4	100% of Tweelaagte Water Supply (Phase III) – New Stands constructed		
KPI 7 Design Maeraneng Water Supply finalized	Design Maeraneng Water Supply finalized by June 2024	Phase 1	Q1	Approval of technical report by DWS	8,200,000.00	Designs Report
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 50%		
			Q4	Design Maeraneng Water Supply finalized		
KPI 8 % of Segakwaneng Water Supply constructed	100% of Segakwaneng Water Supply constructed by June 2024	New	Q1	Approval of technical report by DWS	8,200,000.00	Completion Certificate
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 70%		
			Q4	100% of Segakwaneng Water Supply constructed		
KPI 9 Design of Sandfontein Water Supply Phase 2, Boikhutso Ext. Finalised	Design of Sandfontein Water Supply Phase 2, Boikhutso Ext. Finalised by June 2024	New	Q1	Approval of technical report by DWS	2,200,000.00	Designs Report
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 50%		
			Q4	Design of Sandfontein Water Supply Phase 2, Boikhutso Ext. Finalised		
KPI 10 % of Manamakgotheng Water Reticulation constructed	100% of Manamakgotheng Water Reticulation constructed by June 2024	Phase 2	Q1	Approval of technical report by DWS	17,000,000.00	Completion Certificate
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 60%		

Key Performance indicator	Annual Targets 2022/2023	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA NO 1: Basic Service Delivery and Infrastructure Development Strategic objective: To develop and maintain infrastructure to provide basic services.						
			Q4	100% of Manamakgotheng Water Reticulation constructed		
KPI 11 % of Molatedi Water Treatment Plant Upgraded (Ground Water Source Development)	100% of Molatedi Water Treatment Plant Upgraded (Ground Water Source Development) by June 2024	Phase 1	Q1	Approval of technical report by DWS	13,300,000.00	Completion Certificate
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 50%		
			Q4	100% of Molatedi Water Treatment Plant Upgraded (Ground Water Source Development)		

Key Performance indicator	Annual Targets 2022/2023	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA NO 1: Basic Service Delivery and Infrastructure Development Strategic objective: To develop and maintain infrastructure to provide basic services.						
KPI 12 % of Mogwase Asbestos Pipe replaced	100% of Mogwase Asbestos Pipe replaced by June 2024	New	Q1	Procurement process		Completion Certificate
			Q2	Appointment of service provider		
			Q3	Replacement at 40%		
			Q4	100% of Mogwase Asbestos Pipe replaced		
KPI 13 % of Greater Saulspoort Bulk water augmentation constructed	100% of Greater Saulspoort Bulk water augmentation constructed by June 2024	New	Q1	Approval of technical report by DWS	2,000,000.00	Completion Certificate
			Q2	Procurement process and appointment of service provider		
			Q3	Construction 30%		
			Q4	100% of Greater Saulspoort Bulk water augmentation constructed		
KPI 14 Rural Sanitation Programme – Number of VIDP installed in Segakwaneng	Rural Sanitation Programme –..... of VIDP installed in Segakwaneng by June 2024	New	Q1	Procurement process	2,500,000	Designs Report
			Q2	Appointment of service provider		
			Q3	Construction 50%		
			Q4	Rural Sanitation Programme –..... of VIDP installed in Segakwaneng		
KPI 15 Rural Sanitation Programme – Number of VIDP installed in David Katnagel	Rural Sanitation Programme –of VIDP installed in David Katnagel by June 2024	New	Q1	Procurement process	2,500,000	Designs Report
			Q2	Appointment of service provider		
			Q3	Construction 50%		
			Q4	Rural Sanitation Programme –.....of VIDP installed in David Katnagel by June 2024		

Key Performance indicator	Annual Targets 2022/2023	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA NO 1: Basic Service Delivery and Infrastructure Development Strategic objective: To develop and maintain infrastructure to provide basic services.						
KPI 16 Rural Sanitation Programme – Number of VIDP installed in Leruleng	Rural Sanitation Programme –of VIDP installed in Leruleng by June 2024	New	Q1	Procurement process	2,500,000	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Construction 50%		
			Q4	Rural Sanitation Programme –.....of VIDP installed in Leruleng		
KPI 17 Rural Sanitation Programme – Number of VIDP installed in Makoshong	Rural Sanitation Programme –r of VIDP installed in Makoshong by June 2024	New	Q1	Procurement process	2,500,000	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Construction 50%		
			Q4	Rural Sanitation Programme –r of VIDP installed in Makoshong by June 2024		
KPI 18 % of Mogwase Waste Water Treatment Plant Upgraded	100% of Mogwase Waste Water Treatment Plant Upgraded by June 2024	New	Q1	Procurement process	16,391,922.29	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Upgrading at 60%		
			Q4	100% of Mogwase Waste Water Treatment Plant Upgraded		
KPI 19 % of Vrede Storm water (Phase III) constructed	100% of Vrede Storm water (Phase III) constructed by June 2024	New	Q1	Procurement process	1,021,144.30	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Construction 50%		
			Q4	100% of Vrede Storm water (Phase III) constructed		
KPI 20 % of Outdekkers Road constructed	100% of Outdekkers Road constructed by June 2024	New	Q1	Procurement process	20,565,753.66	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Construction 70%		
			Q4	Procurement process		
KPI 21 % of Matau Internal Roads rehabilitated	100% of Matau Internal Roads	New	Q1	Procurement process	18,200,000.00	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Construction 50%		

Key Performance indicator	Annual Targets 2022/2023	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA NO 1: Basic Service Delivery and Infrastructure Development Strategic objective: To develop and maintain infrastructure to provide basic services.						
	Rehabilitated by June 2024		Q4	100% of Matau Internal Roads Rehabilitated		
KPI 22 % of Mabele a Podi Internal roads and storm water rehabilitated	100% of Mabele a Podi Internal roads and storm water rehabilitated by June 2024	New	Q1	Procurement process	14,737,805.00	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Construction 80%		
			Q4	100% of Mabele a Podi Internal roads and storm water rehabilitated		

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA NO 1: Basic Service Delivery and Infrastructure Development Strategic objective: To develop and maintain infrastructure to provide basic services.						
KPI 23 % of Mogwase internal roads rehabilitated	100% of Mogwase internal roads rehabilitated by June 2024	New	Q1	Procurement process	1,901,425.00	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Construction 50%		
			Q4	100% of Mogwase internal roads rehabilitated		
KPI 24 %of Kraalhoek internal roads rehabilitated	100% of Kraalhoek internal roads rehabilitated by June 2024	New	Q1	Procurement process	2,200,000.00	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Construction 50%		
			Q4	100% of Kraalhoek internal roads rehabilitated		
KPI 25 % of Stormwater Management – Goedehoop, Nonceba, and Losmytjerie upgraded	100% of Stormwater Management – Goedehoop, Nonceba, and Losmytjerie upgraded by June 2024	New	Q1	Procurement process	1,486,499,12	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Construction 50%		
			Q4	100% of Stormwater Management – Goedehoop, Nonceba, and Losmytjerie upgraded		

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA NO 1: Basic Service Delivery and Infrastructure Development Strategic objective: To develop and maintain infrastructure to provide basic services.						
KPI 26 % of Madikwe Landfill Site upgraded (design)	100% of Madikwe Landfill Site upgraded (design)by June 2024	New	Q1	Procurement process	6,260,634.12	Completion Certificate
			Q2	Appointment of service provider		
			Q3	Upgrading 50%		
			Q4	100% of Madikwe Landfill Site upgraded (design)		

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA NO 2: Municipal Transformation and Organizational Development Strategic Objective: To Promote Accountability, Efficiency and Professionalism Within the Organization Department: Corporate Services						
KPI 31 Communication strategy approved by council	Communication strategy approved by council by 30 June 2024	2021/2022 Communication strategy approved	Q1	Communication approved strategy	Operational	Council resolution
			Q2			
			Q3			
			Q4			
KPI 32 Number of Newsletters Published	4 newsletters published by 30 June 2024	3 newsletters published	Q1	1 newsletters	Operational	Copy of the Newsletter attached
			Q2	1 newsletters		
			Q3	1 newsletters		
			Q4	1 newsletters		
KPI 32 Employment Equity Report submitted to Department of Labour	2023/2024 Employment Equity Report submitted to Department of Labour by 15 January 2024	2022/2023 Employment Equity Report submitted	Q1	-	Operational	Acknowledgement letter from Department of Labour.
			Q2	-		
			Q3	EE report submitted to DOL		
			Q4	-		
KPI 33 Workplace Skills Plan submitted to LG_SETA	2023/2024 Workplace Skills Plan submitted LG - SETA by 21 April 2024	2021/2022WSP submitted	Q1	-	Operational	Acknowledgement letter from LGSETA
			Q2	-		
			Q3	-		
			Q4	Work Skills Plan submitted		
KPI 34 Number of Local Labour Forum meetings held	4 LLF meetings held by 30 June 2024	2 LLF meetings held	Q1	1 LLF meetings held	Operational	Agenda, Attendance register and minutes
			Q2	1 LLF meetings held		
			Q3	1 LLF meetings held		
			Q4	1 LLF meetings held		
KPI 35 Percentage of grievances resolved within 30 days of receipt	100% of grievances resolved within 30	100% of grievances resolved within 30 days of receipt.	Q1	100% of grievances resolved within 30 days of receipt	Operational	Agenda, Attendance register and minute

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA NO 2: Municipal Transformation and Organizational Development Strategic Objective: To Promote Accountability, Efficiency and Professionalism Within the Organization Department: Corporate Services						
	days of receipt by 30 June 2024		Q2	100% of grievances resolved within 30 days of receipt		
			Q3	100% of grievances resolved within 30 days of receipt		
			Q4	100% of grievances resolved within 30 days of receipt		
KPI 36 Organizational Structure reviewed and approved by council	Organizational structure Reviewed and approved by May 2024	2021 Reviewed organizational structure approved	Q1	-	Operational	Council resolution
			Q2	-		
			Q3	Approved organizational structure		
			Q4	-		
KPI 37 Number of OHS meetings held	4 OHS meetings held by 30 June 2024	2 OHS meetings held	Q1	1 OHS meeting held	Operational	Minutes, agenda , reports
			Q2	1 OHS meeting held		
			Q3	1 OHS meeting held		
			Q4	1 OHS meeting held		

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA2: Municipal Transformation and Organizational Development Strategic Objective: To Promote Accountability, Efficiency and Professionalism Within the Organization Department: Corporate Services						
KPI 38 2024/2025 institutional performance management	2024/2025 institutional performance management	2023/2024 Performance Management framework approved	Q1	-	Operational	Council Resolution
			Q2	-		

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA2: Municipal Transformation and Organizational Development Strategic Objective: To Promote Accountability, Efficiency and Professionalism Within the Organization Department: Corporate Services						
framework approved by Council	framework approved by Council by 30 June 2024		Q3	-		
			Q4	Approved performance management framework		
KPI 39 2022/2023 annual performance report submitted to Auditor General	2022/2023 annual performance report submitted to Auditor General by August 2024	2021/2022 annual performance report	Q1	Annual performance report	Operational	Council Resolution
			Q2	-		
			Q3	-		
			Q4	-		
KPI 40 2022/2023 Annual report approved by Council	2022/2023 annual report approved by council by January 2024	2021/2022 Annual Report	Q1	-	Operational	Council Resolution
			Q2	-		
			Q3	Approved 2021/2022 annual report		
			Q4	-		
KPI 41 Number of performance agreements for 2023/2024 signed by Municipal Manager and Section 56 managers	7 performance agreements for 2023/2024 signed by Municipal Manager and Section 56 managers by July 2022	6 signed 2022/2023 Performance Agreements	Q1	7 signed performance agreements	Operational	Copies of signed Performance Agreements
			Q2	-		
			Q3	-		
			Q4	-		

Key Performance Indicator	Annual Target 2023/2024	2022/2023 Baseline	2023/2024 Quarterly Targets		Annual Budget	Portfolio of Evidence
KPA 3: Local Economic Development						
Strategic Objective: To create an enabling environment for social development and economic growth						
KPI 42 Number of SMME’s, Tourism and Agricultural Programmes Facilitated	6 SMME’s, Tourism and Agricultural Programmes facilitated by June 2024	Approved LED Strategy	Q1		operational	Agenda and attendance registers
			Q2	2 programmes facilitated		
			Q3	2 programmes facilitated		
			Q4	2 programmes facilitated		
KPI 43 Number of Arts and Culture programmes facilitated	7 Arts and Culture programmes facilitated by June 2024	Arts and Culture Masterplan	Q1	1 Programme facilitated	Operational	Agenda and attendance registers
			Q2	2 programmes facilitated		
			Q3	2 programmes facilitated		
			Q4	2 programmes facilitated		
KPI 44 Number of job opportunities created through, CWP, EPWP and capital projects	1 500 Job opportunities created through, CWP, EPWP and capital projects by June 2024	1553 Job opportunities created	Q1	450 Jobs opportunities created through CWP, EPWP and capital projects		EPWP Beneficiaries’ list and contracts/ EPWP/ CWP comprehensive reports
			Q2	300 Job opportunities created through CWP, EPWP and capital projects		
			Q3	400 Job opportunities created through CWP, EPWP and capital projects		
			Q4	350 Job opportunities created through CWP, EPWP and capital projects		
KPI 45 Number jobs created through municipality’s local economic development initiatives	200 jobs created through municipality’s local economic development initiatives by June 2024	242 jobs	Q1	48 jobs created through municipality’s local economic development initiatives	Operational	Beneficiaries list and comprehensive report
			Q2	52 jobs created through municipality’s local economic development initiatives		
			Q3	50 jobs created through municipality’s local economic development initiatives		

Key Performance Indicator	Annual Target 2023/2024	2022/2023 Baseline	2023/2024 Quarterly Targets		Annual Budget	Portfolio of Evidence
KPA 3: Local Economic Development						
Strategic Objective: To create an enabling environment for social development and economic growth						
			Q4	50 jobs created through municipality’s local economic development initiatives		
KPI 46 Number of LED projects financially supported	2 LED projects financially supported by 30 June 2024	6 projects	Q1	-		
			Q2	1 LED project supported		Comprehensive Report
			Q3	1 LED project supported		
			Q4	-		

Key Performance Indicator	Annual Target 2023/2024	Baseline 2022/2023	2023/2024 Quarterly Targets		Budget	Portfolio of evidence (POE)
KPA4: Spatial Rationale						
5. To establish economically, socially and environmentally integrated sustainable land use and human settlement.						
Department Planning and Development						
KPI 47 Building inspections attended to within 24 hours of request	Building inspections attended to within 24 working hours of request by June 2024	100% of building inspections attended to within 24 hours	Q1	Building inspections attended to within 24 hours of request	Operational	Inspection register
			Q2	Building inspections attended to within 24 hours of request		
			Q3	Building inspections attended to within 24 hours of request		
			Q4	Building inspections attended to within 24 hours of request		
KPI 48 Building plans approved within 4 weeks of request	Building plans approved within 4 weeks of request by June 2024	100% Building Plans were approved	Q1	Building Plans approved within 4 weeks of request	Operational	Building Plans Register
			Q2	Building Plans approved within 4 weeks of request		
			Q3	Building Plans approved within 4 weeks of request		
			Q4	Building Plans approved within 4 weeks of request		

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA5 Good Governance and Public Participation ➤ Strategic Objectives: To ensure ethical and transparent government that is responsive to community needs and encourage public participation						
KPI 49 Number of youth programmes facilitated	2 youth programmes facilitated by June 2024	2	Q1	-		Attendance registers
			Q2	-		
			Q3			
			Q4	2 youth programmes facilitated		
KPI 50 Number of letsema programmes conducted	2 letsema programmes conducted by June 2024	1	Q1	-		Attendance register, Programme and pictures
			Q2	-		
			Q3	-		
			Q4	2 letsema programmes conducted		
KPI 54 Number of Physically/Disabled challenged meetings held	2 Physically/Disabled challenged meetings held by June 2024	1	Q1	1 Physically/Disabled challenged meetings held		Attendance register and minutes
			Q2	-		
			Q3	1 Physically/Disabled challenged meetings held		
			Q4	-		
KPI 52 Number of gender awareness campaigns held	2 gender awareness campaigns held by June 2024	2	Q1	1 gender awareness campaigns held	Operational	Attendance register and minutes
			Q2			
			Q3	1 gender awareness campaigns held		
			Q4			
KPI 53 Number of Council committee meetings held	4 council committee meetings by June 2024	4 council committee meetings held	Q1	1 Council meeting	Operational	Agenda, Attendance register and minutes
			Q2	1 Council meeting		
			Q3	1 Council meeting		
			Q4	1 Council meeting		
			Q1	3 EXCO meetings	Operational	

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA5 Good Governance and Public Participation ➤ Strategic Objectives: To ensure ethical and transparent government that is responsive to community needs and encourage public participation						
KPI 54 Number of EXCO meeting held	12 EXCO Meetings held by 30 June 2024	12 meetings held	Q2	3 EXCO meetings		Agenda, attendance register and minutes
			Q3	3 EXCO meetings		
			Q4	3 EXCO meetings		

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA5 Good Governance and Public Participation ➤ Strategic Objectives: To ensure ethical and transparent government that is responsive to community needs and encourage public participation						
KPI 55 2023/2024 Risk Based Audit Plan (RBAP) approved by audit committee	2023/2024 risk based Audit Plan (RBAP) approved by audit committee by September 2024	2022/2023 Approved Risk Based Audit Plan (RBAP)	Q1	Approved 2023/2024 Risk Based Audit Plan (RBAP)	Operational	Agenda, Minutes and Attendance Register
			Q2	-		
			Q3	-		
			Q4	-		
KPI 56 Number of audit committee meetings held	4 audit committee meetings held by June 2024	4 audit committee meetings held	Q1	1 audit committee meeting	Operational	Agenda, minutes and attendance register.
			Q2	1 audit committee meeting		
			Q3	1 audit committee meeting		
			Q4	1 audit committee meeting		
KPI 57 Number of audit committee reports submitted to Council	2 audit committee reports submitted to Council by June 2024	2 audit committee reports	Q1	1 audit committee reports	Operational	Council Resolution
			Q2	-		
			Q3	1 audit committee meeting		
			Q4	-		
KPI 58 2023/2024 valuation roll approved by Council	2023/2024 evaluation roll approved by Council by June 2024	Approved valuation roll for 2022/2023	Q1	-	Operational	Council Resolution
			Q2	-		
			Q3	-		
			Q4	Approved valuation roll		
KPI 59 Turnaround time for providing legal opinion on by-laws upon request within 14 days	Turnaround time for providing legal opinion on by-laws within 14 days upon request by June 2024	Legal opinion provided with 14 days upon request	Q1	Turnaround time for providing legal opinion on by-laws within 14 days upon request	Operational	Legal opinion Register
			Q2	Turnaround time for providing legal opinion on by-laws within 14 days upon request		
			Q3	Turnaround time for providing legal opinion on by-laws within 14 days upon request		

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA5 Good Governance and Public Participation ➤ Strategic Objectives: To ensure ethical and transparent government that is responsive to community needs and encourage public participation						
			Q4	Turnaround time for providing legal opinion on by-laws within 14 days upon request		
KPI 60 Turnaround time for development of service level agreements with in upon request	Turnaround time for development of service level agreements within 14 days upon request by June 2024	Service level agreement developed within 14 days	Q1	Turnaround time for development of service level agreements within 14 days upon request	Operational	Service level agreements register
			Q2	Turnaround time for development of service level agreements within 14 days upon request		
			Q3	Turnaround time for development of service level agreements within 14 days upon request		
			Q4	Turnaround time for development of service level agreements within 14 days upon request		
KPI 61 2024/2025 IDP,PMS and Budget process plan approved by Council	2024/2025 IDP,PMS and Budget process plan approved by Council by 31 August 2023	2023/2024 Approved Process Plan	Q1	Approved 2024/2025 IDP,PMS , Budget Process Plan	Operational	Council Resolution
			Q2	-		
			Q3	-		
			Q4	-		
KPI 62 2024/2025 draft IDP and approved by Council	2024/2025 Draft IDP approved by Council by 31 March 2024	2023/2024 Draft IDP	Q1	-	Operational	Council Resolution
			Q2	-		
			Q3	2024/2025 Draft IDP approved by council		
			Q4	-		
			Q1	-	Operational	Council Resolution

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA5 Good Governance and Public Participation ➤ Strategic Objectives: To ensure ethical and transparent government that is responsive to community needs and encourage public participation						
KPI 63 2024/2025 Final IDP approved by Council	2024/2025 Final IDP approved by Council by 31 May 2024	2023/2024 Amended IDP	Q2	-		
			Q3	-		
			Q4	2024/2025Final IDP approved by council		
KPI 64 Number IDP public participation meetings held	2 IDP public participation meetings held by June 2024	Briefing sessions were conducted with councilors for councilors to engage with communities to analyze their need.	Q1	-		Attendance register and report
			Q2	1 IDP public participation meeting		
			Q3	-		
			Q4	1 IDP public participation meeting		
KPI 65 Number of IDP representative forum held by 30 June 2022	3 IDP representative forum held June 2024	1 IDP representative forum held	Q1	1 IDP representative forum	Operational	Agenda and Attendance register
			Q2	1 IDP representative forum		
			Q3			
			Q4	1 IDP representative forum		
KPI 66 Risk Management Strategy approved by council	Risk Management Strategy approved by council by June 2024	New	Q1	-	Operational	Council Resolution
			Q2	-		
			Q3	-		
			Q4	Risk Management Strategy approved		
KPI 67 Risk Management Policy approved by council	Risk Management Policy approved by council June 2024	New	Q1		Operational	Council Resolution
			Q2			
			Q3			
			Q4	Risk Management Policy approved		
		New	Q1			

Key Performance indicator	Annual Targets 2023/2024	2022/2023 Baseline	2023/2024 Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence
KPA5 Good Governance and Public Participation ➤ Strategic Objectives: To ensure ethical and transparent government that is responsive to community needs and encourage public participation						
KPI 68 Risk Identification & Assessment conducted	Risk Identification & Assessment conducted by June 2024		Q2			Strategic risk register, Fraud risk and ICT Register
			Q3			
			Q4	Risk Identification & Assessment conducted		

Key Performance Indicators	Annual Target 2023/2024	2022/2023 Baseline	Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence(POE)
<div>➤ KPA 6: Municipal Financial Viability</div> <div>➤ To provide an anti-corruption strategy</div> <div>➤ To provide effective and efficient financial systems and procedure</div>						
KPI 69 Draft budget approved by Council	2024/2025 Draft budget approved by Council by 31 March 2024	2023/2024 Draft Budget approved	Q1	-	Operational	Council Resolution
			Q2	-		
			Q3	2024/2025 Draft budget approved		
			Q4	-		
KPI 70 2024/2025 Final budget approved by Council	2024/20245 final budget approved by Council by 31 May 2024	2023/2024 Final Budget approved	Q1	-	Operational	Council Resolution
			Q2	-		
			Q3	-		
			Q4	2024/2025 final budget approved		
KPI 71 2022/2023 Annual Financial statements submitted to Auditor General	2022/2023 Annual Financial statements submitted to Auditor General by 31 August 2023	2021/2022 Financial statements submitted	Q1	2022/2023 financial statements submitted	R10 000 000	Acknowledge Letter
			Q2	-		
			Q3	-		
			Q4	-		
KPI 72 Number of MFMA Section 52 Reports approved Council	4 MFMA Section 52 Reports approved by Council by June 2024	2021/2022 MFMA Section 52 reports	Q1	1 MFMA Section 52 Report	Operational	Council Resolution
			Q2	1 MFMA Section 52 Report		
			Q3	1 MFMA Section 52 Report		
			Q4	1 MFMA Section 52 Report		
KPI 73 Percentage of competitive bids	100% of competitive bids awarded within 90	100% of competitive bids awarded	Q1	100% advertised bids awarded within 90 days of advert	Operational	Adverts and appointment letters

Key Performance Indicators	Annual Target 2023/2024	2022/2023 Baseline	Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence(POE)
<div>➤ KPA 6: Municipal Financial Viability</div> <div>➤ To provide an anti-corruption strategy</div> <div>➤ To provide effective and efficient financial systems and procedure</div>						
awarded within 90 days of advert	days of advert by June 2024	within 90 days of advert by June 2023	Q2	100% advertised bids awarded within 90 days of advert		
			Q3	100% advertised bids awarded within 90 days of advert		
			Q4	100% advertised bids awarded within 90 days of advert		
KPI 74 % of request for quotations (RFQ) awarded within 30 days of advert	100% of request for quotations awarded within 30 days of advert by June 2024	100% of RFQ awarded within 30 days of advert by June 2023	Q1	100% of RFQ awarded within 30 days of advert	Operational	Adverts and purchase orders
			Q2	100% of RFQ awarded within 30 days of advert		
			Q3	100% of RFQ awarded within 30 days of advert		
			Q4	100% of RFQ awarded within 30 days of advert		
KPI 75 % of indigent register updated	100 % of indigent register updated by June 2024	new	Q1	100 % of indigent register updated	Operational	Updated indigent register
			Q2	100 % of indigent register updated		
			Q3	100 % of indigent register updated		
			Q4	100 % of indigent register updated		
KPI 76 % revenue growth	10% revenue growth by 30 June 2024	2022/2023 Revenue collected	Q1	2,5 % revenue growth	Operational	90-day age analysis report
			Q2	2,5 % revenue growth		
			Q3	2,5 % revenue growth		
			Q4	2,5 % revenue growth		

Key Performance Indicators	Annual Target 2023/2024	2022/2023 Baseline	Quarterly Targets (Output)		Annual Budget	Portfolio of Evidence(POE)
<div>➤ KPA 6: Municipal Financial Viability</div> <div>➤ To provide an anti-corruption strategy</div> <div>➤ To provide effective and efficient financial systems and procedure</div>						
KPI 77% asset register updated	% 100 of asset register updated by June 2024	1 report on Immovable and movable Asset Verification by June 2023	Q1	100 % asset register updated	Operational	Stock count Report
			Q2	100 % asset register updated		Asset verification report
			Q3	100 % asset register updated		Council resolution
			Q4	100 % asset register updated		

13. Sectoral Plans

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

There are legislative requirements for the compilation of IDPs. However, it should be noted that there are national requirements that compel municipalities to formulate sector plans, which should form part of the annual IDPs. The legislative requirements applicable to sector plans aim to ensure 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 in the MKLM. The municipality currently has 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. The MKLM's 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 current five-year term of new Council. Although some of these plans were reviewed, most of the projects/actions as envisaged in these plans are unfunded and can only be implemented in collaboration or if external funding is received and sourced from other spheres of Government or the private sector. Some of the plans were mentioned during the meeting of the District IDP Forum. 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

14. 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, communities and residents; Present checks and balances to ensure that the vision for the municipality is in the minds of lawmakers, planners, implementers and beneficiaries;

- Set guidelines that provide direction for developmental plans; Attend to matters pertaining to service delivery to communities.

TABLE 74: MUNICIPAL POLICY DEVELOPMENT

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 disabled 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 the 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 the purpose of transferring skills by the time the incumbent leaves office.	-	Not yet available	-
Training and Study Aid Scheme for officials and councillors	To provide a mechanism for officials and councillors to undergo training in order to improve service delivery	Skills Development Act	Approved. To be reviewed	-
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		-

TABLE 74: MUNICIPAL POLICY DEVELOPMENT

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
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 reviewed 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 a standby allowance. "Standby" is the written instruction to an employee (who can be relied on when needed) to be on standby, because of the possibility that there might be unplanned and unpredictable or emergency work to be undertaken outside normal working hours.	Collective agreements	Approved. To be reviewed to be in line with the collective agreement	-
Remuneration policy	The purpose of this policy is to clarify the way in which Municipal Managers, Managers accountable to Municipal Managers and all other municipal staff members should be remunerated.	-	Policy was approved by administrated but was never implemented. Needs 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 workshopped	-
Overtime Policy	To ensure the 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	-

TABLE 74: MUNICIPAL POLICY DEVELOPMENT

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
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 against, 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 the wellbeing of employees	-	Approved	-
Bereavement policy	To guide processes in dealing with death cases of employees to ensure uniformity	-	Approved	-
Promotion policy	To introduce policy which guides the promotion of staff	-	Approved	-
Leave encashment policy	To guide on processes on the leave encashment for employees in instances where 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 Systems 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 organisation	-	-	-
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 deal with conflict through procedural means	Collective agreement	Collective agreement still in force	

TABLE 74: MUNICIPAL POLICY DEVELOPMENT

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
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
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 acts timeously to requests for the establishing and issuing of user accounts and ensures 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 describes 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 MKLM. All disposal procedures for retired IT assets must adhere to municipality-approved methods.		Approved	132/05/2021

TABLE 74: MUNICIPAL POLICY DEVELOPMENT

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Firewall Policy and Procedures	To describe how the MKLM firewall will filter internet traffic 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 enable the Office of the Mayor to support indigent communities	Approved. Policy under review	Approved	-
Policy on Attendance of Conferences etc.	To provide guidelines to delegates on 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 organisation 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 not yet implemented	-
Human Resource Management Strategy	To provide a broad strategy on how human resources of the municipality is managed.	-	New strategy to be developed	-
Fleet management policy	To guide on how fleet must be managed on a daily basis	-	Approved	-
Budget and Treasury				
Approval of Budget Policy	To ensure sound and sustainable management of the budgetary approval process according to norms and standards of the Act	S.160 (6) of the Constitution & S.11(3)(h) and (m) of the MSA	Approved	158/05/2023
Cash Management and Investment Policy	To describe the manner in which the Municipality must conduct its cash management and investment	Section 13(2) of the MFMA	Approved	158/05/2023
Credit Control and Debt Collection Policy	To ensure that credit control, debt collection and indigent support forms part of the financial system of the Municipality	Section 95 and 64 of the MFMA	Approved	158/05/2023

TABLE 74: MUNICIPAL POLICY DEVELOPMENT

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Indigent Support Policy	To ensure that the subsidy scheme for indigent households forms part of the financial system of the municipality		Approved	158/05/2023
Tariffs Policy	To give effect of the requirements of S.74(1) MSA regarding the levying of fees, charges, rates and taxes for the MKLM	Chapter 7 of the Constitution (1996) and S.74 & 75 of the MSA	Approved	158/05/2023
Property Rates Policy	To support Municipal budget in accordance with Regulation 7 of the MFMA (Municipal Budget and Reporting Regulations)	S.3 of the Municipal Property Rates Act; Section 229 of the Constitution	Approved	158/05/2023
Cost Containment Measure Policy	To regulate spending and to implement cost containment measures in MKLM	Municipal Cost Containment Regulations of June 2019 and National Treasury MFMA Circular 97	Approved	158/05/2023
Funding and Reserves Policy	To ensure that the annual budget is fully funded and all the funds and reserves are maintained at the required level to avoid future year unfunded liabilities	Budget and Reporting Regulations of 2009 (Government Gazette 32141)	Approved	158/05/2023
Asset Management Policy	To provide direction for the Management, Accounting and Control of property, plant and equipment (fixed assets) owned or controlled by the Council	Section 63 of MFMA	Approved	158/05/2023
Contract Management Policy	To define the parameters and sets out a clear basis for the creation, application process and procedures that should result in effective and value – adding procedures within the municipality in accordance with prescribed legislation, financial and ethical requirements	Section 217 of the Constitution, S33 & 116 of MFMA and Supply Chain Management Policy	Approved	158/05/2023
Anti – Fraud and Corruption Policy	To provide guidelines within existing legal framework, for dealing with fraud and corruption within the municipality		Approved	158/05/2023
Municipal Supply Chain Management Policy		Section 111 & 112 of MFMA	Approved	158/05/2023

TABLE 74: MUNICIPAL POLICY DEVELOPMENT

Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Municipal Property Rates By – Law	To give effect to the implementation of the Municipality's Property Rates Policy	Section 6 of Municipal Property Rates Act	Approved	158/05/2023
Credit Control and Debt Control By – Law	To give effect to the implementation of the Municipality's credit control and debt collection Policy	Section 98 of the MSA	Approved	158/05/2023
Unauthorized Irregular, Fruitless and Wasteful (UIF & W) Reduction Strategy	To introduce the generic unauthorized, irregular, fruitless and wasteful expenditure reduction strategy which aims to support and introduce measures that will assist in reducing such expenditures	Section 32(2)(b) of MFMA	Approved	158/05/2023
Community Services				
Public Parks By – Law	To regulate the admission of persons, animals and vehicles to public parks; to provide for the use and enjoyment of public parks, to determine contact that will not be permitted within public parks; and to provide the matters incidental thereto	Section 156(2) and (5) of the Constitution	Approved	158/05/2023
By – Law relating to the hire of public halls, rooms and sports fields		Section 156(2) of the Constitution and Section 13 of MSA	Approved	158/05/2023
Solid Waste By – Law		Section 13 of MSA and Section 162 of the Constitution	Approved	158/05/2023
Environmental By – Law	To provide a framework, within the constitutional frameworks, for environmental governance within the municipality	National Environmental Management Act; Air Quality Act	Approved	158/05/2023
By – Law Relating to Advertising		Section 156(2) and (5) of the Constitution	Approved	158/05/2023
Infrastructure and Technical Services				
Water and Sanitation By - Law		Section 13(a) of MSA	Approved	158/05/2023

15. Institutional Powers and Functions

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

16. 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.

The Prevention and Combating of Corrupt Activities Act was passed in 2003 to strengthen measures to prevent and combat corruption. 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 the ethical values of morality.

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.

SECTION H: KPA 5 – SPATIAL RATIONALE: DEPARTMENT: DEVELOPMENT AND PLANNING

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

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

1. Introduction

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

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

1. Forward Planning, Developing and Reviewing of SDFs

Which encapsulate the long-term vision of the municipality,

2. Land Use Management and Control

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

3. Processing and Consideration of land use & development applications

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

4. Regulation of outdoor advertisement

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

5. Building Control

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

6. Human Settlement & Properties

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

7. Geographic Information System

To provide effective and efficient geographic information capabilities tool.

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

2. Municipal Spatial Development Framework (MSDF)

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

2.1 Objectives of Moses Kotane SDF

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 the provision of services.

2.2 Legislative Framework of the Moses Kotane SDF

The Municipal Systems Act, 32 of 2000 (MSA) first introduced the concept of an 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.

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
- Ensure that there is equity in the application of spatial development planning and the land use management system.

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)

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

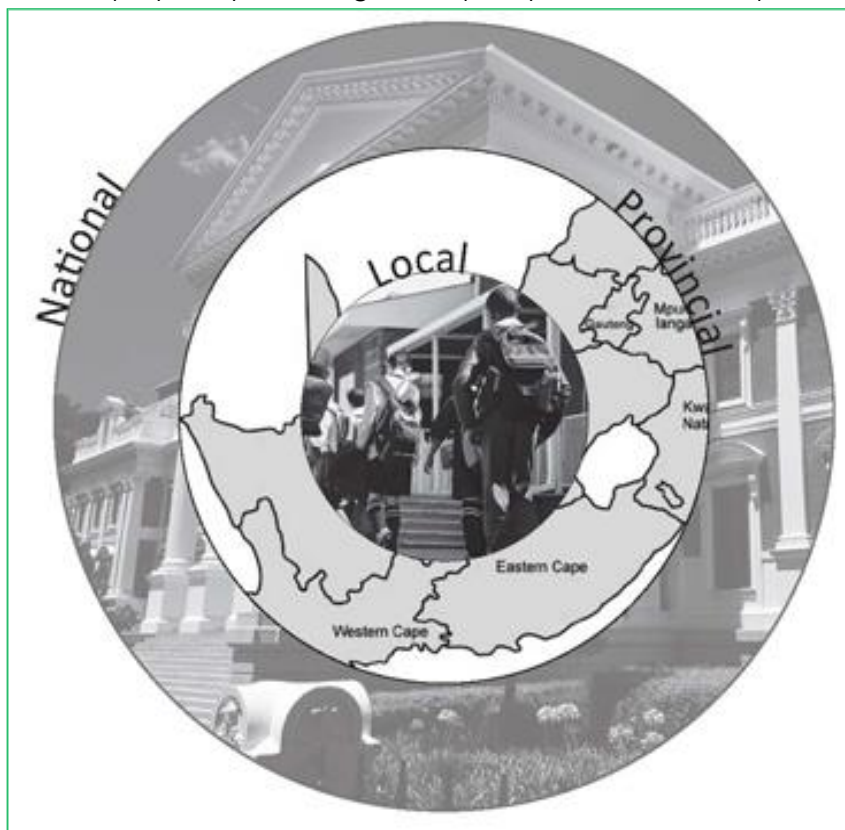


Figure 6: Legislative policy framework roles

TABLE 75: LEGISLATIVE POLICY FRAMEWORK ROLES

National	Provincial	Municipal
At the National Level, the National Development Plan (NDP) Vision 2030 sets the country's strategic objectives. To give expression to the NDP, the Department of Agriculture, Land Reform and Rural Development has promulgated the National Spatial Development Framework vision 2050, which provides a long-term guiding light to realise the desired Post-Apartheid National Spatial Development Pattern.	The Provincial Government are responsible for compiling the Growth and Development Strategies (GDS) that are aligned with the NDP. Provincial Governments are also required in terms of SPLUMA, to prepare a Provincial Spatial Development Framework (PSDF) to give the spatial expression and align municipal planning in the province.	Municipalities are responsible for service delivery, and hence the need for municipalities to have a Municipal Integrated Development Plans which serves to provide strategic direction and align the efforts of all government spheres. The MSDP, therefore, is responsible for guiding the spatial planning of the municipality and provide a common spatial agenda for diverse sector plans.

3. Action Plan and Challenges

TABLE 76: ACTION PLAN AND CHALLENGES

Challenges	Action Plan
There is a lack of reliable spatial data for planning and reporting. Poor integration of municipal systems.	A proposal for establishing and investing in a sound spatial data infrastructure in the form of a Geographic Information System (GIS) which will support efficient municipal operations is expected to be in operation by 2024.
Inadequate staff	The existing approved organisational structure is due for review in line with new staff regulations. Ensure that the existing staff receive continuous training
Mushrooming of Illegal land uses in formal townships	To conduct land ownership and land use audits and enforce compliance
Uncontrolled and uncoordinated land use development in areas under traditional authorities	To establish mutual relationships with traditional authorities and their structures, especially at administrative level
No alienation and disposal of temporary and permanent municipal land policy	To develop the alienation and disposal of temporary and permanent municipal land policy
Undeveloped municipal land and other abandoned land	To alienate and dispose the municipal land; To locate the owners and enforce the by-laws; To consider infill development (subdivide and rezone)
Unregulated outdoor advertisement	To regulate the outdoor advertisement activities

TABLE 77: SHORT-, MEDIUM- AND LONG-TERM ACTIONS AND CHALLENGES

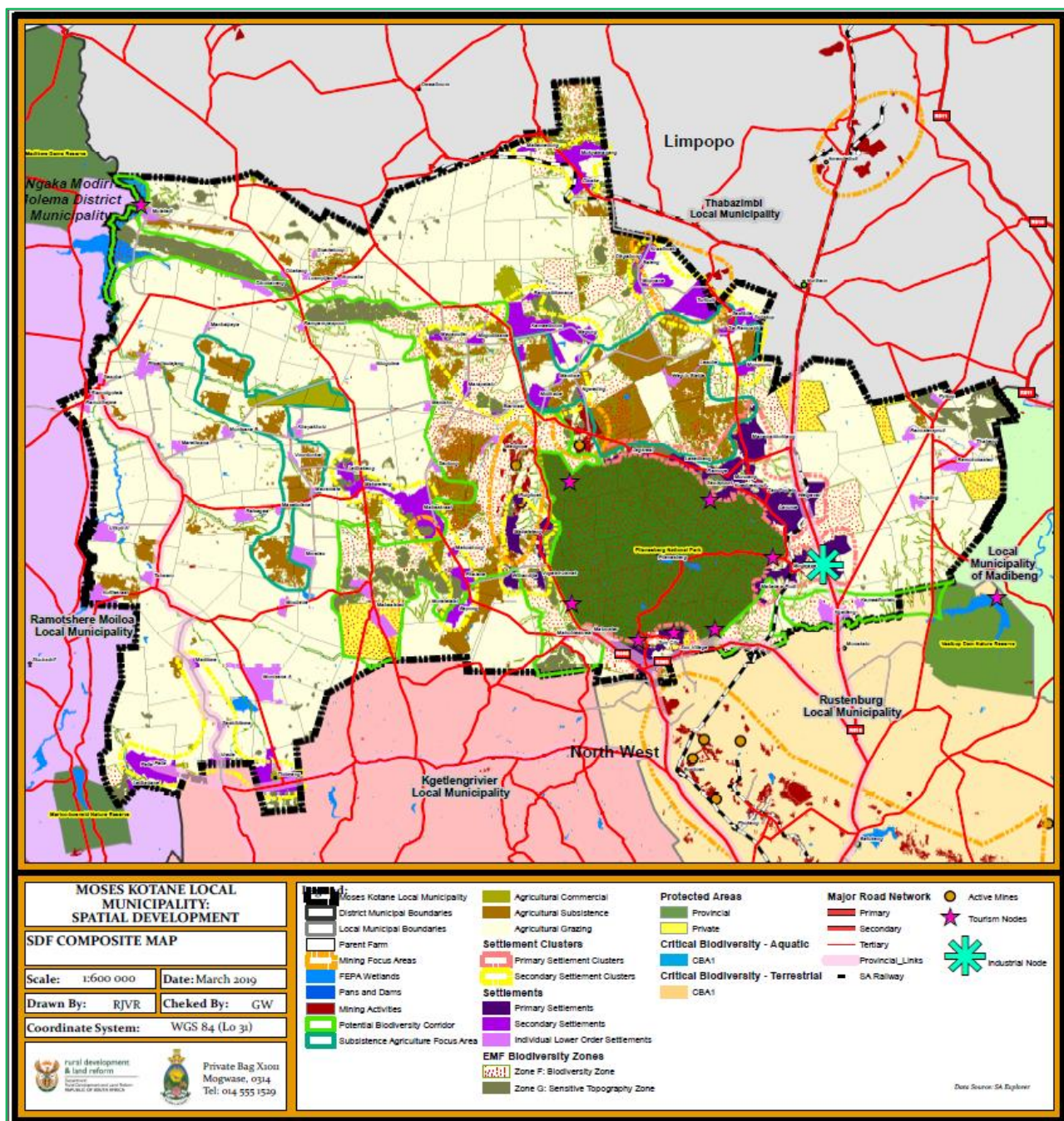
Short Term	Medium Term	Long Term
Unit 8 township establishment finalisation	Unit 6 Township establishment	Lekutung project (green development in Moruleng)
Appointment of a body to resume the responsibilities of the Municipal's Appeal Authority	Re-layout of Mogwase Unit 3 cadastral	Kubu Development (Bakubung City)
Extension of cemetery	Land Audit	Mosegedi Village (Airport)
Appointment of a panel of professional service providers from the built environment field of study	Integrated GIS	
Unit 7 – Installation of infrastructure	Special Economic Zone	

TABLE 77: SHORT-, MEDIUM- AND LONG-TERM ACTIONS AND CHALLENGES

Short Term	Medium Term	Long Term
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 PHSFDA's		

4. Composite Spatial Development Framework and Spatial Strategies of MKLM

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



Map 10: Composite Spatial Development Framework for Moses Kotane LM

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

5. Settlement Structure and Hierarchy (Development Nodes)

Protect: Further greenfield settlement expansion outside the boundaries of the identified settlement clusters, and the boundaries of the lower order individual settlements should be discouraged where possible.

Change: Focus on the consolidation of existing settlements through targeted infilling and/or densification of existing settlements where appropriate to local circumstances

New: Any new settlement development should be prioritised within the boundaries of the existing primary and secondary settlement clusters.

6. Development Corridors & Restructuring Zone

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

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

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

7. Protected Areas

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

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

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

8. Critical Biodiversity Areas & Potential Biodiversity corridors,

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

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

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

9. Mining Focus areas

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

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

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

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

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

10. Tourism Focus Areas

Protect:

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

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

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

11. Agricultural and Subsistence Agricultural Focus Areas

Protect: High potential agriculture: High potential agricultural land should not be used for other types of development and agriculture should be prioritised above all other types of activities and developments. In line with the recommendations of the BPDM EMF crop farming should be encouraged and, where relevant, irrigation potential should be optimised.

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

Other agriculture: Agriculture should remain the main focus within this zone and should be prioritised above other types of activities and developments. Land within this zone may, however, also be potentially considered for other types of development, subject to the management guidelines outlined in the BPDM EMF.

Change: Agricultural activities should be prioritised above all other types of activities and developments. Any change to non-agricultural activities and uses should comply with the provisions of the BPDM EMF guidelines.

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

Subsistence agriculture: more intensive agriculture and sustainable farming practices should be encouraged.

Other agriculture: Land within this zone may potentially also be considered for other types of development, subject to the management guidelines outlined in the BPDM EMF.

12. Industrial Focus Areas

Protect: Existing services and infrastructure should be maintained, and, where necessary, upgraded.

Change: Existing services and infrastructure should be maintained, and, where necessary, upgraded

New: New industrial activities should be confined to the identified industrial focus areas.

13. Corridor Development

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

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

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

14. Land Use Scheme

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

15. Human Settlement – Housing

The Constitution of South Africa states that: "Everyone has the right to have access to adequate housing" and specifies roles and responsibilities of local government, key among them "to ensure the provision of services to communities in a sustainable manner" Housing has been the corner stone of the success of MKLM since 2003. The Municipality adopted its housing policy in 2003 serving as a legislative framework for housing delivery within its area of jurisdiction. The Housing Sector Plan was developed and adopted in 2015.

The apartheid government left the highly fragmented human settlements characterised by spatial separation of residential areas according to class and race, urban sprawl, disparate levels of service provision and concentration of the poor in the peripheries of towns and rural areas. This is the legacy of spatially and economically marginalising the poor to live far from job opportunities and major services.

Many continue to survive without basic services in rural and informal settlements. Even those members of the community who have jobs and a consistent salary find it difficult to sustain a decent quality of life. The problem is that there are no title deeds in rural areas, no rezoning and people residing there cannot have benefits of houses constructed in rural traditional land.

To address the current and the future housing backlog; government has already decided to diversify its approach to include alternative development and delivery strategies, methodologies and products including the upgrading of informal settlements where in our case it is caused by mining developments. This causes migration where people are provided land without proper planning and basic services.

We have development in unit 8 which is used as rental stock and promoting and improving access to housing opportunities in the gap market, which is also caused by the lack of bulk services for development.

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

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

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

TABLE 78: HOUSES ALLOCATED TO MOSES KOTANE LM	
Short Term	Villages and household allocation
Ntswana Le Metsing (100)	Ngweding (100)
Ledig (100)	Mogodishane (100)
Bapong (100)	Maretlwane (100)
Masekoloane (100)	Sesobe (200)
Mopyane (100)	Motlhabe (100)
Kameelboom (100)	Tlokweng (300)
Pella (300)	

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

MKLM has got two informal settlements which are in Unit 8 and in Sefikile Thulamutswana respectively. One of the key aspects that impacts on developmental activities within MKLM is land ownership, with large areas of land under custodianship of various traditional authorities.

MKLM is comprised of 107 rural villages which are under the administration of the traditional authorities and two urban/formal towns which is Mogwase and Madikwe. Issues like economic growth, investment, and poverty alleviation and the meeting of basic needs of communities need to be developed on land, and it will thus be necessary to establish a sound working relationship between traditional authorities and other government structures within the MKLM.

15.2 Blocked Projects

Currently there is one 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 department appointed a developer for the construction of 100 units.

15.3 Emphasise on Alignment

The 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's 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) needs to be an integral part of the Integrated Development Plan (IDP). This is 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 to ensure that it address the fragmented and inefficient regional planning that resulted from apartheid and develop integrated human settlements. To proof that there is a huge demand for land we encountered growth in tribal leadership land where we lack the provision of bulk services. The municipality can now realise and focus on providing support for 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.

SECTION I: KPA 6 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

1. Council Oversight Structures

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

- Council Executive Committee
- Portfolio committees
- MPAC Audit Committee

These structures are in place, 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 the Moses Kotane Local Municipality need to be given the opportunity to participate, and do participate, in Municipal Council Meetings. To date no one is sitting, nor were allocated seats in Council sittings.

2. Communication

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

3. Public Participation

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

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

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

4. Public Participation Priorities and Strategic Objectives

TABLE 79: PUBLIC PARTICIPATION PRIORITIES AND STRATEGIC OBJECTIVES		
No.	Municipal Priorities 2023/2024	Strategic Objectives
1.	Water and Sanitation	To develop and maintain infrastructure to provide basic services.
2.	Roads and Storm water	To develop and maintain infrastructure to provide basic services.
3.	Economic Development <ul style="list-style-type: none">▪ Climate Change	To create an enabling environment for social development and economic growth.
4.	Municipal Budget <ul style="list-style-type: none">▪ Debt Collection and▪ Revenue Enhancement	Sound financial management: adherence to all laws and regulations as prescribed to local government.

TABLE 79: PUBLIC PARTICIPATION PRIORITIES AND STRATEGIC OBJECTIVES

No.	Municipal Priorities 2023/2024	Strategic Objectives
5.	Development Planning <ul style="list-style-type: none"> ▪ Land availability for Human Settlement ▪ Residential area ▪ Business and Agriculture 	To establish economically, socially, and environmentally integrated sustainable land use and human settlement.
6.	Community Participation and Communication	To ensure ethical and transparent governance that is responsive to community needs and encourage public participation.
7.	Institutional Development <ul style="list-style-type: none"> ▪ Information Communication and Technology 	To promote accountability, efficiency and professionalism within the organization.
8.	Solid Waste and Environment and Disaster Management <ul style="list-style-type: none"> ▪ Waste Collection ▪ Disaster Management ▪ Climate Change 	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.
9.	Sports and Recreation	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.

5. Public Participation

Key Issues

The key issues identified during these consultations:

- ✓ Lack of Mayoral Imbizo's and Councillor Community meetings makes communities vulnerable and consultations not serve its intended purpose.
- ✓ None presentation of affected Projects after National Treasury retracting money 24 million by Infrastructure and Technical Services
- ✓ Processes used by Municipality in allocating projects i.e. one village allocated 6 projects Goedehoop alone while other wards never received a single project, continue to be a query, raised during IDP Councillor's Briefing session and Community meetings where other Councillor's never reported a single project.
- ✓ Cluster 1 - Encouraging broad based black economic empowerment (BBBEE).
- ✓ Cluster 1 raised complying with and following local development plans e.g. Spatial Development Framework
- ✓ Encouraging commitments to rehabilitation after each project is completed in various villages, consultants use local soil and leave messy holes dangerous for communities and their animals
- ✓ Encouraging investment in infrastructure and the maintenance thereof.

- ✓ Changing of projects by Infrastructure in the adopted IDP without written confirmation of projects completed and to be removed in the IDP without written comments (i.e. as the latest Fresh Produce Market)
- ✓ Councillors inciting communities to raise their needs while doing presentations during community comments processes of budget confirmation
- ✓ Processes of project allocation
- ✓ Unfinished Projects at various villages, costing lot of money but not conclusive mentioned by communities – Petition send as proof of comments for Tlokweng as their session was disrupted

Water Projects

- Water Infrastructure and / or services be restored back to its normal and/ or desired functionality within 7 days from 05 March 2022 now resubmitted on the 02 May 2023 by hand
- Water project no. 016/MKLM/2019/2020
- Investigation and /or recovery of all tax payers' monies spent on this incomplete and/or shoddy workmanship by the contractor be instituted within 30 days of receipt of this petition
- Municipal Public Account Committee and relevant government structures to investigate the mentioned projects.
- Continuous budget allocation by Municipality to unfinished projects
- Construction of Tweelagte water supply Phase III, New stands be erased.
- Design of Tweelagte Water supply Phase 4, to add new stands
- Rural Sanitation programme in Wards 24,26 changed to Ward 23,24

Roads Projects

- Tlokweng Internal Roads with an actual expenditure of **R14 996 159.20**
- Tlokweng Internal Roads with an actual expenditure of **R13 000 000.00**
 - **2020/2021 IDP - 9km of road constructed by June 2021 (Ramoga, Madikwe and Tlokweng) with a completion** certificate
 - 16 April 2022 @ Madikwe Stadium
 - 2021/2022 IDP Tlokweng Internal Road budgeted 1 900 000
 - 02 May 2023 @ Disrupted and 05 March 2022 Petition was forwarded as IDP Comments
 - 2024/2025 IDP budgeted 6,750 000.00
 - 2025/2026 IDP budgeted 20,250 000.00
- Seolong projects allocated funding with various names in the IDP Sanitation Projects
- Rural Sanitation in Phalane mentioned that was allocated and benefited previously and that the projects be allocated to Tweelagte.

- Ward 02 David Katnagel refused Sanitation projects allocated for financial year 2023/2024 and requested budget be redirected to Steal tanks, energizing of high mast lights or internal roads instead.
- ✓ High unemployment rate in all clusters and even where mines operates
- ✓ Lack of making conducive environment for Communities
- ✓ The progressive collapse of local businesses has resulted in a large-scale migrant in various villages operating spaza shops and construction companies
- ✓ Most of our villages have large concentration of impoverished, ill-educated people who are essentially unemployable, especially locally as they are seen in attendance during IDP sessions
- ✓ What informs Municipal project allocation - of as they were not consulted in the 1st Round of consultations, and that the concerned councilor never briefed or engaged them - their plan was to disrupt the session and an agreement was during the session to consult them on the 09 April 2023 for only Wewerdiend Community.
- ✓ Communities from the same Ward 1, of Molatedi also threatened to disrupt, indicating they will also want to be addressed individually for their session, but at-least that was only raised during their comment and clarity seeking questions.
- ✓ A draft IDP Project phase was shared about budgeted project was handed out during the processes and comments on the draft report were invited.
- ✓ Tlokweg session started with disruptions, a complaint from the communities who didn't want the Councillor to represent them.
- ✓ Invites were sent to all Magosi, but no delegation to welcome the communities in the session. Segosi arrived and requested the community to have other platforms where they can raise their matter. Kgosi mentioned he had a serious challenge with the municipality but will raise the matter at the right time.

MIGRATION

- ✓ This growing problem has been aggravated by an influx of refugees residing within Municipal space and not having reliable data, many of whom are relatively not understood if they are well-educated, documented or undocumented (and therefore „illegal“ immigrants), also lack traditional extended family support and are therefore desperate for employment at almost any price.

Cluster 3 complained of illegal migrants in their area of which this leads to a growing “culture” of xenophobia, tension and crime. That they as locals are to be blamed

INFRASTRUCTURE AND TECHNICAL SERVICES

WATER AND SANITATION

- ✓ In general, we are a region of poor and small underground water availability, usages – has to be considered when contemplating alternative sustainable development projects.
- ✓ Existing towns and villages lack adequate water supplies. It is generally cut off during the day affecting all business and residents.
- ✓ The complete failure of sewages works to deal with generated sewage, water systems were raised as a major concern.
- ✓ The provision of potable water to communities was raised as an issue - The quality of water for human consumption
- ✓ Lack of sustainable reliable water provision in the region where there is insufficient reliable, long-term availability of underground water
- ✓ Water in various villages is trucked in, not knowing its health status/and or been pumped directly from a borehole that takes from the various places not sure of its safety as MKLM is an Authority, and totally such behavior is unacceptable by communities.
- ✓ There are pumps that need repair, others generators stolen, but nobody available with the necessary experience to repair them. There is a business in Mogwase complex which deteriorates daily in water provision and roads infrastructure – no provision sustainable services from North West Development Agency
- ✓ The relative scarcity of water within the municipality was a key issue identified during the first round of consultations and to date still remained an issue throughout the process of finalizing the IDP.
- ✓ The protection of important **JOJO TANKS** water poured in all various villages where the systems remained a concern throughout the process, but came out particularly strongly in the second round of public participation.
- ✓ Illegal dams and water extraction were raised as a concern during the first round of the public participation process.
- ✓ A combination of a growing population, unplanned households in rural areas, upcoming industrial development in Mogwase as the Special Economic Zone (SEZ), subdivision of land into smaller portions and therefore higher rural population density makes it difficult for provide sustainable services.
- ✓ And, most importantly, incompetence and neglect by the relevant authorities - has resulted in a manifest and serious decline in infrastructure and bought stands not maintained where communities complain of snake attack and crime hidden areas next their yards

- ✓ Sewerage Treatment, the plant is grossly outdated and under spec for the human waste generated and for workers
- ✓ There is also a bad sewerage for the informal settlement, unit 8 and indeed for parts of "developed" areas and in Traditional areas
- ✓ ***Communities at Katnagel mentioned not wanting VIP Toilets but never mentioned the project needed***

ROADS AND STORM WATER

- ✓ Various roads in our 107 villages are in terrible condition, and its repair should be regarded as a major priority
- ✓ The signages at all entrances especially Mogwase is ugly and reflect poorly on the town which enhance municipal revenue and a tourist destination, especially Sun City and our Pilanesberg areas.
- ✓ The dirt and gravel roads in the area have been neglected for many years.
- ✓ They require regular maintenance, not only a bit of scraping when residents yell loud enough.
- ✓ Signage regulations must be enforced, street naming and geographic studies required to ensure all our places can be identified through google maps
- ✓ Minor roads are often totally un-maintained for years on end, some having become all but impassable to ordinary traffic; in both instances, the number of fatal or serious accidents – caused mainly by the unsafe condition of the roads – is increasing sharply;
- ✓ In our rural areas and construction of speed humps in front of Mankwe College, Mahobieskraal roads and other various places mentioned in the needs analysis report
- ✓ Roads in, and around Mogwase Complex are in a shocking, and dangerous state.
- ✓ There are rarely any repairs carried out and the roads continue to deteriorate to a worse level.
- ✓ There should be pavement management systems where possible around Mogwase, as well, ultimately saving the municipality existing non-maintained roads and also to cut grass or verges on the mainly used roads not to obstruct traffic. Particularly as their lawnmowers etc. are more than often broken.

ELECTRICITY

- ✓ The electricity supply to certain areas of the is unreliable and power outages often occur.
- ✓ Illegal connections where communities are proud to say they do it as much as ESKOM doesn't supply them with transformers and connections as their need
- ✓ Electricity is very unstable, but we were to be made aware that Eskom is upgrading and connecting in other areas

- ✓ Eskom's power reticulation grid is, by its own admission, hopelessly over-extended; and is characterised by frequent outages, especially in the rainy season;
- ✓ Electrification / Energising of all high mast lights, community halls and pump stations

DEVELOPMENT PLANNING

- ✓ A comprehensive town development plan in accordance with the SDFs and taking into consideration the possible future developments of MKLM in the area
- ✓ Request for land audit to differentiate pockets of land development direction
- ✓ Town development – when planned not to put the squatter shacks next to the main road through the town especially when tourism is a major economic factor in the overall economy of the area.
- ✓ Currently land speculation and multitudes of applications OR developments happening in Traditional areas (some of which are blatantly in contradiction with our SDF) and without a sufficiently inclusive process, involving the local municipality and other stakeholders will negatively impact development in MKLM.
- ✓ Various businesses done in Traditional areas not benefitting the Municipality on revenue purposes- calling for SPLUMA implementation to allow for rezoning and Traditional Leaders engagements.
- ✓ Planned development should be based on a coherent design concept reflecting the following:
 - Needs of the communities as identified during IDP's
 - Formal or temporary construction housing needs and
 - The socio-economic impacts of these, integrated communities, safety, security, sustainability, to have the potential for growth and boost Municipal revenue
- ✓ SPLUMA to be addressed as currently rezoning not yet done even in our rural Traditional Land, we are able to see the establishment and development of mining operations near communities who doesn't pay services and mining operations without municipal revenue growth
- ✓ None rezoning of mining operations and businesses of a town too close to open cast mining areas will limit the ability to mine
- ✓ Services offered within by MKLM are basic service but engagement with sector department cut across all (e.g. health services, accommodation services, bulk services, schooling, policing, civic services, education) may be insufficient due to the increased demand if a number of large industrial projects are executed at once.
- ✓ Some of the main developmental planning issues in the area include lack/no land controls and on environmental enforcement es, in compliance to NEMA Act EIA Regulations

- Fixing a notice on site of activity and alternative sites
 - Personal notification of land owners, occupiers organs of state
 - Advert in Government Gazette or Local Newspapers where its wide impact
 - Alternatives forms of notice to overcome barriers to participation
- ✓ MKLM decision-making is based on ticking boxes, compliance rather than commitment and substantive issues are ignored.
 - ✓ Land use opportunities are certainly one of the biggest areas of conflict, CPA granted land where minerals are identified
 - ✓ Double allocation of land by Traditional Leaders to Private companies and household's construction of houses

LOCAL ECONOMIC DEVELOPMENT

MINING RESOURCES

- ✓ A comprehensive Mining Development Plan. (MDP) required and engagement with DMRE required.
- ✓ **item 28/08/2019:** terms of reference for the mining working group and the forum in order to regulate mining engagement and activities (this was informed by communities in cluster 4, wanted understanding of why other mine Social Labour Plans are not incorporated in the Draft IDP.
- ✓ Mining operations where demarcation causes owners of the land to Labour Sending Areas
- ✓ Currently a large number of prospecting rights have been issued to an equally large number of companies or individuals but not beneficial to Municipal revenue or not known if they operate illegally in our various villages
- ✓ Exclusion of certain villages/areas that are directly impacted by the mine-sometimes mining companies deny a particular village, community to partake in their programmes
 - Need to engage further and improve on the definition of community under the MPRDA and Regulations to link the impact
- ✓ Broader problem of companies restricting engagements to members of Forums/Structures/ formally recognised by the mines and not addressing IDP Needs Analysis
- ✓ Issues that the mines need to consider any mine developments and basic resources to be provided per MPRDA and development of Social Labour Plans and mine closure reports and mine lifespan.
- ✓ Social Labour Plan and IDP non-alignment and projects within the IDP, may committees be causing non-alignment of IDP and Budget per

- ✓ That any mine developments must take into consideration traffic flow in the operations areas; blasting time and water resources to nearer villages and any other CSI required by communities
- ✓ There is pressure to mine, plus the lack of water, lack of a local user of the chrome belt found / and lack of rail and other infrastructure capacity could result in rash decisions by prospecting rights holders to establish infeasible mines that have started around our villages in Tlathaganyane and Municipality never engaged as Water Authority.
- ✓ The effect could be environmental damage and result in a negative perception of mining and industrial development in various Traditional Leaders villages, left poor after all these illegal activities
- ✓ High level of triple challenges: Unemployment, Inequality and Poverty
- ✓ Skills will be required for the future development of the electricity, mining and manufacturing and Tourism sectors.
- ✓ In order to achieve sustainable development in the area the following factors should be considered, water, Sewerage, fuel – wood is being collected on all farms around illegally but the people are desperate.
- ✓ Some of the critical socio/economic elements that need to be looked into in order to achieve sustainable development in the area include:
 - Job creation – persons are living in an area with relatively few job opportunities. Possibly caused by the number of RDP houses being build that has led some not residing in them and turned into white elephants.
 - Planned mining operations and any development that could provide sufficient jobs to be able to knock on effect of this poverty, crime and an unstable community; and
 - Clear opportunities not identified: Tourism, Conservation, hunting, adventure sports, agriculture, fishing, game industry and many more as we have lot of resorts in our municipality.
 - Tourism. Passing Traffic. All businesses in the town itself compete for service needs.
 - Clean water. The issues are as abovementioned. Lack of supply, extremely bad quality etc.
 - Air quality is affected by illegal mining without EIA and Public Participation per MPRDA
 - The municipal dumping site as mentioned by Unit 8 and Ledig cluster does not benefit communities and opportunities.
- ✓ A levy should be considered for the surrounding resorts and just to engage on where they dump their rubbish as well.

- ✓ The Ledig cluster requested the sector to / must promote Sustainable job creation, tourism industry, concentrating on small business development, with a particular emphasis on **recycling of waste** in order to contribute to sustainable development.
- ✓ There are so many residents in all our 107 villages are extremely frustrated and disappointed with broken promises, no action, no improvements etc. that it may take time for them to TRUST us.
- ✓ There is a huge amount of large-scale transport that uses Ledig road especially the trucks, as a short cut which is a serious noise factor and small cars disturbances.
- ✓ There are also some business in various villages and towns i.e.: pubs that create a noise problem especially during school exam times and dumping waste where they ignore waste signages
- ✓ By laws and public participation to be done to ensure we enforce guidelines.
- ✓ Fines should be issued in these instances, but our police would in all probability be engaged to bring about order and compliance.
- ✓ Game ranchers to also be revisited of challenges they face for not to make sustainable support to SMME's
- ✓ It was indicated that by Ledig community member that the bulk of the employees are sourced @ Sun City are from local rural populations,
- ✓ in addition, the economic revitalisation of communal/ tribal trust lands can also be explored.
- ✓ Lerome cluster mentioned that over-grazed communal land would be suitable for wildlife ranching, wildlife conservation and eco-tourism, thereby offering food security and a source of sustainable income for impoverished communities;
- ✓ That wildlife ranching can also contribute towards and participate in education as well as the upliftment of support service workers (e.g. hunting guides and hospitality workers (Agri-BEE oriented)).
- ✓ The Pilanesberg corridor is very well positioned to become an important role player in the wildlife industry. A mention of access routes, malaria free status, landscape, vegetation and wildlife are all factors that make the MKLM unique if proper studies required are done.
- ✓ Other opportunities and comments mentioned by other clusters in previous comments) include the support of emerging farmers who have been allocated marginal land as part of the land restitution process (CPA's).

EDUCATION

- ✓ Early Childhood Centers to be prioritized in providing skill and capacity to educators in financial management
- ✓ Rural (primary) and High schools have declined in quality to the point where they do little other to mentally attract learners to perform
- ✓ Most primary school leavers are functionally illiterate both linguistically and numerically.
- ✓ The low levels of education in the MKLM is a far reaching issue.
 - Lack of digital connectivity
 - Quality of education offered is also considered to be well below standard.
- ✓ This impacts on the ability of school leavers to integrate into more urban areas, or attend tertiary education facilities
- ✓ In some villages the state-run high school is almost completely dysfunctional, with high staff and learner absenteeism, weak to non-existent management and teaching by inadequate, unmotivated, under skilled staff to over-crowded and undisciplined classes.
- ✓ Mostly privately-operated schools are able to fulfil the constitutional rights of the youth
- ✓ The need for skills training in the MKLM has been emphasised by several participants.
- ✓ Many of the local people are not considered for the employment opportunities in the area of mining as they are unskilled and request to collaborate with Mankwe College to offer courses and trainings required (Cadet Age restriction by the mine always a serious challenge)
- ✓ Government Feeding Programmes and Scholar Transports was highly raised for children from impoverished families as they cannot concentrate.

POOR TELECOMMUNICATION

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

WASTE DISPOSAL

- ✓ Few proper solid waste disposal sites exist in the MKLM, rural waste taken to Madikwe and Mogwase as the only two land fill sites.
- ✓ Service providers appointed on 2011 Statistics data of households and this create Audit Query due to lack of data.

- ✓ This makes disposing of waste legally very expensive, as it is necessary to transport it over a distance and collection done freely in all 107 villages.
- ✓ A strong desire for recycling to become the preferred destination for waste in the MKLM was expressed. Mogwase and Ledig communities as mentioned above
- ✓ Rural areas have indicated to be given a chance of subcontracting in various villages to collect wastes in households and place it in their main roads

INTERGOVERNMENTAL RELATIONS

- ✓ The issue of co-operation between the various government departments was raised during both the first and second round of public participation and even during Councillor Briefing Sessions
- ✓ A long-term perspective and vision from government is desired to ensure we comply with the Implementation of One Plans and alignment of District Development Model (DDM)
- ✓ Competent government authorities, who do not display indifference to the public is desired, even among ourselves as three spheres of government
- ✓ The issue of more implementation of strategies, policy development, policing and action from government was an issue that came out strongly in both rounds.
- ✓ As mentioned above also emphases was based on project allocation to various villages and duplication of projects to same villages while other villages never benefitted at all
- ✓ Request for us a government to takes non-political decisions when allocating projects arose in the second round of Public participation as other Councillors reported 0 Zero implementation in the 2023/2024 Financial Year
- ✓ Decisions should be made, based on the first Round of needs identification, the long-awaited wish list which indicate the best for the people and the area concerned.
- ✓ The issue of government taking responsibility and implementing the AG's Audit opinion to be done, that came out during Councillors Briefing Session

POLICING AND CRIME

- ✓ Establishment of Local Community Policing Forum
- ✓ That our local police force is stretched beyond the limit, particularly during the night shift.
- ✓ The day shift seems to be of a level enough to handle things but in the evening is a challenge without even high mast provision
- ✓ In the three police stations, no enough vehicles on side, and few policemen at night, with one vehicle available, and over weekends particularly this is not enough.

- ✓ It is alleged that the police station telephone line is also out of order most of the time because the bill has not been paid or damaged
- ✓ The above does not make it easier for either party involved in an incident, whatever the nature
- ✓ Crime – is in the increase. Weekends and in the evening that's where most of crimes of rape, GBVF, house breakages and domestic violence are taking place
- ✓ Generally petty crime of an opportune.
- ✓ Foreign nationals, illegally/legal in RSA, are numerous in most of our villages and the informal settlement, owning spaza's. We might be are looking seriously outbreak of Zenophobia in the not too distant future, if we do not engage and record them in our data as they operate and live in our space.

INFORMAL SETTLEMENTS

- ✓ No formal sewer provision for those residing in such pieces of land
- ✓ Health hazard to the individuals within the settlement.
- ✓ Illegal connections very rife
- ✓ Added to that - human waste having a negative effect on the underground water.
- ✓ Extra RDP houses being constructed but not sure if they will qualify

COMMENTS

Land Claims – protracted processes and absence of funding and support for new landowners have generated considerable uncertainty and stagnation;

zoning of Conservation Areas – the absence of clear demarcation of conservation areas has opened the door for inappropriate residential tourism developments; and

the global economic recession has put this process on hold but it will return in the near future.

The hospitality sector does not come together to discuss the future. There is no appropriate forum for this to happen.

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

Very few school leavers enter either a tertiary education institution or formal employment.

Unless a clear, practical and dynamic strategy is developed to address this situation, the will not establish a viable society.

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

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

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

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

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

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

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

KEY CONSTRAINTS:

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

CONCLUSION

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

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

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

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

A notice was also advertised in the newspapers (Sowetan) as mentioned in the first paragraph and closing comments where the 15 May 2023. And today we are having IDP Rep Forum 16 May 2023.

Further the Reports and Final IDP will be discusses at Portfolio Committee, Executive Committee and Council to resolve to be a legal document on the 31 May 2023.

Summary of needs identified

TABLE 80: SUMMARY OF NEEDS IDENTIFIED	
Municipal Key Challenges	Non- 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 of an integrated transport system ▪ Develop socially integrated, safe and healthy communities. 	<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 services ▪ Household connections and provision and installations of transformers to curb illegal connections

TABLE 80: SUMMARY OF NEEDS IDENTIFIED

Municipal Key Challenges	Non- municipal coordinated issues
<ul style="list-style-type: none"> ▪ Develop, maintain and expand basic infrastructure for economic development and growth. ▪ 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 Imbizos ▪ Lack of sector department participation 	

6. Ward Committees

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

7. Measuring IDP Progress

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

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

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

The IDP was compiled based on the inputs received from public participation processes, IDP Representative Forum - municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed, councillor briefing sessions and strategic planning sessions.

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

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

8. Internal Audit

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

9. Risk Management

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

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

TABLE 731: 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.	<ul style="list-style-type: none"> Threatening development by communities who claim land ownership. Loss of revenue by the municipality for development to happen and start billing households. Threat to environmental sustainability & human health
	Misinterpretation of the "Land Expropriation Without Compensation" Policy	<ul style="list-style-type: none"> Uncontrolled land grabs in various villages and massive growth without the provision of service delivery 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	<ul style="list-style-type: none"> 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
Education		<ul style="list-style-type: none"> Early Child Centre Development Programmes, training capability development for educators, financial courses, digital programmes and fibre connectivity 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 issues to be taken into consideration by the municipality
Transport and Traffic		<ul style="list-style-type: none"> Shortage of transport facilities 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 to the communities after consultation.
Spoornet		Provision of bridges to link residential areas to shopping centres

11. Performance Management Systems

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

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

12. 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 the implementation of the IDP and budget on an annual basis.

Performance management is currently implemented at the level of senior management, which requires the Municipal Manager and managers directly accountable to the Municipal Manager to annually sign performance agreements and submit quarterly performance reports. Documents such as the PMS framework, signed performance agreements, quarterly performance reports, annual reports and oversight reports were submitted to the relevant provincial department responsible for local government, the 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 is to be implemented in the beginning of the new financial year.

13. Sectoral Plans

This section deals 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 valuable insight to engage in a meaningful planning process to improve service delivery within the municipal area during each term of annual review.

There are legislative requirements to compile IDPs. However, the national requirements that compel municipalities to formulate sector plans, which should form part of the IDPs annually, must be noted. The legislative requirements applicable to sector plans aim to ensure that clear, workable and integrated plans are in place.

1. Strategic Intent

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

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

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

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

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

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

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

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

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

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

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

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

Delegates who attended the Lekgotla agreed that the Vision Statement above still articulates the future destination of MKLM until the planned session in the next financial year.

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

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

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

TABLE 82: MISSION STATEMENT	
Value	Description
Integrity	Aims to prevent corruption and fosters a high standard of behaviour. Help to reinforce the credibility and legitimacy of those involved in policy decision-making, safeguards the public interest and restores confidence in the policy-making process.
Honesty	Openness in strengthening our democracy and promoting efficiency and effectiveness
Transparency	The expertise and responsiveness of the municipality to the needs of the community
Accountability	Report regularly to all stakeholders regarding Council's actual performance.

TABLE 82: MISSION STATEMENT

Value	Description
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 those raised by communities. SWOT enables us to check on progress, and challenges we still face as a municipality. The acronym refers to Strengths, Weaknesses, Opportunities and Threats.

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

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

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

Threats: Refers to any unfavourable situation, trend or impending change in an organisation's environment that is currently, or potentially, damaging or threatening to its ability to compete. It may be a barrier, constraint, or anything that might inflict problems, damages, harm or injury to the organisation. Now we are faced by an unfunded budget for this Financial Year, the Auditor General's Report, political instability, and long overdue management positions which need to be implemented soon. Disruptions of planned projects might result in the loss of funds or roll overs. Threats also include distressed employees with low morale to function in the provision of service delivery, a lack of resources and a lack of office space.

3. Alignment Strategic Processes

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

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

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

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

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

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

TABLE 83: ALIGNMENT OF KPAS, STRATEGIC GOALS, GOAL STATEMENT AND GOAL OUTCOME			
KPA Description	Strategic Goal	Goal Statement	Goal Outcome
KPA 1: Basic Services Delivery and Infrastructure Development Municipal Priority 1.Water and Sanitation 2.Roads and Storm Water 3.Sports and Recreation 4.Solid Waste and Environment	Reliable and Sustainable Basic Service Delivery Provision of Quality and Sustainable Community Services	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. To create a safe and healthy environment within the community, inclusive of social amenities	Provision of basic services to all households in the municipality Healthy environment
KPA 2: Local Economic Development	A Conducive Environment for Sustainable Economic Growth	To ensure a conducive environment for sustainable economic growth.	Economically thriving communities
KPA 3: Municipal Financial Viability and Management	Sound Financial Management and Effective Administration	<ul style="list-style-type: none"> A municipality which is able to pay creditors on time, The ability to collect from its customers, with effective internal controls which are implemented and comply with applicable legislations. 	Clean audit outcomes and sustainable service delivery
KPA 4: Spatial Development Analysis and Rationale	Well-planned and Integrated Developments	<ul style="list-style-type: none"> To achieve a balance between spatial transformation and resource availability To ensure implementation of SPLUMA in rural areas per prescribed legislation 	A spatially, socially and economically thriving environment for all to reside in
KPA 5: Good Governance and Public Participation and Communications	Ethical and Accountable Institution (Intergovernmental Relations,)	<ul style="list-style-type: none"> Create a culture of exercising ethical and effective leadership. To work towards achieving transparency, good performance, effective oversight and legitimacy and accountability. 	Functional governance and assurance structure
KPA 6: Municipal Transformation and Organisational Development	Aligned Organisational Structure with Municipal Regulations and Skilled Workforce	Implementation of municipal regulations, optimising human capital through the development of employee capacity building and skills transfer and the improvement of knowledge management through continuous training and mentorship programmes	Capacitated service delivery workforce

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

TABLE 74: 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	Basic Service Delivery and infrastructure development	Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognizing the trade-offs in the use of water.	Chapter 4: Economic infrastructure
Electricity Provision		Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030.	
(High mast Lights and Street Lights)		Competitively priced and widely available broadband	
		Public employment programmes should reach 1 million by 2015 and 2 million people by 2030	
		<ul style="list-style-type: none"> ▪ Maintenance and upgrading of infrastructure ▪ Provision of bulk infrastructure ▪ Quality services in all local municipal areas. Significant backlogs exist in terms of basic service delivery, specifically regarding water and sanitation. 	
2. Roads and Storm Water		To develop and maintain infrastructure to provide basic services	
3.Sports and Recreation	Basic Service Delivery	To develop and improve community infrastructure facilities, public safety, disaster emergencies and a healthy environment	Chapter 9: Improving education, training and innovation
7.Solid Waste and Environment	Basic Service Delivery and infrastructure development	Absolute reductions in the total volume of waste disposed to landfill each year.	Chapter 5: Environmental sustainability and resilience
		<ul style="list-style-type: none"> ▪ 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	

TABLE 74: MUNICIPAL PRIORITIES /KEY PERFORMANCE AREAS, NATIONAL DEVELOPMENT TARGETS AND PLANS

Municipal Priorities	Key Performance Areas	National Development Plan Targets	National Development Plan
4. Municipal Budget allocated to Projects (Internally Debt Collection revenue enhancement)	Municipal Financial Viability and Management	Sound financial management: adherence to all laws and regulations as prescribed to local government	Chapter 12: Building safer communities
5. Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	<ul style="list-style-type: none"> To promote accountability, efficiency and professionalism within the organisation All children should enjoy services and benefits aimed at facilitating growth 	Chapter 14: Fighting corruption
		A corruption-free society; a high adherence to ethics throughout society and a government that is accountable to its people.	
		Our vision is a society where opportunity is not determined by race or birthright; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa.	Chapter 15: Nation building and social cohesion
6. Economic Development	Economy and employment	Public employment programmes should reach 1 million by 2015 and 2 million people by 2030	Chapter 3: Economy and employment
8. Community Participation and Communication	Good Governance and Public Participation	<ul style="list-style-type: none"> To ensure ethical and transparent governance that is responsive to community needs and encourage public participation. Staff at all levels have the authority, experience, competence and support they need to do their jobs. Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system. 	Chapter 13: Building a capable and developmental state
9. Land and Human Settlement (Residential, Business and Agriculture)	Spatial Rationale	<ul style="list-style-type: none"> To establish socially, economically, and environmentally integrated sustainable land use and human settlement Upgrade all informal settlements on suitable, well-located land by 2030 More people living closer to their places of work More jobs in or close to dense, urban townships 	Chapter 8: Transforming human settlements

TABLE 74: MUNICIPAL PRIORITIES /KEY PERFORMANCE AREAS, NATIONAL DEVELOPMENT TARGETS AND PLANS

Municipal Priorities	Key Performance Areas	National Development Plan Targets	National Development Plan
		<ul style="list-style-type: none"> Strong and efficient spatial planning system, well integrated across the spheres of government 	
		Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations	Chapter 9: Improving education, training and innovation
		<ul style="list-style-type: none"> All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety. Ensure progressively, and through multiple avenues, that no one lives below a defined minimum social floor. 	Chapter 10: Health care for all
			Chapter 11: Social protection
		To develop and maintain infrastructure to provide basic services	Chapter 12: Building safer communities
Disaster Management		Disaster Management	Chapter 12: Building safer communities

6. Global Development Policy Direction



The United Nations adopted a set of goals by September 2015, through which it aimed to eradicate poverty, protect the planet and ensure prosperity for all as part of a new sustainable development agenda.

Each goal has specific targets to be achieved over the next 15 years. The MKLM aligns the set goals with the national plans of developing a long-term plan for vision 2030. The Agenda was for *transforming our world*:

- the 2030 Agenda for Sustainable Development.
- is the Agenda - an action plan for people, planet, and prosperity, to focus on **strengthening peace and partnerships**.

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

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

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

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





Figure 7: Sustainable development goals

The 17 Sustainable Development Goals (SDGs) are built on the Millennium Development Goals (MDGs). The MDGs set the momentum for the SDGs to continue the people-centred development agenda. The Millennium Development Goals expired in 2015 and poverty levels were drastically reduced. A move from MDG to SDG required developmental planning to focus on the goals.

7. Millennium Development Goals - MDGs New Approach

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

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

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

TABLE 75: MILLENNIUM DEVELOPMENT GOALS

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

8. National Outcome Delivery Agreements

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

Municipalities are expected to adopt their Integrated Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to.

Critically, is the strategic focus of the framework as a whole. This relates in particular to the understanding that economic growth and development, including the creation of decent work on a large scale, investment in quality education and skills development are at the centre of the government's approach.

The MTSF is structured around 14 priority outcomes. Government has agreed on **14 outcomes** as a key focus. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome.

Each of the 14 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government.

Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome.

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

TABLE 76: 14 NATIONAL OUTCOME DELIVERY AGREEMENTS			
Outcome	Activity	Goals	Roles
1	Improved quality of basic education	Improving citizens skills levels and education	<ul style="list-style-type: none"> Not responsible for basic education but will from time to time support schools and other learning institutions with learning and other resources. Calls for collaboration with the private sector, colleges to support science centres, and schools' programmes, technology and agricultural development. 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

TABLE 76: 14 NATIONAL OUTCOME DELIVERY AGREEMENTS

Outcome	Activity	Goals	Roles
4	Decent Employment through Inclusive Economic Growth	Job creation through economic development	<ul style="list-style-type: none"> Focus only on Expanded Public Works Programme Making conducive environment still a challenge
5	An efficient, competitive and responsive economic infrastructure network	Municipality not resourced and committed to attain the vision and mission of the organisation s Reliance on MIG grants and rural in nature	Training and capability development will inform Council to improve the skills and capacity of the workforce and political structure
6	There should be vibrant, equitable, sustainable rural communities with food security for all	Efficient and integrated infrastructure and services	<ul style="list-style-type: none"> Council has identified the absence of economic infrastructure as one of the main weaknesses To engage the District, and mines to develop an economic infrastructure plan in a collaborative project
7	Vibrant, equitable and sustainable rural communities with food security for all	Viable economic growth and development	As a predominantly rural area, studies and research are required on how to prioritise agriculture as one of the catalysts of the fight against poverty and hunger
8	Sustainable Human Settlements and Improved Quality of Household Life	To promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing	To continue to play a supporting role in the creation of sustainable human settlements through service provision
9	A responsive, accountable, effective and efficient Local Government System.	Democratic, responsible, transparent, objective and equitable municipal governance	A new approach to planning and implementation through support and partnership of MCPP to end in 2025
10	Environmental assets and natural resources that are valued, protected and continually enhanced.	To promote environmental; conservation and promotion	Encourage partnership with our private sector, the Department of Agriculture and Environmental Affairs (Provincial and National) which were established to address issues of nature conservation and preservation throughout the municipal area
11	Create a better South Africa and contribute to a better and safer Africa and World	Promoting Social Cohesion	<ul style="list-style-type: none"> 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 developmental state through active community involvement

TABLE 76: 14 NATIONAL OUTCOME DELIVERY AGREEMENTS

Outcome	Activity	Goals	Roles
13	An inclusive and responsive social protection system	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance	<ul style="list-style-type: none"> ▪ The Municipality currently has an indigent policy and register through which support is provided to those who are identified as indigent. ▪ Further studies are required to ensure those in the register are eligible ▪ To explore avenues to assist ECD with structures for crèches, educator capabilities and financial management
14	Nation building and social cohesion	Social Cohesion	Broader engagements with traditional authorities on their ceremonies to enhance nation building and social cohesion through the preservation of culture in all 107 villages

9. Revised MTSF 2019 – 2024

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

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

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

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

9.1 Priority 1: A capable, ethical, and developmental state

PROGRAMME: A CAPABLE AND HONEST GOVERNMENT

Outcome 1: Improved leadership, governance, and accountability

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

Outcome 2: Functional, efficient, and integrated government

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

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

Outcome 3: Professional, meritocratic and ethical public administration

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

Outcome 4: Social Compact and engagement with key stakeholders

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

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

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

9.2 Priority 2: Economic Transformation and Job Creation

PROGRAMME: ECONOMY AND JOBS

Sub-programme: Investing for accelerated inclusive growth

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

Sub-programme: More decent jobs created and sustained

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

Creating jobs, especially for the youth, is critical to quell rising unemployment and break down the barriers for those excluded from the labour market.

Government plans to facilitate the creation of at least 2 million jobs by 2024. A number of joint public and private sector initiatives are planned to create these jobs.

Sub-programme: Innovation

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

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

Sub-programme: Industrialisation, localisation and exports

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

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

- Clothing, textile,
- 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 the Agri-processing value chain

Sub-programme: Competitive and accessible markets

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

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

Sub-programme: Improved quality and quantum of investments

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

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

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

9.3 Priority 3: Education, Skills, and Health

PROGRAMME: EDUCATION AND TRAINING

Early childhood development

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

School education – having capable and committed teachers in place.

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

Post-school education training and skills development

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

PROGRAMME: HEALTH

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

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

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

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

PROGRAMME: COMPREHENSIVE SOCIAL PROTECTION

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

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

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

PROGRAMME: COMPREHENSIVE SOCIAL PROTECTION

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

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

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

9.5 Priority 5: Spatial Integration, Human Settlements and Local Government

RURAL ECONOMY

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

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

HUMAN SETTLEMENTS

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

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

BASIC SERVICES

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

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

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

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

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

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

PUBLIC TRANSPORT

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

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

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

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

9.6 Priority 6: Social Cohesion and Safer Communities

PROGRAMME: SOCIAL COHESION

Sub-programme 1: Fostering Constitutional Values.

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

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

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

Sub-programme 2: Equal opportunities, inclusion and redress

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

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

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

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

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

Sub-programme 4: Promoting active citizenry and leadership

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

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

Sub-Programme 5: Fostering Social Compacts

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

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

PROGRAMME: SAFE COMMUNITIES

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

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

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

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

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

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

Sub-programme: Corruption

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

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

Sub-Program me: Crime

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

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

9.7 Priority 7: A better Africa and the World

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

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

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

SECTION K: PROJECT PHASE

1. Municipal Projects

Table 77: Municipal Projects									
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									
3905644020FBC50ZZ1 7	MKW – 74	Construction of Lerome (Thabeng Section) Water Supply	15	Adjusted Ongoing	14,886,586.01	14,845,053.63			MIG
39056446020WSE40ZZ 20	MKW - 79	Construction of Manamakgotheng Reservoir and Bulk Water Supply Phase II	22/31	Adjusted	7,756,739.21	15,378,956			WSIG
39056446020WSE39ZZ 29	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
39056446020FBE38ZZ 20	MKW – 116	Ledig Water Supply Various Sections	14/28/30	Ongoing	20,888,368.31	28,816,416,30			MIG
39056445020WSE28ZZ 29	MKW – 117	Upgrading of Madikwe Water Treatment Plant (Phase II) (Vrede, Seshibitswe)	19	Adjusted	9,795, 061.31				WSIG PIG
39056446020WSE37ZZ 20	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)	26	Ongoing	8,175, 909.86	2,200,000.00	7,200,000.00		WSIG

Table 77: Municipal Projects									
MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
	MKW – 124	Design of Tweelagte Water Supply Phase 4, New Stands	26	Adjusted		6,800, 000			WSIG
39056446020FBE31ZZ 20	MKW – 125	Design Maeraneng Water Supply Finalised	22	Adjusted	2,441,154.89	8,200,000.00	11,659,471.00		MIG
39056446020FBE30ZZ 20	MKW – 127	Design Segakwaneng Water Supply Finalised	31	Adjusted	2,497,259.29	8,200,000.00	20,000,000.00	9,086,285.00	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	Design Manamakgotheng Water Reticulation Finalised	31	New	4,780,000.00	17,000,000.00	23,057,890.00		MIG
	MKW – 132	Design for Molatedi Water Treatment Plant Upgrading Finalised	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
	MKW - 135	Mabeskraal to Uitkyk Bulk Water Pipeline Phase II		New			28,000,000.00	22,000,000.00	WSIG
	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			24,025,000		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

Table 77: Municipal Projects									
MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
Sanitation Provision									
Financial Year 2022/2023 – 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	Rural Sanitation Programme – Supply & Installation of VIDP in Segakwaneng	31	New		2,500,000			MIG
	MKS – 91	Rural Sanitation Programme – Supply & Installation of VIDP in David Katnagel	2	New		2,500,000			MIG
	MKS – 92	Rural Sanitation Programme – Supply & Installation of VIDP in Leruleng	17	New		2,500,000			MIG
	MKS – 93	Rural Sanitation Programme – Supply & Installation of VIDP in Makoshong	26	New		2,500,000			MIG
	MKS – 94	Rural Sanitation Programme – Supply & Installation of VIDP in Phalane	26	New			3,000,000		MIG
	MKS – 95	Rural Sanitation Programme – Supply & Installation of VIDP in Manamakgotheng	22/31	New			3,000,000		MIG

Table 77: Municipal Projects									
MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
	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
	MKS - 97	Upgrading of Madikwe Sewer Network	19	New			2,000,000.00	48,000,000.00	WSIG
Roads & Stormwater									
Financial Year 2022/2023 – 2025/2026									
37156472420FBE12ZZ32	MKRS – 89	Vrede Storm water (Phase II)	21	Adjusted	2,998,848.59				MIG
	MKRS – 89	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
	MKRS – 97	Rehabilitation of Welverdient 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	Goedehoop and Losmytjerie internal roads and storm water	01	New				3,500,000	MIG
	MKRS - 103	Upgrading of Stormwater Management – Goedehoop, Nonceba, and Losmytjerie	01	New		2,200,000.00	9,000,000.00	15,800,000.00	MIG
	MKRS - 104	Mabeskraal internal roads and stormwater	23/24	New				27,013,680.00	MIG

Table 77: Municipal Projects									
MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
Roll Over									
37156472420FBE12ZZ 32	MKRS – 89	Vrede Storm water (Phase II)	21	Roll Over	1,341,154.89				MIG
37156472420FBE13ZZ 32	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
37156472420FBE15ZZ 32	MKRS – 92	Paving of Mononono internal road	8	Roll Over	2,098,776.85				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				
	MKELC – 108	Installation of high mast lights Cluster B - Molorwe (4)	6	Adjusted	2,366,864.68				MIG
	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

Table 77: Municipal Projects									
MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
	MKELC – 120	Replacement of HPS with LED Bulbs Programme		Adjusted	5,000,000.00				
Roll Over									
37206433020FBE24ZZ 15	MKELC – 95	Installation of high mast lights Bapong – (4) (Cluster B)	25	Roll Over	534,188.39				MIG
37206433020FBE25ZZ 15	MKELC – 96	Installation of high mast lights Pella – (4) (Cluster B)	19		498,005.15				MIG
37206433020FBE03ZZ 15	MKELC – 98	Installation of high mast lights Masekolane – (2) (Cluster B)	3		160,546.30				MIG
37206433020FBE17ZZ 15	MKELC – 99	Installation of high mast lights Greater Ledig – (17) (Cluster A)	14/28/30		226,822.49				MIG
37206433020FBE04ZZ 15	MKELC – 100	Installation of high mast lights Molatedi (2) – (Cluster B)	1		574,647.86				MIG
	MKELC – 112	Energizing of High Mast Lights and Community 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				MIG
	MKID – 87	Disaster Management Centre		New			2,400,000.00	22,100,257.00	MIG

Table 77: Municipal Projects									
MSCOA Item No.	Project No.	Project Description	Ward	Status	Total Capital Budget				Funder
					2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
	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									
	MKSAC – 30	Upgrading of Mogwase Sports Park Phase III	33	Adjusted	16,456,870.00				MIG
	MKSAC – 32	Upgrading of Madikwe Sports Park	19	Adjusted	3,237,887.63				MIG
	MKSAC – 33	Refurbishment of Tlokweng Cemetery	20/21	New			8,985,297.71	2,014,702.29	MIG
Solid Waste & Environment									
Financial Year 2022/2023 – 2025/2026									
35356450020FBD87ZZ 19	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. Traditional Councils Projects

2.1 Baphalane Traditional Council

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

3. SEZ Proposed Projects

TABLE 77: BULK ROADS AND RAIL INFRASTRUCTURE PROJECTS COST ESTIMATES

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

TABLE 78: 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	

TABLE 79: BULK ELECTRICAL SERVICES PROJECTS COST ESTIMATES

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

TABLE 80: 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

4. Bojanala District Development Focal Areas (DDM)

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

Five Key Areas

Focus area 1: Few economic infrastructure projects that require unblocking

Focus area 2: Key catalytic projects

Focus area 3: Spatial restructuring and environmental sustainability

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

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

TABLE 81: BOJANALA DISTRICT DEVELOPMENT MODEL (DDM) PROJECTS (FROM THE INITIAL 10 PROJECTS LIST REQUESTED)

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

TABLE 82: ADDITIONAL BOJANALA DISTRICT DEVELOPMENT MODEL (DDM) PROJECTS (FROM THE 8 PROJECT LIST REQUESTED)

Project Name	Lead	Total Budget Required	Budget Committed 2021/2022	Budget Committed 2022/2023	Budget Committed 2023/2024	Duration of the Project	Local Municipality	Focus Area
Upgrading of Waste Water Treatment Works District wide	BPDM	2 Billion	0	0	0	2 years	All 5 Local Municipalities	1
Renovations of Schools	BPDM	1 Billion	0	0	0		All 5 Local Municipalities	1
Treatment of Polluted Water from Mining	BPDM	2 Billion	0	0	0	5 years	Madibeng; Moses Kotane and Rustenburg Local Municipalities	1

5. Sector Departments Projects

Department of Human Settlement (RDP Houses)

Village	Number of Serviced Sites	Planned Units	Budget	Progress
Ngwedding	0	20	R2 667 940	Project Under Construction
Mogoditshane	0	40	R5 335 880	Project Under Construction
Ntswanalemetsing	0	40	R5 335 880	Project Under Construction
Ledig	0	40	R5 335 880	Project Under Construction
Bapong	0	40	R5 335 880	Project Under Construction
Moubane	0	12	R1 600 764	Project Under Construction
Military Veterans	0	6	R1 667 442	Project Under Construction (Newly awarded)
Motlhabe	0	12	R1 600 764	Project Under Construction
Maretlwane	0	12	R1 600 764	Project Under Construction
Pella	0	30	R4 001 910	Project Under Construction
Tlokweng	0	20	R2 667 940	Project Under Construction
Mopyane	0	2	R266 794	Project Under Construction
Motlhabe	0	20	R2 667 940	Project Under Construction
Kameelboom	0	1	R133 397	Project Under Construction
Masekolane	0	14	R1 867 558	Project Under Construction
Mabele a Podi Phase 1	0	9	R1 200 573	Project Under Construction (Newly awarded)
Mabele a Podi				Project Under Construction

TS Construction	335	0	R18 624 325	for installation of services
Mabele a Podi Thavhani	364	0	R20 236 580	Project Under Constructionfor installation of services
Mabele a Podi Itsegodira	320	0	R17 790 400	Project Under Construction for installation of services
Mabele a Podi Vince Homes	384	0	R21 348 480	Project Under Construction for installation of services
Phadi	0	0	R3 000 000	Project Under Construction for dolomite investigation

Department of Health

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

Department of Community Services and Transport Management (CSTM)

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

Department of Arts, Culture

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

Department of Education

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

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

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

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

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

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

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 (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Upgrading of road D534 from Mmatau to Khayakhulu 21km	Upgrading and Additions		R1 179 036	R -	R -	R7 000 000
Upgrading from gravel to surface standard of road D514,Z561,D503 and D501 from access to Ramokokastad to Mmorogong via Pylkop access approximately 16,5 km	Upgrading and Additions		R -	R10 000 000	R25 000 000	R30 000 000
Upgrading Dwarsberg, Derdepoort road (Dwarsberg to Limpopo border) 19,2 km (P124/1 to Molatedi to Madikwe) 18,8 km	Upgrading and Additions		R -	R12 000 000	R17 168 000	R20 000 000
Regravelling and storm water improvement of road P51/2 from Makweleng to road D56 through Masekolane and Siga Approximately 23 km	Maintenance and Repairs	R18 750 000	R -	R15 000 000	R3 750000	R -
Special Maintenance of road P53/1 between road R510 and Mogwase Approximately 5 km	Maintenance and Repairs	R18 750 000	R -	R15 000 000	R3 750000	R -
Regravelling and culverts installation of road D155 from Kameelboom to Kareenpan Approximately 23,34 km	Maintenance and Repairs	R11 700 000	R -	R8 000 000	R2 000 0000	R30 000 0000

Department of Social Development

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

Eskom 2023/2024 Projects (Electricity)

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

Mining Houses Project

5.1 Bakubung Platinum Mine

TABLE 83: BAKUBUNG PLATINUM MINE

No	SLP Projects	2019	2020	2021	2022	2023	Total Budget
1.	Human Resource Development Project	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R25,000,000.00
2.	Host Community Daily Water Delivery	R5,100,000	R0	R0	R0	R0	R5,100,000.00
3.	Bulk Infrastructure Water Project	R3,300,000	R2,000,000	R0	R0	R0	R5,300,000.00
4.	Public Transport Support Project	R0	R1,500,000	R0	R0	R0	R1,500,000.00
5.	Zwartkoppies Agricultural Farm Project	R800,000	R800,000	R2,196,704,78	R800,000	R800,000	R4,000,000.00
6.	Enterprise Development Project	R600,000	R600,000	R600,000	R600,000	R600,000	R3,000,000.00
7.	Community Schools Infrastructure Project	R300,000	R2, 000,000	R2, 000,000	R2,000,000	R2,000,000	R8,300,000.00
8.	Environmental Projects	R120,000	R495,000	R495,000	R495,000	R495,000	R2,100,000.00
9.	Mphuphuthe / Community Multi-Purpose Sport Court project	R700,000	R0	R0	R0	R0	R700,000.00
10.	Gabonewe Housing Estate Development	R35,000,000	R36,250,000	R40,722,364,72	R36,250,000	R36,250,000	R180,000,000.00
Grand Total		R50,920,000	R48,645,000	R45,145,000	R45,145,000	R45,145,000	R235,000,000.00

5.2 Samancor Chrome Mine Limited - Varkensvlei (Mantserre Village)

TABLE 84: SAMANCOR CHROME MINE LIMITED - VARKENSVLEI (MANTSERRE VILLAGE)					
Project Name	Manufacturing and Branding Business				
Project Category	Local Economic Development				
Introduction to Project	The community of Mantserre currently has a project to manufacture clothing items including school uniforms. The project intends to expand its offering by including the manufacturing of reflective vests. The vests are used in mining, construction, EMS workers, cyclists and municipalities. The community leaders are confident that they will be able to get a commitment from the surrounding mines to purchase these vests from their project.				
	The project will also offer branding services such as screen printing, embroidery, pad printing and heat transfer. The business will be based at the Mantserre Community Craft Centre. Samancor Chrome Varkensvlei will fund the equipment, skills training and assist with setting up the business. Other products will include knit wear such as throws, blankets, school jerseys, socks, beanies and scarfs.				
	This project is aimed at empowering the youth and women of Mantserre community.				
Project Objectives	Empower the community to become self – sustainable Create wealth Create jobs				
	Year 3			Budget	
Deliverables	Develop a feasibility study and business plan Purchase of industrial sewing machines, over – lockers and knitting machines Machine set – up and skills training Purchase material and other sewing consumables			R300 000	
	Year 4			Budget	
Deliverables	Training for screen printing and embroidery Order branding equipment, software, printers and computers Purchase branding consumables			R650 000	
	Year 5			Budget	
Deliverables	Coaching and Mentoring			R50 000	
Provisional Project Start Date	Year 2020				
Target Group/ Beneficiaries	Baphalane ba Mantserre				
Number of jobs created	15 jobs				
Partners/ Associates in the Project	Seda, Department of Social Development and Local Municipality				
Total Financial Contribution	Year 1	Year 2	Year 3	Year 4	Year 5
R1 000 000	R0	R0	R300 000	R650 000	R50 000

5.3 Pretoria Portland Cement (PPC) – DWAALBOOM

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

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

TABLE 85: PRETORIA PORTLAND CEMENT (PPC) – DWAALBOOM

	Activity / Plan		2019	2020	2021	2022	2023
Human Resources Development	ABET Training	Community / employees	80 000	60 000	40 000	20 000	
	On-site Training Interventions	Employees	3.6 m	3.8 m	4 m	4.2 m	4.5 m
	Learnerships	18.1	100 000	100 000	100 000		
		18.2	1.1 m	1.1 m	1.1 m	800 000	800 000
	Bridging Programme	Employees	80 000	80 000	80 000		
	Mentorship Training	Employees	100 000	100 000	110 000	120 000	130 000
	Bursaries Scheme	1 external bursars per 4 year cycle		90 000	90 000	90 000	90 000
	Employee Study Assistance	Tuition and personal books	15 965	6 000	6 000	6 000	
	Graduate Development programme	Salaries	504 000	252 000	252 000		
	Internship	Salaries, Accommodation and traveling		10 000	10 000	10 000	10 000
	Management training	Employees	10 000	10 000	10 000	-	-

TABLE 85: PRETORIA PORTLAND CEMENT (PPC) – DWAALBOOM

	Activity / Plan		2019	2020	2021	2022	2023
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 Siyanda Bakgatlha Platinum Mine

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

5.5 Northam Platinum Mine (Zondereinde)

Community Projects in Progress

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

Corporate Social Responsibility

Institution Supported	Description	Project Value
MKLM- Donations	Provision of PPE and resources for the clearance of illegal dumps in support of Mandela month clean up and awareness campaigns	R 9923.50
Baphalane Primary School – Donations (Baphalane MKLM)	Primary school requests weekly donations for pupils' breakfast, most learners are under privileged	In progress Nutritionist to be outsourced
DoE	Provision of Career guidance for 44 High schools (3900 Learners in MKLM, IN COLLABORATION WITH Sun City, BSPL, MKLM, DoE, Anglo	R15 500.00

	American and PPM. This is an annual event that started by all parties and it was a huge success in 2021.	
Genplay Foundation – Lerome – Donations	7 th woman conference with the intention of bringing back the spirit of togetherness in women, continuously aligning themselves with the same positive theme: Exceptional Women Exchanging Tissues For Issues,	R52 000.00

5.6 Pilanesburg Platinum Mine (PPM)

SLP: LED and Infrastructure Project Update

Proposed Project	Targeted Beneficiaries	Project Budget
Infrastructure: Community Bulk Water Project: 2nd Generation SLP		
Community bulk water Project	<ol style="list-style-type: none"> 1. The residents of Moses Kotane Local Municipality 2. The municipality is home to approximately 350 000 people and growing at high pace 	R 50 million
Infrastructure: Schools: 2nd Generation SLP		
Refurbishment of schools	<ol style="list-style-type: none"> 3. Motlhabe Primary School – refurbishment 	Total 8 million spent
Infrastructure: Portable Skills Training Centre: 3rd Generation SLP		
Portable skills training centre – Dinaledi Training Centre located in Mabele-A-Pudi	<ol style="list-style-type: none"> 4. Learners from Moses Kotane Local Municipality 5. Learners intrested in technical and vocational training 6. Approximately 400 learners expected to go through training each year. 	3 million
Infrastructure: Borehole Water Project & Refurbishment Of Existing Water Infrastructure – 3rd Generation SLP		
Borehole water project & refurbishment of existing water infrastructure- Ba-Kgatla	<ol style="list-style-type: none"> 7. The communities with BBKTA 8. Motlhabe Clinic-Done 9. Lerome – Underway 10. Mapaputle – Underway 11. Ramoshibitswana- Underway 12. More communities to be identified 	R 5 million
Energy: Renewable Energy Solar Pv Project: 3 Generation SLP		
Renewable energy solar PV project	<ol style="list-style-type: none"> 13. Motlhabe Clinic-Done 14. Legkraal Clinic- Done 15. Sebele Primary School- Done 16. Lesetlheng Clinic 17. Manamakgotheng Clinic 	Approximately R4 million for the project
Infrastructure: Centre For Gbv: 3rd Generation SLP		
Thuthuzela centre for GBV- Located in M oses Kotane Hospital	<ol style="list-style-type: none"> 18. Bojanala District Municipality 	R7 million
Income Generating Projects: 3rd Generation SLP		
Animal feed Production Plant-	<ol style="list-style-type: none"> 19. The targeted beneficiaries are both the subsistence and commercial farmers 20. This can also include other mines that owns farms as part of their rehabilitation retailers 	R4 million
Infrastructure: Primary Health Care: 3rd Generation SLP		
Primary Healthcare projects	<ol style="list-style-type: none"> 21. Lesetlheng Clinic 22. Others to be identified 	Total R 7 million estimated projects cost
Other Community Projects - CSI		
Legkraal Traditional Council	<ol style="list-style-type: none"> 23. Legkraal Local Community 	R300 000

Motlhabe paved road: 2nd Generation SLP

Proposed Project	Targeted Beneficiaries	Project Budget
Phase 1 (1.3 Kilometre road)	Community members	R7 million
Phase II (1.3 Kilometre of paved road)	24. 40 jobs to be created 25. Local to site contractors to be used- 5 SMME's	R9 million

5.7 Siyanda Bakgatlha – SLP 3 – LED Projects

TABLE 86: 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
Income Generating Projects (Enterprise Development)		
Income generating projects	BBKTA Villages	R5,000,000
Health & Social Welfare		
Procurement of Ambulances	MKLM Villages	R1,800,000
Procurement of medical equipment for the clinics	MKLM Villages	R1,500,000
TOTAL SLP 3 COSTS		R88, 905,688

ANNEXURE A: Draft Service Delivery & Budget Implementation Plan