

ANALYSIS PHASE

SECTION G – SPATIAL RATIONALE

KEY STRUCTURES ELEMENTS AND ISSUES

3. Existing Functional Zones

The current spatial configuration of Madibeng shows certain specific functional zones, namely –

- the southern zone which is the economic and development centre of Madibeng (Zone 1);
- the north-eastern section which comprises the majority of the informal settlements, marginalised townships and rural villages (Zone 2);
- the north-western section which comprises agriculture and game farming (Zone 3), and
- the northern section which comprises a high concentration of natural assets (Zone 4).

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- the northern section which comprises a high concentration of natural assets (Zone 4).

These functional zones have emerged over time due to certain intrinsic values in Madibeng. These include aspects such as ecological resources (rivers, mountains and dams), mineral resources, soil conditions for agriculture, the proximity to other major centres such as the City of Tshwane and Johannesburg, movement infrastructure and the previous configuration of homelands in this area and in Tshwane.

These strong functional zones begin to provide a specific identity and character to certain parts of Madibeng, which is a positive quality as long as the various parts are functionally integrated and connected to each other to form an overall efficient spatial form.



Figure 2: Existing Functional Zones

Bakwena Highway/N4	Platinum	Linkage between City of Tshwane, Brits and Rustenburg
R511/R512		Linkage to Randburg and Sandton
N4 (Vom Hagen Street Extension)		Linkage to Tshwane CBD
R104/Church Street		Linkage to Tshwane CBD
R514/Van der Hoff Road Extension		Linkage to Tshwane CBD
R566		Linkage to Ga-Rankuwa and Rosslyn Industrial areas in Tshwane
R556		Linkage to Sun City
R104		Linkage to Rustenburg

The majority of these linkages lie in the southern part of Madibeng, and more specifically in the south-eastern part, resulting in strong linkages with the City of Tshwane and the City of Johannesburg.



Figure 3: Strategic Regional Linkages

4. Linkages with Regional Centres

Madibeng enjoys a relative strategic location given its proximity and linkages to Johannesburg, Tshwane and Rustenburg. The energy and development potential that lie in these linkages must be harnessed.

These include strategic linkages such as –

"In unlocking this potential in accordance with the NSDP principle that future settlement and economic development opportunities should be channelled into activity corridors ... the province needs to strengthen its growth and development potential by way of ... promoting the East-West corridor through the Platinum Corridor." North West Provincial Growth and Development Strategy, 2004 to 2014

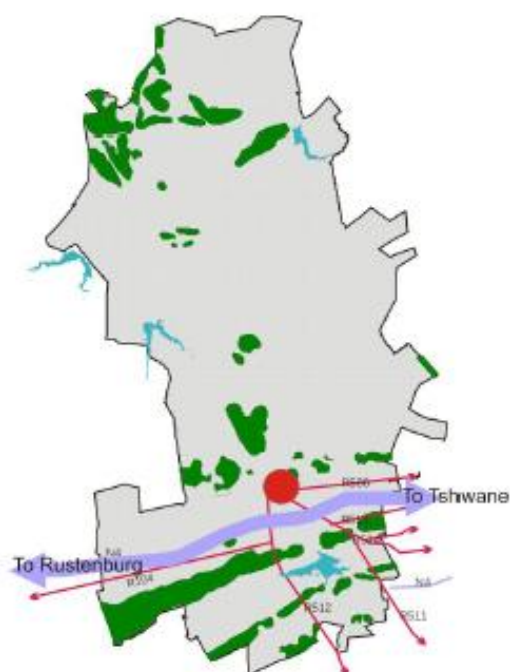


Figure 4: Platinum Corridor



5. Bakwena Platinum Highway

The Bakwena Platinum Highway, which forms part of the national east-west development corridor intended to link Maputo with Rustenburg, Gaborone and Walvis Bay, passes through the southern part of Madibeng, directly south of Brits. This highway increases accessibility to Madibeng, especially between the City of Tshwane and Rustenburg.

6. Natural Features

The natural features in the area present a number of opportunities in terms of aspects such as overall visual quality of Madibeng, the tourism opportunities, economic value and ecological value. However, these natural features also pose constraints to development in the sense that features such as the mountain ranges and rivers prevent certain linkages and continuity between developments.

An element of natural features that is specifically important in the Madibeng context is the dams that are found in the municipal area. These dams –

- Add to the natural attractiveness of the area;
- Play an important role in the agricultural potential of the area;
- Provides recreation and tourism opportunities; and
- Attract residential development because of the attractive settings they provide.

The area around the Hartbeespoort Dam has experienced a large number of residential developments and there is continued pressure for development in this area. While the boom in development is desirable from an economic point of view, it unfortunately has a negative environmental impact in the form of destruction of the natural shoreline around the Hartbeespoort Dam and the destruction of the natural integrity of the ridges around the dam. Pressure for residential development is now also emerging around the Rooikoppies Dam.

The areas around the dams have tremendous value for future tourism development in Madibeng which has not been sufficiently harnessed to date.



Figure 5: Natural Features

7. High Potential Agricultural Land

Madibeng is characterised by large areas which have been classified as high potential agricultural land, including land that has access to irrigation water and land with favourable soil conditions. This provides the area with a comparative advantage as far as agricultural potential is concerned. Madibeng is considered to be a major food producing area in the region. Agriculture makes a significant contribution to the local economy, but is also a constraint to development as certain established areas are prevented from expanding onto high potential agricultural land.

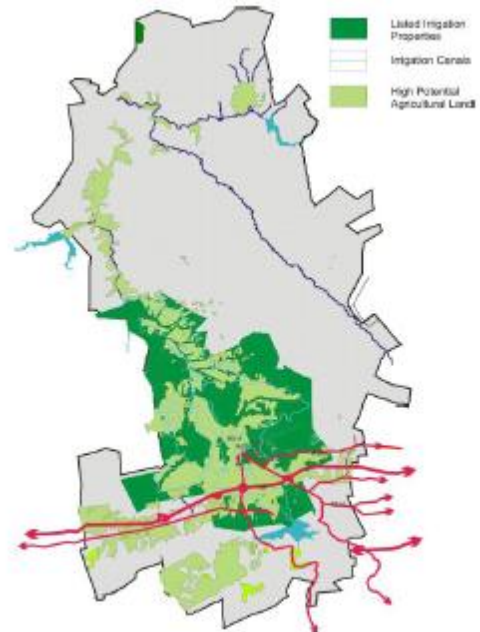


Figure 6: Agricultural Land

8. Mineral Resources

The rich Platinum Group Metals Reserve found on the Merensky Reef means that a large section of the southern part of Madibeng is highly valuable from a mining perspective. Other mines do exist in the region, but are scattered throughout the region in no identifiable pattern.

Current and planned mining activities will play an important role in the economic development of and employment creation in Madibeng. On the other hand, these mines also have a negative impact on the visual quality of Madibeng, which could detract from the tourism potential brought by the natural features.

The granite hills which are characteristic of the area are also under constant threat of mining and are unfortunately being destroyed at an alarming rate.

Intensive sand mining occurs in the Skeerpoort and Koppiesand areas.



Granite Mining in Hills

9. Cradle of Humankind World Heritage Site

The south-western part of the Madibeng municipal area, south of the Witwatersberg, forms part of the Cradle of Humankind World Heritage Site. The protection of this area from unscrupulous development is of the utmost importance.

The Land Use Master Plan for the Cradle of Human Kind indicates certain categories of land use intensity for various parts of the area.

"Developing a World Heritage Site requires balancing the provision of a high-quality, pleasurable experience for visitors with the protection of the inherent palaeontological, historical and natural value of the site. Source: <http://www.cradleofhumankind.co.za/>

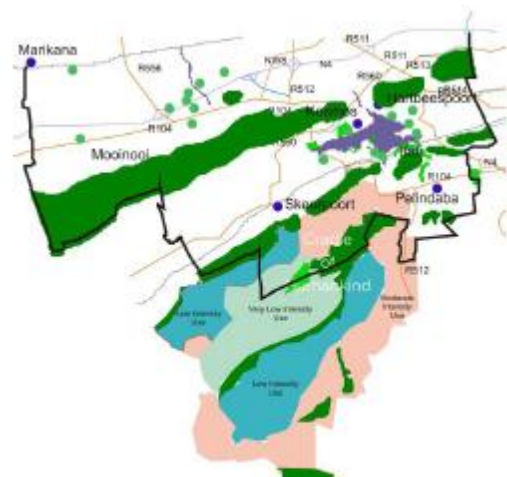
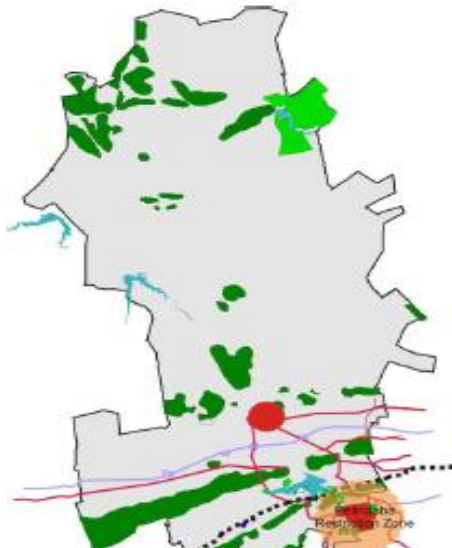


Figure 8: Cradle of Humankind

10. Pelindaba

Although the Pelindaba Nuclear Plant is a relative isolated development in the southern part of Madibeng, it has an impact on the development of the area in the form of a 5.0 km "red zone" around the plant in which development is restricted.



The Pelindaba site consists of about 800 hectares security area and a total area of about 2500 hectares which comprises a number of important natural as well as heritage features. A hiking trail is open to the public on the site. The mountain ridges link to the Cradle of Humankind area while the Crocodile River on the western boundary links to the nearby Hartbeespoort Dam. The southern site boundary is also the provincial border with Gauteng. On site is a registered historical building, "Preller House", an important grave yard, an old lime kiln and also some Iron Age relics.

11. Rail Infrastructure

Although the existing rail infrastructure in Madibeng is utilised predominantly for freight or is not utilised at all, the infrastructure that exist has tremendous value for the future development of Madibeng.

One of the opportunities that exist is to utilise the dysfunctional railway line running south of the Hartbeespoort Dam for tourism purposes. Large parts of this line have however been stolen and the reactivation of this line will therefore require considerable capital investment.

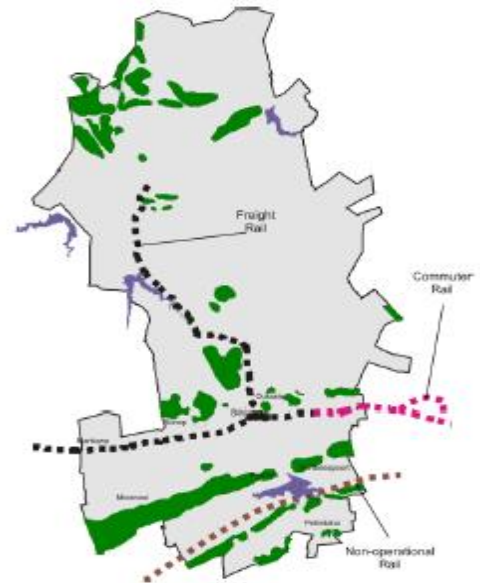


Figure 10: Rail Infrastructure

12. Disadvantaged Settlements

The north-eastern quadrant of the area comprises dispersed rural villages, disadvantaged townships and informal settlements. These are remnants of the old homelands and have a very strong linkage with the Ga-rankuwa/Mabopane/Winterveld areas in Tshwane. These areas are generally underdeveloped and lack infrastructure, services and facilities. In addition they are physically and functionally removed from the established urban areas in the southern part of Madibeng.

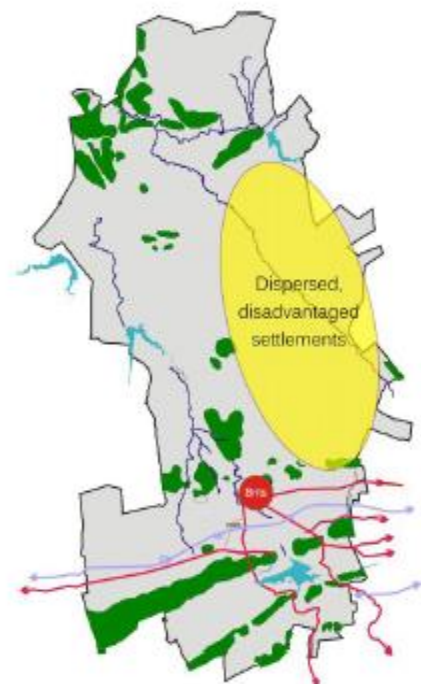


Figure 11: Disadvantaged Communities

13. Current Development Pressures

The areas in Madibeng that experience the most pressure for development are the areas between and around Brits and the Hartbeespoort Dam. The reasons for the pressure in these areas are:

- Brits is the highest order settlement and the main economic and administrative centre in Madibeng and hence attracts a lot of development;
- The Hartbeespoort Dam provides an attractive and exclusive location for residential development, and
- The central location in respect of Tshwane and the northern suburbs of Johannesburg such as Randburg and Sandton

Around Brits, most of the development pressure is southwards towards the Hartbeespoort Dam or eastwards towards the City of Tshwane.

Most of the development pressure around the Hartbeespoort Dam was until now focused on the eastern and southern side, but is now beginning to move westwards. The National Department of Agriculture however only supports development on the western side of the dam up to the ESKOM overhead power lines as the land further west is considered high potential agricultural land.

Development pressure is also emerging around the Rooikoppies Dam with applications for the development of residential estates around this dam.

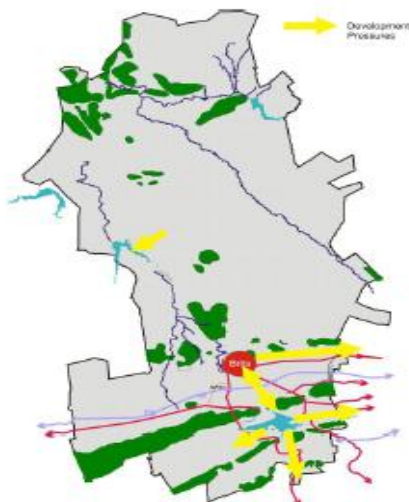


Figure 12: Development Pressures

14. Summary

In summary, the analysis of the key structuring elements and spatial issues has indicated that the following aspects will have an impact on the formulation of the spatial development framework and require due consideration:

- The important relationship between spatial development proposals and the provision of engineering services;
- Building on the existing strong functional zone identities that exist in Madibeng;
- The energy brought by existing strong inter-regional linkages;
- The need to protect the natural heritage and high potential agricultural land as an important land use and spatial structuring element;
- The existence of mineral resources and the need to ensure the management of mining activities to protect the environment;
- The Pelindaba Restriction Zone;
- The potential energy brought by the rail infrastructure, and
- The future development of existing disadvantaged settlements.

SECTION H – PROJECT PHASE

PROGRESS ON PRIORITIZED PROJECTS

PRIORITISED PROJECTS	TOTAL BUDGET	TIMEFRAME		FUNDING SOURCE	WARD
		2013/14	PROGRESS		
WATER AND SANITATION					
MMAKAU WATER RETICULATION	28 000 000	2,000,000	97%	MIG	17,18,19
BRITS/MABOLOKA BULK WATER PIPELINE	40 000 000	30,000,000		MIG	2,4,5,6,9,11,12,14, 34 & 35
SUNWAY VILLAGE BULK WATER SUPPLY	40 000 000	30,000,000		MIG	32
WATER SUPPLY SCHEME	47 700 000	35,700,000		MIG	1
KLIPGAT EXTENTIONS WATER SUPPLY (PHASE 1)	31 300 000	10,000,000	96%	MIG	8,24,36
KLIPGAT EXTENTIONS WATER SUPPLY (PHASE 1A)	10 000 000	10,000,000	Tender stage		
WARD 15 WATER SUPPLY	3 000 000			MIG	15
MOTHUTLUNG EXT 2 BULK WATER PIPELINE	2 147 461			MIG	20
HEBRON, KGABALATSANE, ROCKVILLE WATER SUPPLY	104 750 000	32,000,000	86%	MIG	10,15,16
HEBRON, KGABALATSANE, ROCKVILLE BULK WATER RESERV	32 000 000	32,000,000	Completed		
REFURBISHMENT OF WATER PIPE LINE - LETHLABILE	14 500 000			MIG	2,5,6,9,11,12
PUMPSTATIONS REFURBISHMENT	3 169 099		99%	MIG	13,20,21,22,23
MABOLOKA ENVIRONMENT WATER SUPPLY	38 211 354	5,200,000	42%	MIG	4,5,6
XANADU BULK WATER PIPE LINE/HARTBEESPORT LOW COST HOUSING	1 400 000			MIG	30
MOTHUTLUNG EXT 2 SEWER PUMP STATION	7 696 777			MIG	20
LETLHABILE BLOCK I SEWER PUMP STATION	3,586,746			MIG	9
UPGRADING OF HARTEBESPOORT SEWER SYSTEM	2,000,000	2,000,000	5%		32
REFENTSE BULK SEWERLINE	3,000,000			MIG	30
SUNWAY VILLAGE BULK SEWERLINE	11,000,000	3,750,000	34%	MIG	32
LETLHABILE WASTE WATER TREATMENT WORKS - UPGR	11,000,000	2,000,000	2%	MIG	9,11,12,34
MOTHOTLUNG WASTE WATER TREATMENT WORKS UPGR	6,000,000	2,500,000	2%	MIG	20
RIETFontein WASTE WATER TREATMENT WORKS	4,500,000	2,000,000		MIG	32
KLIPGAT SANITATION PROJECTS	8,000,000	10,000,000	Design Stage	MIG	8,24,36
BRITS SEWAGE PLANT (PUMP STATION)	34,000,000	7,500,000	Tender Stage	MIG	9,11,12,13,21,22,23
BRITS WASTE WATER TREATMENT PLANT (SCUM DAMS)	7,500,000	7,500,000	0		
BRITS PURIFICATION PLANT	75,000,000	25,000,000	2%	RBIG	ALL WARDS EXCEPT 29,30,32
REFURBISHMENT OF DWA NETWORK	13,300,000			DWA	ALL WARD
VIP TOILETS	22,000,000	6,000,000		RHID	3,8,25,27,29,30
REHABILITATION OF BOREHOLES	2,100,000			HERNIC	1,2,7,8,34
TREATED EFFLUENT PIPELINE	120,000,000			LONMIN,IFC,AMPLATS	ALL WARDS

PRIORITISED PROJECTS	TOTAL BUDGET	TIMEFRAME		FUNDING SOURCE	WARD
		2013/14	PROGRESS		
ROADS AND STORMWATER					
LETLHABILE BLOCK B BUS ROUTE	6,800,000			MIG	9,11
MASHAO ROAD	2,000,000			MIG	13
LETLHAKANENG ROADS/BRIDGE	16, 800 000		98%	MIG	34
FAFUNG, TO RASAI ROAD	26 000 000	10,000,000	85%	MIG	1
MOTHUTLUNG STORM WATER	13,033,117	5,000,000	35%	MIG	20
OUKASIE TO ELANDSRAND CONNECTION ROAD	10 600 000	4,000,000	2%	MIG,SANRAL,PROV RD	21,22
RESEALING: DAMONSVILE ROADS	770,000			MIG	21
RESEALING: LETLHABILE ROADS	1,750,000			MIG	9,11,12
RESEALING: MOTHUHLUNG ROADS	2,600,000			MIG	20
RESEALING: OUKASIE ROADS	1,540,000			MIG	13,22
MOTHUTLUNG TAXI RANK	2,823,980			MIG	20
RANKOTEA ROAD	31,748 000	5,000,000	95%	MIG	14
LETLHABILE STORM WATER	7,000,000	5,000,000	0		9,11
OUKASIE STORM WATER	39,800 000	5,000,000	39%	MIG	13,21,22
SHAKUNG ROAD	16,917,731			MIG	4
OUKASIE EXT 5: ROAD AND STORM WATER	2,080,000			MIG	13,21,22
KLIPGAT STORM WATER	21,563,123	9,200,000	7%	MIG	8,24,36
MAKGABETLWANE TO JERICHO ROAD	58,670,483	5,000,000	0	MIG	2,34
ITSOSENG ROAD PHASE (3)	2,100,000		90%	MIG	16
CLUSTER ROADS	61,500,000	20,000,000		MIG	ALL WARDS
MAJAKANENG STORMWATER	3,500,000			LONMIN	7
RESEALING BRITS/HARTBEESPOORT DAM ROADS	6,000,000	2,000,000		EPWP	21,22,23,29,30,32
HOUSE CONNECTION KGABALATSANE PHASE 2 (500)	7,980,000			ESKOM	10
HOUSE CONNECTION SEGWAELEANE PHASE 2 (560)	7, 900,177			ESKOM	32
ELECTRIFICATION OF 750 ERVEN : LETHLABILE X1 PHASE II	10,075,000			INEP	9
PUBLIC LIGHTING (STREET/HIGHMAST)	4,000,000				ALL WARDS

PRIORITISED PROJECTS	TOTAL BUDGET	TIMEFRAME		FUNDING SOURCE	WARD
		2013/14	PROGRESS		
SOCIAL SERVICES					
NEW NORTHERN REGIONAL LANDFILL SITE/OSKRAAL	23,500 000	5,000,000	0	MIG	ALL WARDS
OUKASIE WASTE TRANSFER STATION	2 500 000	2,500,000	Tender stage	MIG	13,21,22
HEBRON WASTE TRANSFER STATION	3 000 000	2,500,000	Tender stage	MIG	10,15,16
HARTBEESPOORT LANDFIL SITE (Phase 2)	17 300 000			MIG	30
MMKAU WASTE TRANSFER STATION	2,500,000	2,500,000	Tender stage		19
LETLHABILE FIRE STATION	5,200 000	5,000,000	100%	MIG	9,11,12
DAMONSVILLE CEMETERY	545 612			MIG	21
NEW OUKASIE CEMETERY	7,000 000	4,000,000	Tender stage	MIG	13,21,22
MAJAKANENG CEMETERY	3, 300 000	3,500,000	21%	MIG	7
LETLHABILE CEMETERY	8 000 000	6,500,000	Tender stage	MIG	9,11,12
SONOP CEMETERY UPGRADING	2 227 894			MIG	25
JERICO REGIONAL CEMETERY	172 307			MIG	2,34
COMMUNITY HALL (WARD 1)	5,000 00	6,100,000	25%	MIG	1
COMMUNITY HALL (WARD 17)	4 800 000	5,000,000	18%	MIG	17
COMMUNITY HALL (WARD 25)	4 800 000	6,000,000	0	MIG	25
LETHABONG/MABOLOKA LIBRARY	5 087 336		100%	MIG	4,5,6
HEBRON COMMUNITY LIBRARY	5 300 000	5,000,000	Consultant appointed	MIG	15
HEBRON INDOOR SPORTS CENTRE	8 500 000	500,00		MIG	15
KLIPGAT MULTI PURPOSE CENTRE	4,773,972		100%	MIG	8,24,36
MADIDI MULTI PURPOSE CENTRE	7,156,000	7,156,000	Tender stage		
DAMONSVILLE UPGRADING OF SPORTS FACILITY	2 500 000	6,800,000	38%	MIG	21
OSKRAAL MULTI PURPOSE CENTRE	2 000 000	2,000,000	Tender stage	EPWP	35
MMAKGABETLWANE SPORTS FACILITY				EPWP	34
JERICO SPORTS FACILITY				EPWP	2
INDUSTRIAL PARK				EPWP	23
MOTHOTLUNG SPORTSFIELD				EPWP	20
KGABALATSANE SPORTS FACILITY	5 500 000	4,700,000	38%	MIG	10,35
JERICO MULTI-PURPOSE CENTRE	6,500 000	4,650,000	0	MIG	2
DITHABANENG MULTI PURPOSE CENTRE	10,629,140	4,700,000	Not started yet	MIG	27
WONDERKOP MULTI-PURPOSE CENTRE	6 500 000	6,000,000	Consultant appointed	MIG	32
SHAKUNG MULTIPURPOSE CENTRE	5 700 000	6,000,000	0	MIG	34
MOOINOOI FIRE STATION	8 500 000			MIG	27
KLIPGAT FIRE STATION	8 000 000			MIG	8,24,36
UPGRADING BRITS FIRE STATION	2 000 000	2,000,000			
UPGRADING OF THE MAIN BUS AND TAXI RANK	12 000 000			MIG	22

PRIORITISED PROJECTS	TOTAL BUDGET	TIMEFRAME		FUNDING SOURCE	WARD
		2013/14	PROGRESS		
LAND & HOUSING					
BAPONG (RURAL (PHP)	8 252 150			NWHS	28
MODDERSPRUIT INFORMAL UPGRADING (INFORMAL UPGRADING)	2 131 350			NWHS	31
MOONOOI AREA INFORMAL SETTLEMENT UPGRADE (INFORMAL UPGRADING)	344 714 500	1,470,625	Planning Priocesses	NWHS	27
BAPONG INFORMAL (INFORMAL UPGRADING)	29 412 501			NWHS	28
MAJAKANENG INFOMAL (INFORMAL UPGRADING)	18 941 651			NWHS	7
WONDERKOP INFORMAL (INFORMAL UPGRADING)	77 670 625			NWHS	36
HARTEBESPOORT (REFENTSE) (PROJECT LINKED)	3 639 003		Blocked project	NWHS	30
SCHEERPOORT (PROJECT LINKED)	24 469 600		Planning processes	NWHS	29
SUNWAY DEVELOPMENT (PROJECT LINKED)	77 868 000	46,720,800	In progress	NWHS	30
SUNWAY DEVELOPMENT FLISP	5,921,030				30
SUNWAY DEVELOPMENT CRU	3,718,295				30
MELODIE & SCHOEMANSVILLE (IRDP)	14 706 250			NWHS	30
WARD 30 INFORMAL SETTLEMENTS UPGRADING (INFORMAL UPGRADING)	3 529 500			NWHS	30
OUKASIE EXT. 5 (PHASE 1) (PROJECT LINKED)	312 120	312 120	In progress	NWHS	13,21,22
OUKASIE PROPER (CONSOLIDATION)	91,514,414	32,368,722	98%	NWHS	13,21,22
BOKFONTEIN PROJECT LINKED	28 600 000			NWHS	25
OUKASIE EXT. 5 (PHASE 2) (PROJECT LINKED)	75 000 000			NWHS	13,21,22
MOTHUTLUNG EXT. 2 (PROJECT LINKED)	64 061 900	28,807,385		NWHS	20
MMAKAU (RURAL (PHP)	3 661 550	3,661,550		NWHS	17,18,19
DAMONSVILLE INFORMAL (INFORMAL UPGRADING)	29 412 501			NWHS	21
BRITS CRU	14 706 250			NWHS	23
MAPETLA, RAMOGODI, & EXT., NEW TOWN, POLONIA (IRDP)	9 470 825			NWHS	17
SONOP INFORMAL (INFORMAL UPGRADING)	1 764 751			NWHS	25
SEGWAELEANE	29 412 500			NWHS	32
OUKASIE BACKYARD UPGRADING PILOT PROJECT (BY UPGRADING)	367 656			NWHS	13,22
HEBRON RURAL (PHP)	29 412 500			NWHS	15
LETLHABILE PHP RURAL (PHP)	884 180			NWHS	9,11,12
LETLHABILE BLOCK I - PHASE 1 (PROJECT LINKED)	5 640 905	5,640,905		NWHS	9,11,12
LETLHABILE BLOCK I - PHASE 2 (PROJECT LINKED)	8 925 900			NWHS	9,11,12
LETLHABILE BLOCK C	7 010 438			NWHS	9,11,12
LETLHABILE BLOCK E	10 287 000			NWHS	9,11,12
LETLHABILE BLOCK F	5 486 400			NWHS	9,11,12
LETLHABILE BLOCK G	10 058 400			NWHS	9,11,12
LETHABONG	9 327 602			NWHS	
KGABALATSANE (IRDP/RURAL)	29 412 500	1 764 751		NWHS	10,35
INFORMAL UPGRADE (EG ROCKVILLE, BLOCK E AND BEVERLY HILLS) (INFORMAL UPGRADING)	58 825 000			NWHS	10,15
OSKRAAL INFORMAL (INFORMAL UPGRADING)	35 295 000			NWHS	35

PRIORITISED PROJECTS	TOTAL BUDGET	TIMEFRAME		FUNDING SOURCE	WARD
		2013/14	PROGRESS		
LAND & HOUSING					
ITSOSENG & ERASMUS (RURAL/IRDP)	29 4121 500			NWHS	16
LETLHAKANENG (RURAL/IRDP)	37 500 000			NWHS	34
MADIDI RURAL (PHP)	3 898 400			NWHS	3
KLIPGAT A, NDLOVU, NGOMBENI SECTION, JAKALASDANS (PHP)	29 412 501			NWHS	8
KLIPGAT B AND C (PHP)	281 183 500			NWHS	8,24,36
RANKOTEA (IRDP/PHP)	2 705 951			NWHS	14
LETHAKANENG, ITSOSENG, MMKAU, HEBRON, MODDERSPRUIT, KLIPGAT B (FORMALISATION OF RURAL AREAS)	38 100 000			NWDRD&LR	16,24,31,34, 36
MABOLOKA PHASE 2 (IRDP/PHP)	147 063			NWHS	4,5,6
MADINYANE, MOILETSWANE, SHAKHUNG & SHAKUNYANENG (PHP)	45 120 000			NWHS	34
JERICO (RURAL PHP)	546 500			NWHS	2
JONATHAN (RURAL PHP)	710 450			NWHS	1
KLIPVOORSTAD (RURAL PHP)	491 850			NWHS	1
KWARRIEKRAAL (RURAL PHP)	54 650			NWHS	1
JERICO PHASE 2 (RURAL PHP)	73 531			NWHS	2
MMAKGEBETOLANE (RURAL	73 531			NWHS	34
INFORMAL SETTLEMENT UPGRADING (INFORMAL UPGRADING)	1 764 751			NWHS	ALL WARDS
RURAL FARMWORKER PROJECT (RURAL)	441 188			NWHS	

PRIORITISED PROJECTS	TOTAL BUDGET	TIMEFRAME		FUNDING SOURCE	WARD
		2013/14	PROGRESS		
LOCAL ECONOMIC DEVELOPMENT					
MADIBENG CAR WASH CENTRE	2 621 213		Tender Stage	NWPG	
INDUSTRIAL PARK	500 000			EPWP	23
MADIBENG CAR WASH PROJECT (ALL WARDS)	6 100 000	600,000	Consultant appointed, designs completed, Supply Chain advertised	NWPG,MIG	All Wards
INDUSTRIAL PARK STORM WATER DRAINAGE AND PAVING	1 400 000	500,000	Sourcing for funding	EPWP	23
INDUSTRIAL PARK WARD 19	3 500 000	1,500,000	Sourcing for funding	MIG, MINES	19
HAWKERS PAVILION WARDS 20 & 21	3 500 000	1,500,000	Completed in March 2013. Services still to be connected. Negotiation with Lonmin in progress.	MIG, BPDM	20,21
SMME AND BUSINESS CENTRE WARD 5	3 000 000	1,500,000	Sourcing for funding	MIG	5
UPGRADING BEHRENS AND PRETORIA TAXI RANKS	2 900 000	500,000	Sourcing for funding	MIG	23
SMALL INDUSTRY(BRICK MAKING, TOILET PAPER AND SOAP) WARD 25	10 400 000	5,000,000	Sourcing for funding	MIG, MINES	25
WARD 11 LETLHABILE FLEE MARKET	2 900 000	500,000	Sourcing for funding	MIG	11
WARD 7, 25, 26, BRICK MAKING	6 400 000	3,000,000	Sourcing for funding	MIG, MINES	7,25,26
SKILLS DEVELOPMENT CENTRE WARD 4, 12, 18, 25, 26	10 400 000	5,000,000	Sourcing for funding	MIG, MINES	4,12,18,25,26
SMALL BUSINESS COMPLEX WARD 7, 21	10 400 000	5,000,000	No budget	MIG,MINES	7,21
AGRICULTURAL PROJECTS(GRAZING CAMPS, POULTRY, CROPS, VEGETABLES, LIVE STOCK, FRUIT, REPAIR OF WIND MILLS AND BOREHOLES AND IRRIGATION) (ALL WARDS)	9 400 000	4,000,000	No funding	NWPG,BPDM	All Wards
TOURISM PARKS AND CULTURAL VILLAGES (ALL WARDS)	39 000 000	15,000,000	Still sourcing for funding	NWPG, BPDM	All Wards
GAS STATION					
FET COLLEGE WARD 7			Not competency of Led. Refer the matter to the relevant Department		7
CARPENTRY WARD 14	3 400 000	1,000,000	Sourcing for funding	MIG,MINES	14
BAKERY AND CONFECTIONERY WARDS 2 & 18	1 000 000	500,000	Sourcing for funding	BPDM,MINES,NDT	2,18
CARPENTRY WARD 14	3 400 000	1,000,000		MIG,MINES	14
BAKERY AND CONFECTIONERY WARDS 2 & 18	1 000 000	500,000		BPDM,MINES,NDT	2,18

PRIORITIZED PROJECTS THREE YEAR ROLL OUT PLAN

Description	Wards	Budget/OpenBal	YTD Movement	Balance	14/15	15/16	16/17	Funding Source
WATER SUPPLY SCHEME (BOREHOLES WARD 1)	1	4,000,000.00	305,664.24	3,694,335.76	11,000,000.00	3,000,000.00		MIG
MMAKAU WATER RETICULATION	19	2,000,000.00	1,982,372.16	17,627.84				MIG
KLIPGAT EXTENTION WATER SUPPLY	24,8,36	10,000,000.00	1,787,775.18	8,212,224.82	25,000,000.00	15,000,000.00		MIG
HEBRON/ KGABALATSANE/ ROVKVILLE WATER	10,15,16	32,800,000.00	30,910,914.75	1,889,085.25	42,178,000.00	53,411,000.00	43,407,000.00	MIG
HEBRON TO MADIDI BULK WATER PIPELINE	3					2,500,000.00	4,700,000.00	MIG
MABOLOKA ENVIRONS WATER SUPPLY-DWAF	4,5,6	5,200,000.00	2,939,780.95	2,260,219.05				MIG
SUNWAY VILLAGE BULK SEWERLINE	30				6,800,000.00			MIG
KLIPGAT SANITATION PROJECT	24,8,36	5,622,921.00	2,471,399.74	3,151,521.26	25,000,000.00	45,000,000.00	50,000,000.00	MIG
RIETFontein WASTE WATER TREATMENT WORKS	30	2,000,000.00	736,855.44	1,263,144.56				MIG
MOTHOTLUNG WASTE WATER TREATM WRKS REFUR	20	2,500,000.00	389,052.68	2,110,947.32				MIG
LETLHABILE WASTE WATER TREATM WRKS REFUR	9,11,12,34	3,750,000.00	2,088,985.16	1,661,014.84	5,000,000.00			MIG
BRITS SEWERAGE PLANT	9,11,12,13,21,22,23	7,500,000.00	5,081,606.80	2,418,393.20	15,000,000.00			MIG
HIGH MASS LIGHT ENEGERSING	ALL WARDS	2,500,000.00	203,533.83	2,296,466.17	4,000,000.00	15,000,000.00		MIG
MABOLOKA/LETHLAKANEG ROAD	34	1,600,000.00	786,192.89	813,807.11				MIG
FAFUNG TO RASAI ROAD	1	10,000,000.00	5,123,161.80	4,876,838.20	15,000,000.00	30,000,000.00		MIG
CLUSTER ROADS (ALL WARDS)	ALL WARDS	10,000,000.00	3,438,629.37	6,561,370.63	22,300,000.00	42,780,072.00	76,057,620.31	MIG
MOTHUTLUNG STORM WATER	20	5,000,000.00	1,019,337.07	3,980,662.93	8,000,000.00			MIG
LETLHABILE STORMWATER	9,11,12	5,000,000.00	233,431.00	4,766,569.00	7,000,000.00			MIG
OUKASIE TO ELANDSRAND CONNECTION ROAD	21,22	3,550,000.00	0.00	3,550,000.00				MIG
RANKOTEA ROAD	14	5,000,000.00	3,679,632.76	1,320,367.24	9,000,000.00	5,000,000.00		MIG
OUKSIE STORM WATER	13,21,22	5,000,000.00	2,145,744.91	2,854,255.09	11,000,000.00	13,000,000.00		MIG
KLIPGAT STORM WATER	24,8,36	6,000,000.00	1,609,916.54	4,390,083.46				MIG
MAKGABETLWANE TO JERICHO ROAD	34,2	5,000,000.00	4,929,493.44	70,506.56	12,000,000.00	11,837,000.00	7,000,000.00	MIG
UPGRADING OF THE MAIN BUS AND TAXI RANK (BRITS)	ALL WARDS				1,200,000.00	16,800,000.00		MIG
UPGRADING OF OUKASIE TAXI RANK	13,21,22						8,000,000.00	MIG
UPGRADING OF HEBRON TAXI RANK	16						8,000,000.00	MIG
DEVELOPMENT OF LETLHABILE TAXI RANK	9,11,12,35						10,000,000.00	MIG
HEBRON WASTE TRANSFER STATION	10,15,16	2,500,000.00	80,209.25	2,419,790.75				MIG
WARD 19 WASTE TRANSFER STATION(MMAKAU)	17,18,19	3,000,000.00	214,265.03	2,785,734.97				MIG
HARTEBEE'S LANDFILL SITE	23						8,600,000.00	MIG
NEW NORTHERN REG LANDFIL SITE / OSKRAAL	ALL WARDS	5,000,000.00	0.00	5,000,000.00	14,000,000.00			MIG
OUKASI WASTE TRANSFER STATION	13,21,22	2,500,000.00	0.00	2,500,000.00				MIG
HARTBEE'SPOORT LANDFIL SITE-MIG	ALL WARDS	1,200,000.00	0.00	1,200,000.00				MIG

Description	Wards	Budget/OpenBal	YTD Movement	Balance	14/15	15/16	16/17	Funding Source
LETLHABILE CEMETRY	9,11,12	6,500,000.00	386,911.68	6,113,088.32				MIG
OUKASIES CEMETERIES UPGRADE-MIG	13,21,22	4,000,000.00	0.00	4,000,000.00	3,000,000.00			MIG
MAJAKANENG CEMETERY	7	3,500,000.00	883,964.68	2,616,035.32				MIG
SONOP CEMETERY UPGRADE	25	250,000.00	0.00	250,000.00				MIG
BRITS DLTC(LEARNERS CLASSROOM)	ALL WARDS	177,079.00	0.00	177,079.00				MIG
COMMUNITY HALL (WARD 1)	1	6,100,000.00	1,562,898.92	4,537,101.08				MIG
COMMUNITY HALL (WARD 17)	17	5,000,000.00	660,055.49	4,339,944.51				MIG
COMMUNITY HALL (WARD 25)	25	5,500,000.00	0.00	5,500,000.00				MIG
LETHABONG/MABOLOKA LIBRARY		400,000.00	286,813.94	113,186.06				MIG
MMAKAU LIBRARY	17,18,19						7,000,000.00	MIG
KLIPGAT CEMETERY LIBRARY	8,24,36						7,000,000.00	MIG
HEBRON COMMUNITY CENTRE	15	5,000,000.00	290,173.32	4,709,826.68				MIG
MADIDI MULTI-PURPOSE CENTRE	3	7,156,000.00	596,609.71	6,559,390.29				MIG
MABOLOKA SPORTS FACILITY	4,5,6						8,000,000.00	MIG
KGABALATSANE SPORTS FACILITY	10	4,700,000.00	1,094,013.45	3,605,986.55				MIG
JERICO MULTI PURPOSE CENTRE	2	4,650,000.00	54,856.25	4,595,143.75				MIG
UPGRADING OF WARD 31 SPORTS FACILITY	31	2,000,000.00	0.00	2,000,000.00				MIG
DITHABANENG MULTI PURPOSE CENTRE	27				4,700,000.00			MIG
DAMMONSVILLE UPGRADING OF SPORTS FACILIT	21	6,800,000.00	2,091,622.66	4,708,377.34				MIG
DEVELOPMENT OF HAWKERS PAVILLION(VARIOUS TOWNSHIPS)	9,11,12,13,20,21,22,35						12,000,000.00	MIG
SHAKUNG MULTIPURPOSE CENTRE-MIG	34	6,000,000.00	0.00	6,000,000.00				MIG
LETLHABILE FLEA MARKET	9,11,12,35						8,000,000.00	MIG
MOOINOOI FIRE STATION	27						7,500,000.00	MIG
LETLHABILE FIRE STATION	9,11,12	1,400,000.00	1,103,157.40	296,842.60				MIG
REFFURBISHMENT OF DWA NETWORKS	ALL WARDS	8,650,000.00	4,147,440.33	4,502,559.67	10,000,000.00	10,000,000.00	5,000,000.00	DWA
RESEALING BRITS HARTBEESPOORTDAM_ ROADS		2,000,000.00	1,678,468.64	321,531.36	2,288,000.00			EPWP
ELECTRIFICATION		3,000,000.00	1,310,409.39	1,689,590.61	8,000,000.00	20,000,000.00	18,000,000.00	INEP
ENNERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT						5,000,000.00	5,000,000.00	EEDSMG
LETHABONG/MABOLOKA LIBRARY		400,000.00	174,378.00	225,622.00				NWPG
RESCUE BOAT	ALL WARDS	3,100,000.00		3,100,000.00				NWPG
DISASTER IT SYSTEM	ALL WARDS	1,500,000.00	986,263.42	513,736.58				NWPG
CARWASH		1,800,000.00		1,800,000.00				NWPG

Description	Total Budget	Timeframe			Funding Source	Ward
		2013/14	2014/15	2015/16		
MADIBENG CAR WASH CENTRE	2 621 213				NWPG	
INDUSTRIAL PARK	500 000				EPWP	23
MADIBENG CAR WASH PROJECT (ALL WARDS)	6 100 000	600,000	3,000,000	200,000	NWPG,MIG	All Wards
INDUSTRIAL PARK STORM WATER DRAINAGE AND PAVING	1 400 000	500,000	200,000	200,000	EPWP	23
INDUSTRIAL PARK WARD 19	3 500 000	1,500,000			MIG, MINES	19
HAWKERS PAVILION WARDS 20 & 21	3 500 000	1,500,000			MIG, BPDM	20,21
SMME AND BUSINESS CENTRE WARD 5	3 000 000	1,500,000			MIG	5
UPGRADING BEHRENS AND PRETORIA TAXI RANKS	2 900 000	500,000	200,000	200,000	MIG	23
SMALL INDUSTRY(BRICK MAKING, TOILET PAPER AND SOAP) WARD 25	10 400 000	5,000,000	200,000	200,000	MIG, MINES	25
WARD 11 LETLHABILE FLEE MARKET	2 900 000	500,000	200,000	200,000	MIG	11
WARD 7, 25, 26, BRICK MAKING	6 400 000	3,000,000	200,000	200,000	MIG, MINES	7,25,26
SKILLS DEVELOPMENT CENTRE WARD 4, 12, 18, 25, 26	10 400 000	5,000,000	200,000	200,000	MIG, MINES	4,12,18,25,26
SMALL BUSINESS COMPLEX WARD 7, 21	10 400 000	5,000,000	200,000	200,000	MIG,MINES	7,21
AGRICULTURAL PROJECTS(GRAZING CAMPS, POULTRY, CROPS, VEGETABLES, LIVE STOCK, FRUIT, REPAIR OF WIND MILLS AND BOREHOLES AND IRRIGATION) (ALL WARDS)	9 400 000	4,000,000	200,000	200,000	NWPG,BPDM	All Wards
TOURISM PARKS AND CULTURAL VILLAGES (ALL WARDS)	39 000 000	15,000,000	2,000,000	2,000,000	NWPG, BPDM	All Wards
GAS STATION						
FET COLLEGE WARD 7						7
CARPENTRY WARD 14	3 400 000	1,000,000	200,000	200,000	MIG,MINES	14
BAKERY AND CONFECTIONERY WARDS 2 & 18	1 000 000	500,000			BPDM,MINES,NDT	2,18
BAPONG (RURAL (PHP)	8 252 150		8,252,150		NWHS	28
MODDERSPRUIT INFORMAL UPGRADING (INFORMAL UPGRADING)	2 131 350				NWHS	31
MOONOOI AREA INFORMAL SETTLEMENT UPGRADE (INFORMAL UPGRADING)	344 714 500	1,470,625	2,058,875	23,530,000	NWHS	27
BAPONG INFORMAL (INFORMAL UPGRADING)	29 412 501			1,764,751	NWHS	28
MAJAKANENG INFOMAL (INFORMAL UPGRADING)	18 941 651			1,764,751	NWHS	7
WONDERKOP INFORMAL (INFORMAL UPGRADING)	77 670 625		1,470,625	38,100,000	NWHS	36
HARTEBESPOORT (REFENTSE) (PROJECT LINKED)	3 639 003		3,639,003		NWHS	30
SCHERPOORT (PROJECT LINKED)	24 469 600			24,469,600	NWHS	29
SUNWAY DEVELOPMENT (PROJECT LINKED)	77 868 000	46,720,800	5,921,030		NWHS	30
SUNWAY DEVELOPMENT FLISP	5,921,030			5,921,030		30
SUNWAY DEVELOPMENT CRU	3,718,295		3,718,295			30
MELODIE & SCHOEMANSVILLE (IRDP)	14 706 250			882,365	NWHS	30
WARD 30 INFORMAL SETTLEMENTS UPGRADING (INFORMAL UPGRADING)	3 529 500				NWHS	30
OUKASIE EXT. 5 (PHASE 1) (PROJECT LINKED)	312 120	312 120			NWHS	13,21,22
OUKASIE PROPER (CONSOLIDATION)	91,514,414	32,368,722			NWHS	13,21,22
BOKFONTEIN PROJECT LINKED	28 600 000		3,000,000	11,300,000	NWHS	25

Description	Total Budget	Timeframe			Funding Source	Ward
		2013/14	2014/15	2015/16		
OUKASIE EXT. 5 (PHASE 2) (PROJECT LINKED)	75 000 000				NWHS	13,21,22
MOTHUTLUNG EXT. 2 (PROJECT LINKED)	64 061 900	28,807,385			NWHS	20
MMAKAU (RURAL (PHP)	3 661 550	3,661,550			NWHS	17,18,19
DAMONSVILLE INFORMAL (INFORMAL UPGRADING)	29 412 501			1,764,751	NWHS	21
BRITS CRU	14 706 250		1,200,000	882,375	NWHS	23
MAPETLA, RAMOGODI, & EXT., NEW TOWN, POLONIA (IRDP)	9 470 825			514,719	NWHS	17
SONOP INFORMAL (INFORMAL UPGRADING)	1 764 751				NWHS	25
SEGWAELANE	29 412 500		8,011,250	19,488,375.50	NWHS	32
OUKASIE BACKYARD UPGRADING PILOT PROJECT (BY UPGRADING)	367 656				NWHS	13,22
HEBRON RURAL (PHP)	29 412 500			2 941 251	NWHS	15
LETLHABILE PHP RURAL (PHP)	884 180		884,180		NWHS	9,11,12
LETLHABILE BLOCK I - PHASE 1 (PROJECT LINKED)	5 640 905	5,640,905			NWHS	9,11,12
LETLHABILE BLOCK I - PHASE 2 (PROJECT LINKED)	8 925 900		8,925,900		NWHS	9,11,12
LETLHABILE BLOCK C	7 010 438		7,010,438		NWHS	9,11,12
LETLHABILE BLOCK E	10 287 000		10,287,000		NWHS	9,11,12
LETLHABILE BLOCK F	5 486 400		5,486,400		NWHS	9,11,12
LETLHABILE BLOCK G	10 058 400		10,058,400		NWHS	9,11,12
LETHABONG	9 327 602		9,327,602		NWHS	
KGABALATSANE (IRDP/RURAL)	29 412 500	1 764 751		1,764,751	NWHS	10,35
INFORMAL UPGRADE (EG ROCKVILLE, BLOCK E AND BEVERLY HILLS) (INFORMAL UPGRADING)	58 825 000			1,470,625	NWHS	10,15
OSKRAAL INFORMAL (INFORMAL UPGRADING)	35 295 000				NWHS	35
ITSOSENG & ERASMUS (RURAL/IRDP)	29 412 500			2,941,251	NWHS	16
LETLHAKANENG (RURAL/IRDP)	37 500 000				NWHS	34
MADIDI RURAL (PHP)	3 898 400		2,339,040	1,559,360	NWHS	3
KLIPGAT A, NDLOVU, NGOMBENI SECTION, JAKALASDANS (PHP)	29 412 501		735,313		NWHS	8
KLIPGAT B AND C (PHP)	281 183 500		19,118,125		NWHS	8,24,36
RANKOTEA (IRDP/PHP)	2 705 951			147,063	NWHS	14
LETHAKANENG, ITSOSENG, MMKAU, HEBRON, MODDERSPRUIT, KLIPGAT B (FORMALISATION OF RURAL AREAS)	38 100 000			38,100,000	NWDRD&LR	16,24,31,34, 36
MABOLOKA PHASE 2 (IRDP/PHP)	147 063				NWHS	4,5,6
MADINYANE, MOILETSWANE, SHAKHUNG & SHAKUNYANENG (PHP)	45 120 000			7,620,000	NWHS	34
JERICO (RURAL PHP)	546 500				NWHS	2
JONATHAN (RURAL PHP)	710 450				NWHS	1
KLIPVOORSTAD (RURAL PHP)	491 850				NWHS	1
KWARRIEKRAAL (RURAL PHP)	54 650				NWHS	1
JERICO PHASE 2 (RURAL PHP)	73 531			73,531	NWHS	2
MMAKGEBETOLANE (RURAL)	73 531			73,531	NWHS	34
INFORMAL SETTLEMENT UPGRADING (INFORMAL UPGRADING)	1 764 751		735,313	1,029,438	NWHS	ALL WARDS
RURAL FARMWORKER PROJECT (RURAL)	441 188			441,188	NWHS	

SECTOR DEPARTMENTS PROJECTS

DEPARTMENT OF SOCIAL DEVELOPMENT, WOMEN, CHILDREN AND PEOPLE WITH DISABILITY

OLDER PERSONS

Name of Organisation	Ward/Area	Budget
Phutanang Service Club	8,24 - Klipgat	R82,800
Retsogile Service Club	34 – Moiletswane	R82,000
Tlhokomelang Service Cluc	8,24 - Klipgat	R82,000
Brits Rusoord	21,22,23 - Brits	R462,000
Lethlabile Care of the Aged	9,11,12 – Lethlabile	R1,512,000

SUBSTANCE ABUSE

Name of Organisation	Ward/Area	Budget
A Re Phuthaneng Mothutlung	20 - Mothutlung	R450,000
Break Through Support Group	8,24 – Klipgat	R475,900

PEOPLE WITH DISASBILITIES

Name of Organisation	Ward/Area	Budget
Kotullo Disability Care Centre	9,11,12 – Lethlabile	R350,000

HIV/AIDS

Name of Organisation	Ward/Area	Budget
God is Able	20 – Mothutlung	R428,440
Place of Hope	1 – Fafung	R765,680
Leutlwetswe ECD Centre & Haven	15 – Hebrong	R723,680

CRIME PREVENTION

Name of Organisation	Ward/Area	Budget
Angels of Glory	Whole Madibeng Area	R856,000

VEP

Name of Organisation	Ward/Area	Budget
Grace Help Centre	27 – Mooinooi	R1,150,000
Mothotlung Network	20 – Mothotlung	R740,000
Lethlabile Network	9,11,12 – Lethlabile	R500,000

FAMILY CARE

Name of Organisation	Ward/Area	Budget
Hartbees Parent & Child Counselling Centre	29,7 – Schumberg, Majakaneng	R783,720

COMMUNITY DEVELOPMENT

Name of Organisation	Ward/Area	Budget
Thusanang Farming Projects	34 – Makgabetloane	R1,740,178
Matlala Le Tsema Fax Tex	23 – Brits	R990,300
Fortune Sewing Corp	24 – Klipgat	R943,000
Ramogatla Broiler Projects	34 – Ramogatla	R932,668
Tjeke Primary Corp	16 – Erasmus	R574,375

LIST OF VALIDATED BUSINESS PLANS SUBMITTED FOR 2014/15 FINANCIAL YEAR

Name of partial care facility	Ward	Funded for 2012/2013	Number of children in ECD / crèche	No of children I.T.O certificate
1.Itshupeng Creche	1	Funded	14	30
2. Gofaona ELC	1	Funded	56	70
3.Rgaugetswe ELC	1	Previously funded	12	30
4.Molatladi Creche	2	Funded	43	40
5.Martha mamogale Creche	2	Funded	91	95
6. Jericho ELC	2	Funded	47	80
7.Tiisetso day care	3	Funded	64	70
8.Lesang Catholic Pre-school	3	Funded	373	250
9.Winnie Modiselle ELC	3	Not Funded	27	40
10.Le reng le sa itsose Creche	3	Funded	152	100
11.St. kizito ELC	4	Funded	58	80
12.Ramolane Malepe Pre-school	4	Approved for funding (payment not yet received – on hold at tender board	40	40
13.Itumeleng Crèche	9	Funded	132	50
14.Ikageng pre-school	9	Funded	80	150
15.Ipopeng Creche	9	Not Funded	73	40
16.Ebenezer Day Care Centre	10	Not funded	110	60
17.Naledi ELC	10	Not funded	139	82
18.Itireleng pre-school	12	Funded	163	150
19.Lethabile Community Creche	12	Funded	104	100
20.Itireleng Bapo Pre-school	13	Funded	43	85
21.Modisa Yo O Molemo Day Care Centre	15	Funded	170	180
22. E .F. Lange ELC	15	Not funded	44	50
23.Leutlwetse ECD Centre	15	Funded	118	120
24.Baitiretse ELC	19	Not funded	72	100
25.Damonsville Community ELC	21	Not funded	60	73
26.Alfa Kindergarten and Day Care Centre	24	Funded	222	250
27.Tebogo Day Care Centre	24	Funded	202	100
28.Mpelegang Pre-school	24	Approved for once off funding	60	80
29.Ntlogele ng Masakha ne ELC	25	Funded	40	50
30.Tswelapele Crèche	25	Funded	65	85
31.Emmanuel ELC	31	Funded	68	60

DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

Project Name & Locality	Locality	Commencement Date	Status	Revised completion date
Bana Ba Kgware Agric Co-Op	Jericho	April 2011	Planned activities complete	March 2012
Go Big Poultry	Segwaelane	April 2011	On course – will be completed by March 2012	None
Pontsho Ya Hlabologo	Mothutlung	April 2011	On course – will be completed by March 2012	None
Shimane Nursery & Essential Oils	Kareepoort	April 2011	On course – will be completed by March 2012	None

Project Name	Locality	Status of Projects/Programme as at September 2011		
		Enterprise Type	Planned completion date	Jobs to be created
Bakwena Ba Mabiletsa	Madibeng	Beef	September 2012	8
Go Big Poultry	Madibeng	Broiler	June 2012	5
Ramadila Broiler	Madibeng	Broiler	October 2012	10
Matebeleng CPA	Madibeng	Crops	July 2012	8
Mavula Enterprise	Madibeng	Vegetables, crops	July 2012	5
Itikologo	Madibeng	Beef, crops	November 2012	13
Letsema La Mantsha Tlala	Bojanala	Vegetables, Poultry, Goats	December 2012	-

DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

NEW AND REPLACEMENT OF ASSETS

PROJECT NAME	LOCAL MUN.	Status / Comment	Project Cost R'000	Exp. to date R'000	Avail 2011/12 R'000	MTEF Forward Estimates			
						12/13	13/14	14/15	15/16
Repair and upgrade of bridge at Madidi II – D627	Madibeng	Still to go out on tender	6,500	0.0	5,000	1,500			

UPGRADES AND ADDITIONS

PROJECT NAME	LOCAL MUN.	Start Date	Finish Date	Status / Comment	Project Cost R'000	Exp. to date R'000	Avail 2011/12 R'000
Madidi Road – (By SANRAL and NWP)	Madibeng	01/02/10	31/12/10	Complete – SANRAL	30,000	10.500	4,500

REHABILITATIONS, RENOVATIONS AND REFURBISHMENT

PROJECT NAME	LOCAL MUN.	Status / Comment	Project Cost R'000	Exp. to date R'000	Avail 2011/12 R'000	MTEF Forward Estimates		
						12/13	13/14	14/15
Rehab. of road P110/1 (R511) Brits to Limpopo	Madibeng	Consultant to be appointed	316,191	-	8,000	48,000	110,445	

ROADS MAINTENANCE 2012/13

Hired Plant Maintenance Blading and Spot Re-Gravelling

Local Municipality	Road Number	Estimated Cost R'000
Madibeng	Various	3,400

Small Contractor Projects

Description	Road number	Estimated cost R'000
a) Bridge/Guardrail repairs	Various	1,000
b) Culvert repairs	Various	1,000
c) Introduction of speed humps	D109	0,200
d) Road markings	Various	1,200

Progress: 2011/12 FY Projects

Project Name & Locality	Commencement Date	Status	Revised completion date
Refurbishment of the Mmakau Clinic	April 2011	On course – will be completed by March 2012	None

DEPARTMENT OF WATER AFFAIRS

Planned Projects: 2011-15 FY Projects

Potable Water / Rain Water Harvesting Projects

Project Name	Locality	Status of Projects/Programme as at 28 February 2013			
		Commencement date	Budget	Planned completion date	Jobs to be created
Upgrading /Refurbishment of Brits Water Purification Plant	Brits Town	April 2012	12/13 (R5m) 13/14 (R18m) 14/15 (R45m)	March 2015	-
Water Conservation & Water Demand Management		April 2013	R2 m	March 2014	
Refurbishment of Rural Water Supply Schemes		February 2013	R5 m	June 2013	

ESKOM

2014/15 ELECTRIFICATION PROJECTS	PROJECT NAME	PLANNED NO OF CONNECTIONS	ESTIMATED CAPEX
Households	Mooiooi Phase 2	350	R 6,125,000
	Bokfontein Phase 2	529	R 8,728,500
	Scheerpoort Phase 2	350	R6,125,000
	Total	1,229	R20,978,500
Infills	DoE funded infills	70	R490,000
Pre-Engineering	Kligpat C – Lekgema Bella Section	0	R136,176.12
	Kligpat C – Maloka Section	0	R43,460.47
	Kligpat C – Manamela / Jakkalsdans	0	R28,007.86
	Kligpat C – Mazima / Jakkalsdans	0	R33,802.58
	Kligpat C – Mmaleema Dube Section	0	R136,176.12
	Kligpat C – Phasha Maloka	0	R50,220.98
	Kligpat C – Skierlik	0	R191,226.05
	Kligpat C – Sofasonke	0	R376,657.36
	Kligpat C – Thepiso / Mashamplane	0	R366,033.70
	Kligpat C – Boikhutsong	0	R86,920.93
	Total		R1,448,682.17
FDH	FDH Madibeng LM	26	R286,000.00
Infrastructure Line	8 Km Line Oskraal	0	R1,673,084.65
Infrastructure Sub-Station	Feeder Bay Oskraal (UCAR Sub)	0	R1,673,084.65

SECTION I – INTEGRATION PHASE

1. Local Municipality of Madibeng Sector Plans

1.1. Housing Strategy

The goals and objectives as described in Section 4.5 need to be supported by clearly defined and practical strategies that can be pursued by the Madibeng Local Municipality in conjunction with a variety of role players. The implementation strategies to give effect to the five overall goals and supporting objectives are summarized below.

Creation of sustainable settlements through Integrated Housing Planning and Delivery

- 1) Undertake a **detailed evaluation and assessment of all the land identified** in the revised Madibeng Spatial Development Framework and in the Municipal Land Audit for future development. This is required to prioritize and to ensure a streamlined approach to land release. The evaluation should include the following:
 - o Undertake a detailed land audit per settlement cluster, with the focus on identified land parcels. This is to ensure that vacant land and potential infill areas are identified;
 - o Assessment of all geological, geotechnical, mining and physical constraints on the land identified that has potential;
 - o Determine whether there are legal constraints, land restitution issues, tribal or mining rights as well as any zoning considerations;
 - o Identification of land ownership of land that has been screened through the first three categories, prioritize government owned land as far as possible and then embark on a land release process where required. This process needs to be budgeted for on a regular basis (annually) so as to ensure that the financial allocations are in line with the identified targeted timelines.
- 2) Once the land identification process has been undertaken as detailed above, and there is an **actioned land release strategy** in place, the following strategies will be implemented.
 - o Identify areas for densification, especially in relation to both infill and informal settlement upgrading.
 - o Prioritization of land parcels that facilitate integration and the linkage between settlements.
 - o Enter into land release partnerships with the mining, tribal and farming communities of the area.
 - o Concentrate on housing mix and alternative housing tenure options in order to capitalize on existing infrastructure and local facilities and amenities.
- 3) The municipality will **plan for the upgrading and extension of infrastructure networks** to settlements and areas prioritized in terms of the Housing Sector Plans, Integrated Development Plan, Spatial Development Framework, and Sector Plans such as the WSDP.
- 4) **Residential densification through the subdivision of residential stands in existing settlements** will be supported. Subdividing residential stands must be encouraged to lower the costs of installing municipal and bulk infrastructure (water, sewer, electricity, roads) in these settlements, and increase accessibility to public transportation stops, thus increasing the viability of the public transportation systems.
- 5) The municipality will, over the timeframe of its multi-year plan, take steps to initiate township establishment processes with a view to **providing formal tenure arrangements** to those areas which have, largely for historical reasons, not been able to access such arrangements.
- 6) The municipality will investigate the availability of **Neighbourhood Development Partnership Grant** funding from National Treasury and apply such funding to contribute towards the provision of social and economic amenities in appropriate localities and the demarcation of “*restructuring zones*”.

- 7) The municipality will continue to implement its preferential procurement policy to provide **opportunities for emerging contractors, women contractors and youth**.
- 8) The municipality will **implement the EPWP guidelines in housing projects** receiving public sector funding as a high priority. This will be operationalised by incorporating EPWP requirements in contract documentation and by improved project monitoring and reporting.
- 9) The development of new **mining activities, spawns the rapid development of settlements** in its vicinity. These settlements are usually informal in nature to accommodate a large number of immigrants to the area. It is imperative that rapid urbanization of this nature be anticipated and dealt with in a manner that will ensure that it occurs in an orderly manner. Formal township layouts will have to be designed timely and the necessary social and municipal infrastructure will have to be developed.
- 10) There is a need to involve the private sector in the promotion of mixed use development in the Madibeng area. This also relates to encouraging and providing **incentives for idensification**, even at the high income level.
- (11) An **energy efficient housing pilot** project that puts forward energy saving and renewable technologies such as solar systems for water heating and energysaving building technology should be identified and could access at least top-up funding.

Improved Housing Delivery and Provision of Range of Tenure Options

- 1) The municipality will critically investigate all projects currently classified as “blocked projects”. The reasons for delays will be investigated and all attempts will be made to either expedite the implementation of these projects or the termination thereof to ensure implementation of other potential projects.
- 2) The Madibeng LM recognises the need to **expand the availability of the social rental housing option**. The municipality will therefore work with relevant institutions and employers to offer housing opportunities to the employees, providing that the schemes proposed are viable and in line with the development priorities of the municipality.
- 3) The Madibeng LM will earmark a portion of its annual housing budget allocation to provide for **emergency housing** in instances of natural disaster or other un-planned for circumstances.
- 4) **Housing development in rural communities** under the administration of Tribal Authorities has been identified as a specific bottleneck impeding the development of housing. The municipality will engage with these authorities and other relevant roleplayers to identify additional land which is suited to residential development and which is supportive of the integrated planning intentions and which can be surveyed and then made available for housing purposes.
- 5) A significant proportion of the potential backlog in the Madibeng area can be classified as **backyard structures**. This manifestation is due to a number of factors:
 - Large stand sizes in low income housing units, resulting in the need for households to obtain additional supporting incomes, especially in relation to the payment of the infrastructure;
 - A “landlord” scenario whereby members of the community are exploited into payment scheme;
 - Unavailability of shelter elsewhere.

It is thus recommended that the following be undertaken to address this issue:

- Undertake a detailed survey through community consultation and research, on the location of the backyard dwellings, property ownership, usage, payment processes, use of services etc.
- Begin a negotiation process to reduce the size and configuration of sites so as to optimize the provision and cost of infrastructure. This will in turn free up additional funds from the housing subsidy for the top structure.
- Explore options to subdivide properties where there are backyard structure and flats, so as to formalize service provision, property management and to eradicate the “landlord exploitation” scenario.

- 6) The municipality, together with the Provincial Department of Developmental Local Government and Housing will ensure that all housing projects and contractors appointed are registered with the NHBRC.
- 7) The municipality will develop and implement a system to **evaluate the performance of contractors** within the area as an input to further future appointments.

Eradication of Informal Settlements

It is recognised that the development of informal housing areas in Madibeng is largely the result of the strongly growing local economy and the perceived availability of employment opportunities in certain areas. This is further exacerbated by the living conditions in the more remote rural parts of the municipality, and even beyond the boundaries of the municipality. In line with the commitment of the National Minister of Housing, and the Provincial Growth and Development Strategy, the Madibeng municipality commits itself to the **eradication of informal settlements** by the end of the 2013/14 financial year. This commitment is considered necessary to address the growth of informal settlements in a number of areas. The key elements of this strategy include:

- The mapping of all informal settlements;
- The registration of houses and beneficiaries living in such settlements;
- Feasibility studies to determine whether to upgrade the informal settlement in-situ or, alternatively, demolish the structures concerned and re-housing the occupants at an alternative more suitable location;
- If in-situ upgrading is the preferred option, the progressive upgrading of services, top-structures and tenure rights for households;
- On-going monitoring of informal housing areas to monitor the establishment of new structures.

Good Governance and Effective Institutional Support

- (i) The municipality will endeavour to **enhance its capacity and capability regarding housing planning and delivery**. Specific focus will be on improving project management and monitoring activities, including quality assurance and project reporting activities. Various options will be considered including the recruitment of additional staff, internal and external training programmes, use of management consultants, mentorship programmes, installing improved systems of monitoring and control.
 - (ii) The municipality will **develop a professional services and contractors database and implement a grading system**. Consistently poor performers will be noted by the rating system and taken into account in the awarding of future contracts.
 - (iii) Ensure that the **housing strategy is embedded within the Integrated Development Plan** of the municipality.
 - (iv) **Identify and train Community Development Workers** with the emphasis on sustainable human settlement issues.
 - (v) **Prepare and implement a housing consumer education programme** with support from the North West Department of Developmental Local Government and Housing.
 - (vi) Implement a **capacity building programme at community level** with particular focus on informal settlement upgrading initiatives.
 - (vii) The municipality will **develop and nurture partnerships with important stakeholders** to optimise the contribution which they can make in addressing housing challenges in the municipality. The important partnership stakeholders include:
 - Communities
 - Employers
 - Financial sector
 - Contractors
- **Communities:** Given the significance of owner builder/owner managed housing delivery, the municipality will establish an active programme of engagement with communities (including via the intermediation of NGO's and CBO's) to identify those communities receptive to the expansion of PHP driven approaches. The strategic objective in its regard is to increase PHP housing delivery over the period of the multi-year housing plan.

- **Employers:** In recognition of the needs of the employers from across the municipal area to expand and develop their businesses, as well as to take steps to ensure the housing of their employees, the municipality will initiate an active outreach programme to engage with employers to partner on housing projects. The strategic objective in this regard is to identify a cross-section of employers, active in different sectors of the economy, to undertake a series of pilot projects. Specific attention will be focussed on key nodal initiatives associated with mining and minerals beneficiation. Rural and farm based housing will also be targeted.
- **Financial Sector:** Accepting the need to broaden its focus to support the affordable housing sector, as well as to enhance the supply of such housing, the municipality will take steps, after consultation with financial sector representatives, to establish a forum with the purpose of initiating a series of new project initiatives.
- **Contractors:** Contractors are a vital link in the housing delivery chain and, as such, active steps are necessary to align the commercial interests of contractors with those of the municipality to deliver both quantity and quality housing, within budget and on time. The issues of training, quality and access to finance (working capital) are the key issues identified which require remedial actions. Furthermore, the establishment of an actively managed database on contractors to monitor performance concerns is considered important.

Economic Development and Wealth Creation

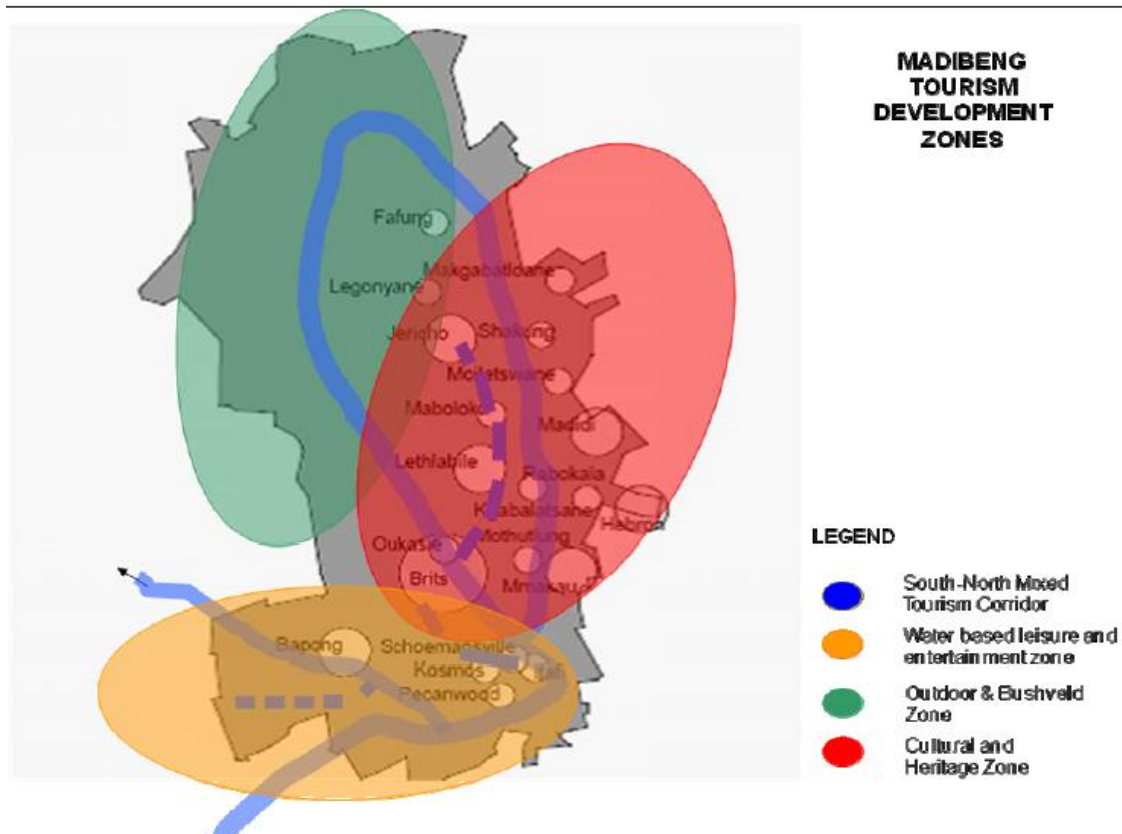
- (i) The Madibeng LM will provide **guidelines for labour intensive construction methods** to be employed for various types of projects. Liaise with the Department of Public Works to ensure optimal alignment with EPWP programmes.
- (ii) The municipality will set out broad targets for employment creation through housing delivery projects in the municipality.
- (iii) Identify potential resources and skills in the Madibeng area of jurisdiction which could be used for the on-site **production of construction materials**.
- (iv) Prepare a **database of all SMME's and BEE contractors within the construction sector** located within Madibeng Local Municipality to participate in local projects.
- (v) Establish a programme with firm time commitments, in conjunction with relevant departments, to extend full **ownership rights to persons in rural/peri-urban locations**.
- (vi) Develop an active programme, to hand over title deeds to all qualifying households. Where necessary blockages in the township and registration processes will be expedited to enable **full ownership rights** to be achieved.
- (vii) A critical determinant of enabling mobility through the housing ladder is the availability of property related information. In recognition of the situation where few estate agents and property brokers operate in the low income/affordable market, the municipality will take steps to facilitate the **establishment of a property information/sales brokerage**, operated by a private sector agency, to enhance information flows and promote property transactions/ mobility in the target market.

1.2. Tourism Master Plan

Development 'Zones'

Based on the strengths and opportunities, numerous development zones have been identified within the Madibeng destination. The development zones are areas, which as part of the tourism plan should be facilitated towards similar characteristics and tourism offerings. The tourism development zones are shown below and described hereunder.

Madibeng Tourism Development Zones



As is noted from the above Figure there are 3 envisioned tourism development zones and route in Madibeng. These are as follows:

- ☐ South-North Mixed Tourism Corridor,
- ☐ Water based leisure and entertainment zone,
- ☐ Outdoor and bushveld zone, and
- ☐ Cultural and heritage zone.

1 South-North Mixed Tourism Corridor

Madibeng Local Municipality boasts an array of tourism offerings, including, natural, cultural/heritage and historic attractions. The wider region also boasts a wide array of attractions such as Sun City, Pilansberg, the Cradle of Humankind World Heritage Site, etc. The development of a route that links the attractions in the South and the North will enhance number of tourists in the area, and also help integrate the Northern region as a tourist destination.

This route entails linking up with the existing Magalies Meander route as well as the Cradle of Human Kind in the South and luring tourists to the Northern region where there is a great potential for cultural, nature based and

township tourism developments. The Skeerpoort and Magaliesberg areas on the Magalies meander, boast historic and archaeological sites, such as the Stone Age Rock Painting, tobacco forts and sheds.

A mixed tourism corridor stretching from the South to the North will be ideal for tourists and tourism growth in the area. The route will consist of attractions of various types and tourists will choose their preferred type of attractions along the route.

The development of this zone can be achieved by persuading those travelers en route to and from Sun City and Rustenburg to spend time exploring the area as part of their overall holiday experience. In view of the contrasts in scenery, climate and facilities, and the natural resources (water sources, mountain ranges, etc), this would simply require enhanced marketing of the area and the provision of more user-friendly information outlets within the area.

Promoting the area as a short stay destination in its own right is also required. For the general leisure travelers the area does not at present offer a sufficiently wide range of attractions or activities to tempt visitors to spend more than two nights in the area. Klipvoor and Rooikoppies dams, for example, have limited to no facilities whatsoever for the average visitor to enjoy a meal or refreshments or simply sit somewhere pleasant and enjoy the view. Additional attractions and activities which will enhance the image of the area as a stand-alone destination should include a greater range of short walks and trails; improved access to trout waters for the fly fishermen; the development of mountain bike routes and a range of family orientated adventure activities; better interpretation of sites such as at the Anglo-Boer War sites, the old German Mission stations etc.; and the development of a range of activities in and around the rural villages based on the rich and diverse cultural heritage of the area. These and other opportunities are dealt with later.

More detail is provided in the programmes and projects descriptions on route development in the following sub-sections.

2 Water based leisure and entertainment zone

This zone is located in the Southern region and includes the Magaliesberg, Witwaterberg Mountains, Hartbeespoort and Mooi-nooi areas. This zone receives a larger number of visitors than any other zone in the area. It is popular with day visitors and weekend breakaway visitors.

The Hartbeespoort Dam/Magaliesberg complex with its water sports attractions, high-density recreation facilities, adventure activities and cultural experiences has become North West's gateway for Gauteng visitors. The North West Parks and Tourism Board (NWPTB) classify this area as one of their primary tourism nodes stretching from the Cradle of Humankind-Hartbeespoortdam-Rustenburg.

There are however no measures or regulations in place for the control of adventure activities, especially in the dam area; there are also no formal rental facilities for adventure, watersports and eco-tourism activities, as all the activities are done on an individual capacity.

The majority of existing entertainment facilities in the area are located in the Hartbeespoort area, thus any other further entertainment development will be ideal in this zone. Entertainment facilities and places of interest includes: the snake park, aquarium, island beach resort, art galleries, beauty spa's and outdoors sports activities, such as golf, etc.

Hartbeespoort also forms part of the arts and crafts route to Rustenburg and houses some of the most popular crafts markets in the province such as Chameleon village, Tsosoloso, Just Africa, Welwitschia markets all situated at Damdorn.

The areas South of the dam, Kosmos, Broederstroom is ideal for weekend breakaway, it houses most of the accommodation facilities in the region. This area is ideal for being a tranquil zone. While the area North of the dam, Ifafi, Schoemansville, Melodi, Meerhof with lot of restaurants, places of interests and shopping centres is well suited to be further developed as an entertainment zone.

The Hartbeespoort dam is a major development "hot spot" and a major draw card to the area. The dam has the potential to contribute substantially towards providing a tourism focus for Madibeng, offering much needed day visitor recreation facilities for the surrounding population, and creating a waterfront amenity that could attract and hold, for very much longer in-transit visitors and those staying over within the Madibeng destination.

It is considered that the first and central objective for the Municipality at this stage is to develop an impressive and valuable tourist magnet or 'icon' to attract tourists to the Municipality and increase tourism flows into the area. Without such a tourism anchor, other tourist-related development efforts will not be able to develop and grow successfully. It is, therefore, essential that the Municipality's most valuable asset, namely the Hartbeespoort dam and environs, be developed as a priority.

3 Outdoor and bushveld zone

This zone is located in the Northern region, where most of the game farming, adventure, ecotourism and lodging is concentrated. It has the highest concentration of game farming and 'bushveld' type lodging facilities in the Bojanala region.

This Northern region is not tourism integrated and presents a great potential to be the municipality's adventure and eco-tourism haven and tourism draw card after the Hartbeespoort dam. The area has unexploited natural resources that have huge tourism potential such as the Klipvoor and Rooikoppies dams, the Elandsberg and Langberg mountain ranges and the Crocodile river which runs through the Municipality. Most of the gaming and hunting activities take places across some of the above-mentioned natural resources, but they are not utilised to their maximum capacity.

The North West Tourism master plan recommended that the Borakalalo Nature Reserve be developed, as the majority of the facilities in the reserve are privatised. This nature reserve is one of the most popular in the region, as well as the Dikhololo, Mokgatle lodge, Atlanta,

Kupala-, Mokuru-, Ilanga lodge and many more. Camping and caravanning is popular in this region, most of which are part of the lodges. Activities and opportunities in this region include: fishing, hunting, bird watching and game drives, 4x4 trails, Quad bike trails, etc.

This zone can 'piggy-back' on the Hartbeespoort zone's success as an adventure destination through the development of the nature-based outdoor adventure route from the magnificent mountains of Magaliesberg through to the Northern region. The irrigation canals in this region can be incorporated into the tourism development through activities such as fishing, reintroduction of water tubes, etc. The Crocodile River also has the potential for activities such as canoeing, fishing, and boat races, etc.

Development of alternative accommodation in this zone is ideal, such as survival boot camps, lodges in the Elandsberg Mountain, Borakalalo Nature Reserve; this type of accommodation is aimed at attracting the backpackers market, adventure and eco-tourists and nature enthusiasts. Development of activities such as Canoeing, horseback riding, crossbow hunting and maybe a possibility of fly-fishing will attract visitors to the region.

Hunting is one of the main sources of traditional/cultural survival, and an interesting leisure activity in the western standards. This can be packaged such that it starts by cultural breakfast and spend the day in the wilderness (hunting, fishing, canoeing, etc), then in the evening visitors can gather around the fire, preparing supper while enjoying an interactive session of story telling. This type of unique collaboration will interest a lot of people, and can be packaged as a product on its own, or allow tourists to fuse their own activities.

This zone deserves further investigation on an on-going basis, in order to expose any new sites, persons or activities that have some tourism potential. At this stage there are several exciting possibilities and the emphasis should be on developing outdoor adventure and bushveld related facilities.

This area can also serve as a base camp for the younger, adventure-seeking visitors who would combine the natural attractions of this zone with hikes and overnight expeditions over the mountain into the Nature Reserve, etc.

Properly packaged, this zone has the opportunity to become a sought after experience which has the added dimension of outdoor adventure, excitement, possibly a little danger and an intense learning experience. Keeping this zone for this type of exclusive use would appear to be the most acceptable way of conserving its biological values and yet ensuring some appropriate visitor utilization.

Water based outdoor activities, 4x4 mountain biking, hiking trails, bush camps, Canoeing, kayaking and even small rafts could prove to be popular to be used by those in search of a quiet, remote and meditative retreat. In this regard, it may be relevant to comment on the use of donkeys/horses to assist tourists to reach deep rural or mountainous areas. Donkey tours would not only offer something different to jaded tourists but would also allow donkey owners to make money.

A "mountain lodge" would be most appropriate in this area and many horses, hiking and mountain bike trails could radiate out from this lodge. It could also be the start or end point of a hiking trail through the area. Small camping and caravan parks, as well as a simple backpacker lodges, would also attract a wider range of visitors.

4 Cultural and heritage zone

This zone is comprised of areas in the Central and Northern region and is called the Cultural and Heritage Zone due to its high concentration of cultural and heritage resources, and the rural settlements some of which still follows the ancient traditional ways of living. Some of the rural settlements in the area have a rich history of resistance and have significant landmarks; the locals are even willing to share their cultural experiences, norms and traditions with tourists.

Madibeng Municipality benefits from a rich cultural heritage that allows tourists a glimpse into the history of the area and the cultures of its people. The cultural heritage of the Municipality also allows opportunities for the development of authentic and unstructured cultural experiences where the normal customs and lifestyles of local

people can be observed and where 'spiritual' heritage can be brought to the 'alternative' tourism market. A number of existing private sector activities and attractions also occur in the Municipality and it is important that all of the attractions be packaged to provide tourists with worth while experiences and activities and to encourage tourists to remain in the Municipality for longer. It is important that value is added to these and other attractions through quality and interesting interpretation and education.

1.3. Integrated Service Master Plan

The tender documents are ready and approval was received from the Development Bank of SA. However, the Municipality is currently not in a position to provide the required counter funding.

1.4. Integrated Transport Plan

The Local Municipality of Madibeng is using the Bojanala District Municipal Transport Sector Plan. A Transport Policy was adopted by the Mayoral Committee as per resolution MC.0888 on 24 July 2002. As this Policy is outdated, it has to be reviewed.

1.5. Water Service Development Plan

The Water Service Development Plan is currently in the process of development. The ownership of the WSDP process lies with the DWA, who have appointed Messrs Ceenex (Pty) Ltd, in alliance with Messrs. Bigen Africa (Pty) Ltd, to capture, align and assess data to produce a strategic planning document in the new DWA format for the Madibeng Local Municipality. It is envisaged that the Water Service Delivery Plan will be adopted by Council before the end of the 2010/11 financial year.

The information below was captured from the 2007/08 Water Service Development plan:

WSDP Objectives

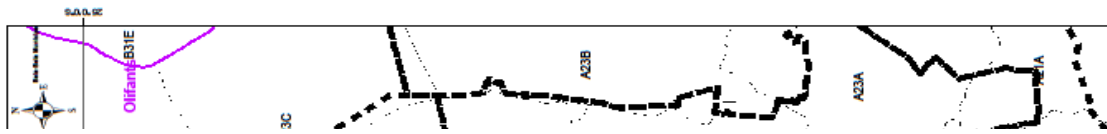
The WSDP is a plan to ensure efficient, affordable, economical and sustainable access to water and sanitation service for all. It deals with socio-economic, technical, financial, institutional and environmental issues, which pertain to water and sanitation services. In addition the WSDP is:

- A management tool, which helps to ensure the delivery of water and sanitation services.
- A plan that will be implemented and managed by the municipality.
- A mechanism for decision making for both councillors and officials.
- The essence of water and sanitation services delivery for both capital and O & M requirements for at least the next five years.

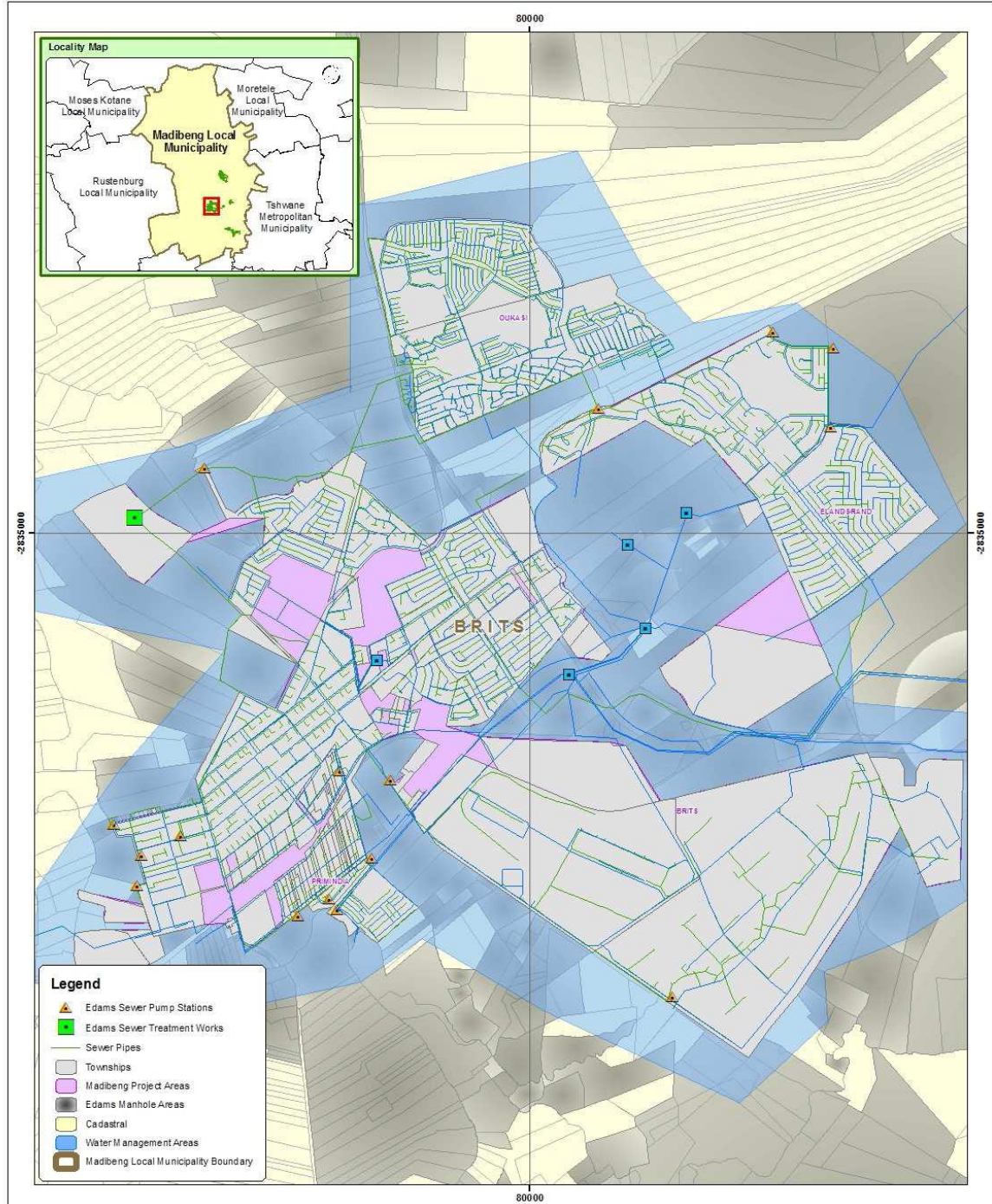
Water Resource Profile

There are three dams within Madibeng namely Hartbeespoort, Klipvoor and Rooikoppies. A fourth dam, the Vaalkop dam is located 54 km north of Brits, outside the Madibeng boundaries, but is being used by Magalies Water to supply water to Madibeng. The Hartbeespoort Dam is a major tourist attraction with the dam wall being of historical significance. Klipvoor dam supplies water for subsistence farming in agricultural holdings surrounding the dam in Jonathan and Klipvoostad. The Hartbeespoort and Rooikoppies dams provide water for the intensive agricultural practices along the Crocodile River. The main rivers are the Crocodile River which flows in a westerly direction and the Pienaars River which flows from east to west through the northern parts of Madibeng. Other rivers in the region are the Morelete, Tolwane, Skeerpoort and Magalies rivers.

Madibeng Catchments



Scale:	1:500,000
Fig No:	5.1
Compiled by:	GUMM
Revision A	Date: 08/09/2008



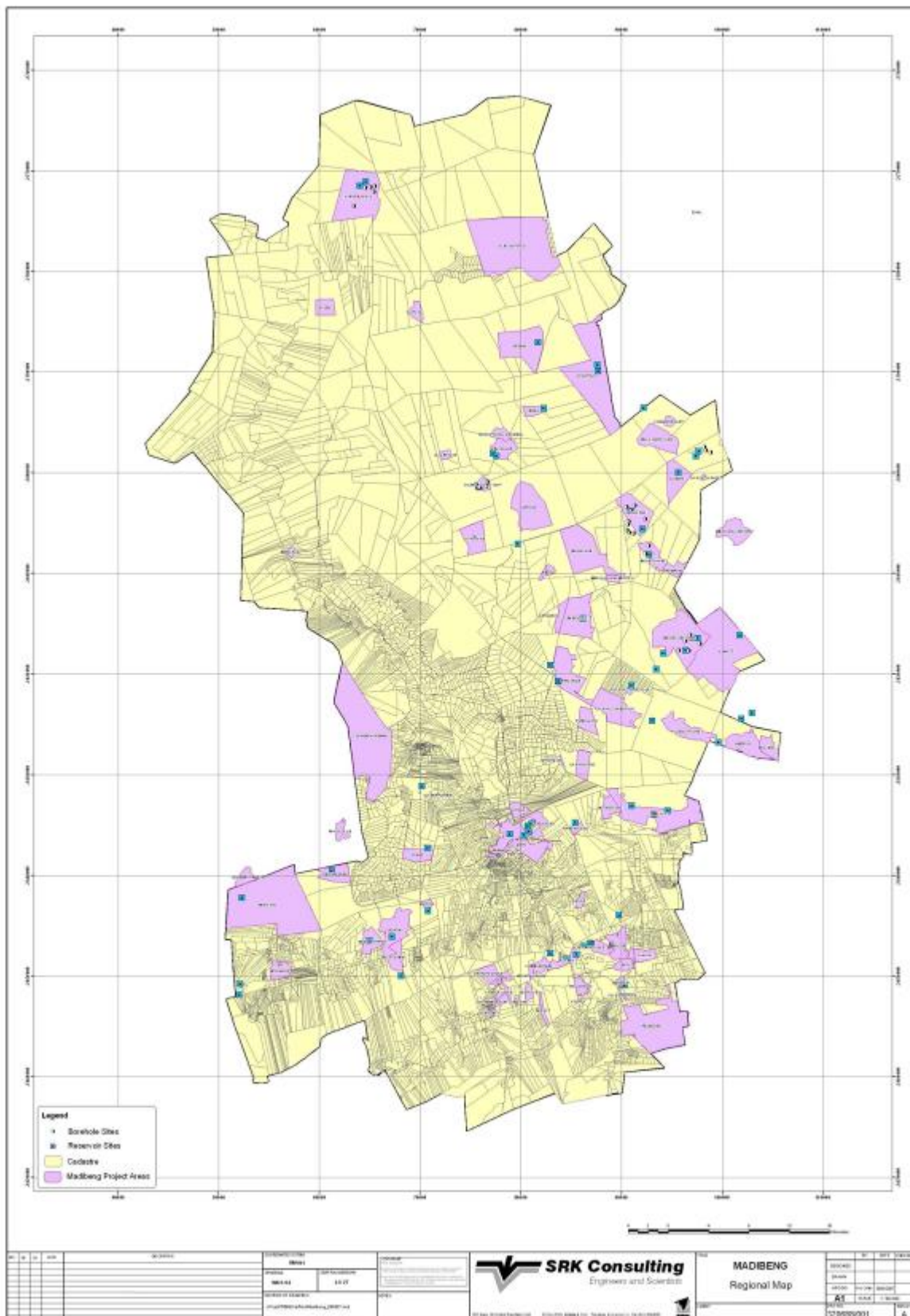
QUATERNARY CATCHMENTS

3/0688	Projection:	Geographic
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PROJECT NO:	COORDINATE SYSTEM		DATE	SCALE
370688	Meters		07/09/2007	1:25,000
	SPHEROID	CENTRAL MERIDIAN	COMPILED BY:	FIG NO:
	WGS 84	LO 27	RVL Setiko	006

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MADIBENG REGIONAL MAP



OVERVIEW OF BRITS WATER SCHEME



1.6. Integrated Waste Management Plan

Introduction

The compilation of this IWMP has been done in line with the available National and Provincial policies and guidelines such as the Draft Guidelines compiled by the Gauteng Department of Agriculture, Conservation and Land Affairs. The process of compiling the IWMP consisted of two phases. During the first phase an assessment of the current status of waste collection systems and existing disposal sites, service delivery capacity and a needs analysis for each of these aspects were done and completed.

The second phase comprised the compilation of the IWMP.

Integrated Waste Management Plan Strategies

Focus Area	Objective	Recommendation
Disposal Infrastructure Development	Objective 1: Continue to operate Hartebeesfontein-, Eastern Platinum-, Western Platinum and Mooiooi landfill sites in accordance with permit conditions and Minimum Requirements	Operate the Hartebeesfontein-, Eastern Platinum-, Western Platinum and Mooiooi landfill sites according to permit conditions, Minimum requirements and approved Operational Plan
		Maintain infrastructure on the Hartebeesfontein-, Eastern Platinum-, Western Platinum and Mooiooi landfill sites.
	Objective 2: Obtain Permits for the transfer stations at Kosmos, Brits and Mothutlung. Improve operations at the transfer stations.	Submit Permit/Directions. Application Reports to DEAT for each transfer station.
		Appoint suitably qualified person to conduct EIA and to compile authorisation application reports for each transfer station.
	Objective 3: Identify, design and permit new transfer stations at Damonsville, Brits, Lethabong, Klipgat and Modderspruit.	Appoint suitably qualified person to identify, design, & conduct EIA and to compile authorisation application reports to DEAT for each transfer station.
		Submit Permit/Directions Application Reports to DEAT for each proposed transfer station.
Waste Collection Infrastructure	Objective 1: Extend Service to Unserved Areas in Municipal Area	Include additional residential and business developments into Service Delivery Area
	Objective 2: Extend and Maintain Collection Fleet	Compile Equipment Replacement Plan
		Negotiate Maintenance Contract with Vehicle Suppliers
		Maintain Current Collection Fleet
	Objective 3: Standardise Collection and Optimise Collection route	Continue with current refuse removal system, but phase in Standard Refuse Receptacles with new collection equipment. Amend and optimise collection route.
Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human Resources	Fill vacant positions and create posts to extend human resources capacity to fulfil service requirements
	Objective 2: Train Staff	Locally train low level staff and provide specialised training for specialised positions.
		Ensure proper training of contracted personnel
Financial Resources	Objective 1: Improve Payment of Service Tariff	Implement pre-paid system
		Implement Penalties
		Redistribute Equitable Share
	Objective 2: Standardise Tariff Structure	Implement Standardised Tariff System
Dissemination of Information / Communication	Objective 1: Develop and Maintain a WIS	Develop WIS
	Objective 2: Contribute to Inter Municipal Waste Information Workshops	Attend workshops
	Objective 3: Build Community Awareness.	Build awareness through flyers, newspaper notices and road shows.
Management of Illegal Activities	Objective 1: Develop Co-operation Strategies to Prevent Illegal Activities.	Amend Bylaws
		Establish Community Watch
		Introduce Incentive schemes for Clean Neighbourhoods.
		Provide Skips throughout Town for Refuse Dumping
		Develop Garden Refuse Strategy and Investigate Feasibility to Establish Composting Facility.
Waste Minimisation	Objective 1: Encourage Recycling Activities	Provide recycling containers throughout town
	Objective 2: Encourage Waste Minimisation	Incentive Schemes for in House Recycling
	Objective 3: Develop Garden Refuse Strategy	Develop Garden Refuse Strategy and Investigate Feasibility to Establish Composting Facility.

Conclusion

This IWMP should be re-evaluated and expanded to a detail operational plan, once suitable information is available from the system as to ensure that future planning is done correctly:

- Service levels should be workshopped with the community to obtain their views and inputs on the proposed upgrading of their service and the cost implications involved.
- Community awareness campaigns should be implemented to educate the communities on responsible waste management i.e. why a landfill is fenced, why you dispose of your waste in waste receptacles, why waste is covered at a landfill, why illegal dumping is costly, etc.
- The municipality should promote recycling and/or waste minimisation. The recyclers on the Hartbeesfontein landfill site should be formalised to ensure that the reclaimers co-operate with the landfill supervisor.

1.7. Madibeng State of Environment Report

Introduction

One of the objectives of the state of the environment report is to provide a reference framework of sustainable development indicators against which environmental management performances of government functions and activities can be assessed.

The value of the SoER lies in the fact that it informs decision makers, interested and affected parties and the general public on the most fundamental environmental issues in an accessible way.

Project scope

The scope of the assignment was to determine the status quo in relation to documented information in the LMM on issues or activities that have impact on environmental quality within the area of jurisdiction of the LMM.

Health Services Analysis

The new South African health system adopted the Primary Health Care (PHC) approach because this approach is believed to be the most effective and cost effective means of improving the population's health. The approach involves a health system led by PHC services, which are at the base of an integrated district health system. In terms of the health services reform process, the Local Government should be responsible for all district health services, which include, among others:

- Health promotion services
- Communicable, non-communicable and endemic disease prevention and control service (e.g. HIV/AIDS, STIs, TB, Hypertension and substance abuse)
- Ensuring the availability of a full range of PHC and other relevant health services in communities, clinics, community health centres, district hospitals and other facilities, and
- Providing for community participation in health promotion and health service provision (Department of Health, 1997).

The former Brits Clinic, former Brits Municipality clinics and former Odi clinics were integrated into Madibeng Sub – District. Madibeng Health District is made out of 22 clinics, of which four are earmarked for being developed into health centres, they include Jericho, Bapong, Letlhabile and Mothutlong. There are five Primary Health Care Mobile Units and one Dental Unit serving 197 point on a monthly basis.

The HIV/AIDS statistics for the LMM is shown as follows:

Madibeng HIV Prevalence

Age Distr.	15 – 25	26 – 35	36 – 45	46 – 55	56 – 65	66+	Total
Male	43	195	167	70	15	1	491
Female	353	487	201	99	23		1163
Total	396	682	368	169	38	1	1654

People aged 26 – 35 years are the ones mostly affected in both male and female groups. Furthermore, the infection pattern shows that females between 15 – 25 years are second, followed by those between 36 – 45 years. On the contrary, males occupying the second position are those between 36 – 45 years, followed by those between 46 – 55 years. Young males (15 – 25yrs) are placed fourth on the infection list.

Energy Status Analysis

The combustion of fossil fuels for energy releases into the atmosphere approximately 80% of human induced greenhouse gas emissions. Electricity generation emissions from coal and oil refining to produce petroleum product, coal mining and gas extraction, wood burning and the burning of coal and oil to produce heat for industrial and other purposes, are the largest source of carbon dioxide (CO₂) and sulphur dioxide (SO₂) emission in SA. The main consumers of energy in SA are industry, the domestic/residential and transport sectors. The LMM has four electricity distribution points which are located in Letlhabile, Brits Industrial Area, Brits Town, and Hartbeespoort.

Water

Water is a fundamental natural resource and is indispensable to life. Water is highly susceptible to pollution and continued deterioration of water quality in some parts of SA has lead to the Department of Water Affairs and the Department of Environmental Affairs and Tourism (DEAT) to adopt a more comprehensive approach to integrated pollution and waste management.

Sanitation

There are three main wastewater treatment plants in the LMM which are situated in Brits, Mooiooi, and Hartbeespoort respectively.

Waste

The LMM is currently providing waste management services to seven areas, which include Brits, Oukasie, Mothutlong, Damonsville, Sonop, Letlhabile and Hartbeespoort. The services include waste collection, street cleansing, litter picking and bulk removal of illegal dumping. Waste collection service is rendered by both the LMM and four (04) private contractors. The LMM removes waste in the Brits CBD and Oukasie areas and the four (4) contractors remove waste in the townships, and in the Hartbeespoort CBD and environs.

There are four permitted landfill sites in the area of jurisdiction of the LMM, one of which is owned and managed by the LMM (i.e., the Hartbeesfontein regional landfill site). The other three landfill sites are owned by private companies. They are Eastern Platinum, Middelkraal and Mooiooi respectively.

The LMM has three transfer stations, namely Spoorweg, Kommandonek, and Mothutlong. A contractor was appointed to manage recycling of waste at the Hartbeesfontein landfill site..

Spatial Development

The MSDP addressed eight spatial aspects, namely, Land use; Transportation; Economic development; Social amenities; Housing and tenure delivery; Open space and recreation; Tourism; and Agriculture. Madibeng has a wide selection of land uses, ranging from purely urban land uses, such as formal residential areas, central business districts, and industrial areas, to non-urban land uses such as rural areas relying on subsistence farming, tourist resorts & facilities, and game farming.

In order for the LMM to be able to reconstruct the urban landscape into an integrated and cost effective urban structure, a Development Concept was developed which addressed issues of urban integration; bulk municipal infrastructure; service integration; land use and transport integration; protection of agriculture and open spaces. The Development Concept covered the aspect of development corridors within the LMM area of jurisdiction. These development corridors are classified into primary, secondary, and tertiary.

There are two primary development corridors, Brits – Rosslyn Mixed Use Corridor which focuses on residential, industrial, commercial and mining development; and the Platinum Transportation Corridor which focuses on transportation. Secondary development corridor is the Brits – Fafung Residential Corridor which focuses on residential development in the north – eastern part of the LMM. Tertiary development corridors include the Letlhabile – Hebron – Residential Corridor and the Jericho – Madidi Residential Corridor.

The LMM has two major tourism regions, namely; Magaliesburg, Witwatersberg, and Hartbeespoort dam region; and Game farming, Elandsberg, and Klipvoor dam region.

1.8. Madibeng Integrated Economic Growth Strategy

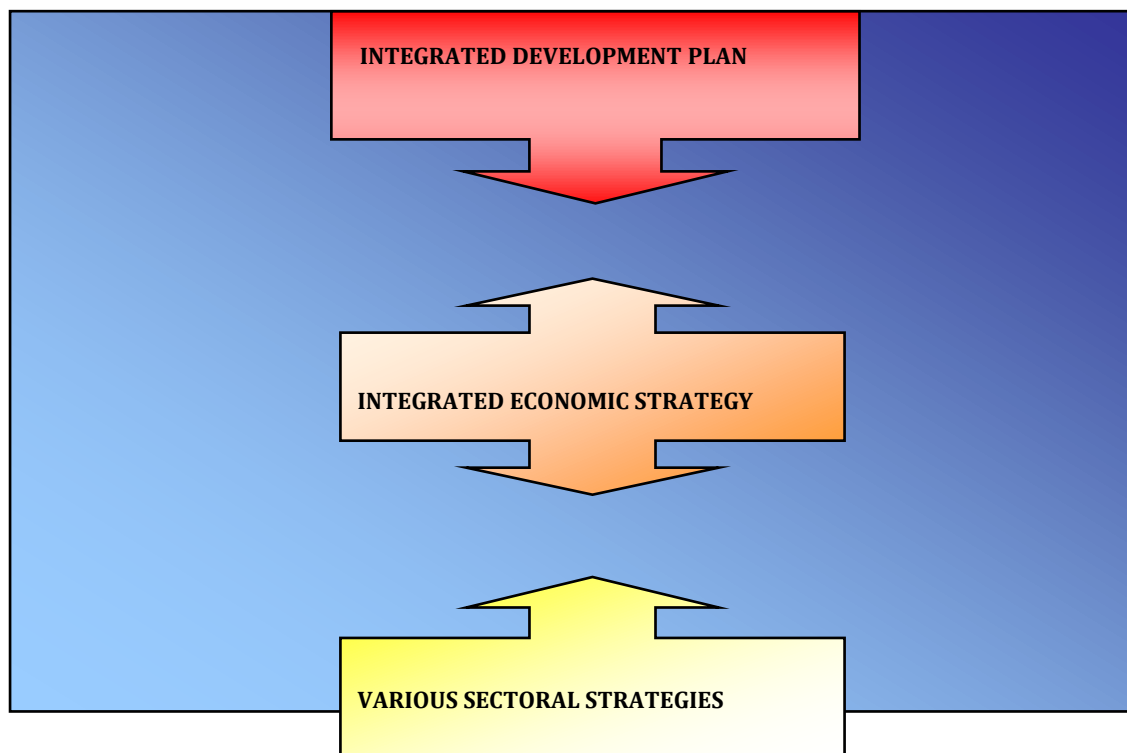
Purpose of the Study

The purpose of this study is stipulated as identifying development potential and opportunities within various economic sectors, which could contribute in stimulating economic growth, social upliftment, job creation, BEE, capacity building, etc.

Status of this document

The status of this document is to serve as guiding tool in stimulating the development of the economy within Madibeng.

Diagram 1.1 gives an illustration of the **Document Hierarchy**.



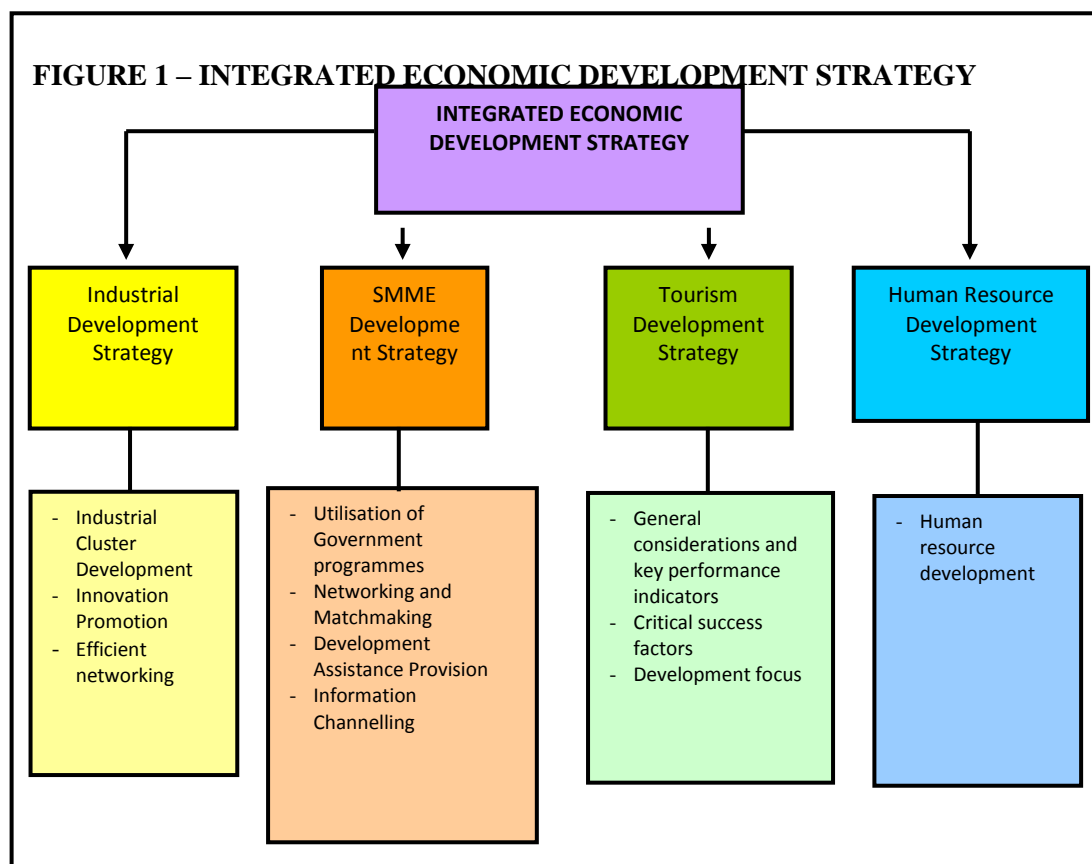
Study Goals and Objectives

As mentioned, the purpose of the study is to identify development potential and opportunities within Madibeng. The strategy therefore has the aim of:

- Bringing in new ideas to stimulate economic development
- Creating a platform for growth
- Accessing development funds
- Building of capacity within the community
- Developing human resources
- Transforming the labour force
- Ensuring development is sustainable, integrated and holistic
- Linking Madibeng's economy to its neighbouring economies
- Stimulating multiplier effects
- Incorporating agglomeration and clustering advantages in the economy
- Developing the tourism industry
- Integrating the rural communities in development

Integrated Economic Development Strategy

An Economic Development Strategy can comprise of a combination of the following important building blocks, referred to as economic development strategies: Capacity building; Human Resource Development and Labour Force transformation; Broadening the economic base; Sustainable development; Integrated and Holistic development; Linkages with neighbouring economies; Agglomeration advantages; Multipliers; Clustering; Agricultural and Agro-Industrial development; Tourism potential and Rural development. Each of these development strategies on their own accord comprises of a number of projects and/or programmes, aiming at achieving economic growth and development.



In the case of Madibeng, the major building block of the Integrated Economic Development Strategy include (as indicated by Figure 1):

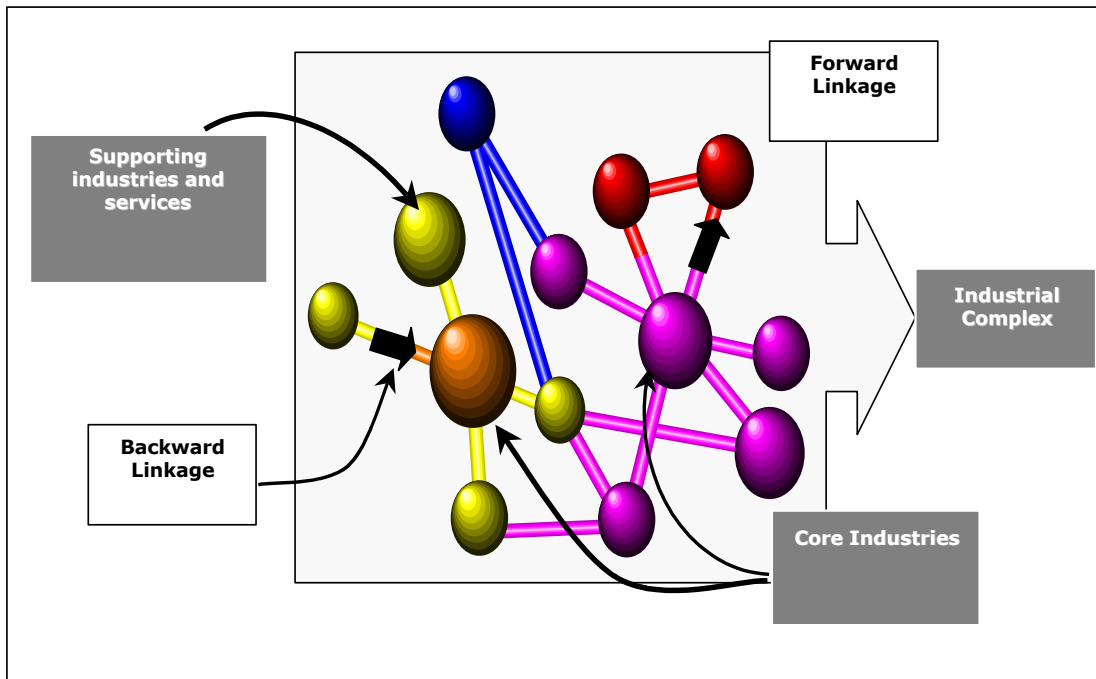
- Industrial development
- SMME development
- Tourism development
- Human Resource

Each of the above mentioned strategies are discussed below, each containing the following discussion points:

- A brief description of the strategy
- A description of themes relevant to the specific strategy
- A description of the projects associated with the theme and strategy
- Information and supportive sources

Industrial Development Strategy

Cluster development is a widely advocated, internationally acclaimed technique that has been implemented successfully in other countries, with the ultimate aim of stimulating economic development and job creation. Figure 1 gives an illustration of the cluster development concept.



- **Obtain buy-in:** The purpose is to devise the most appropriate ways and means of obtaining buy-in and support from all the stakeholders in a given cluster.
- **Stakeholder contact-making:** Utilising an inventory of stakeholders, representatives for a cluster development unit must be identified.
- **Sponsorship:** International case studies have shown that the success of the buy-in process is dependent on the procurement of a sponsor.
- **Participation:** In general, the cluster development unit acts as a mouthpiece where problems and challenges facing the cluster are aired.
- **Networking:** An additional method of creating buy-in and encouraging participation is by developing a business network program. .
- **Networks** are fast becoming a key business tool for small and medium-sized companies to work together to boost their bottom line.

The Industrial Development Strategy for the Madibeng Municipal area consist of three investment programmes, including:

- Industrial Cluster Development Programme
- Innovation Promotion Programme
- Industrial Networking Programme

The discussion on each of the abovementioned programmes, together with their potential projects, follows.

♦ Industrial Cluster Development Programme

Industrial Opportunities and Projects

Based on the analysis done in Section 4, there are a multitude of industrial opportunities present within the Madibeng area. These opportunities are grouped according to economic sector, including:

- Agriculture
- Mining
- Manufacturing

The related projects are provided in Table 5.1 based upon the following types:

- Anchor projects
- Supportive projects
- Catalyst projects

TABLE 5.1 – INDUSTRIAL DEVELOPMENT STRATEGY PROJECTS			
SECTOR OF OPPORTUNITY	ANCHOR PROJECTS	SUPPORTIVE PROJECTS	CATALYST PROJECTS
Agriculture	Organic farming and Hydroponics production unit/cluster	<ul style="list-style-type: none">- Formation of Cluster Development Task Team	<ul style="list-style-type: none">✓ Prepare or facilitate detailed feasibility studies and implementation plans for the high potential development projects✓ Initiated and facilitate further investigation into lower potential development projects✓ Liaison with potential investors and research institutions
Mining	Mining logistics hub		
	Local processing of raw mining materials	<ul style="list-style-type: none">- Compile sector specific development plans- Compile and maintain database indicating potential investors and investment opportunities (Be coordinated with opportunities resulting from special agreements such as AGOA)- Compile an Investor Care Programme to provide investors with professional supportive services, i.e. information provision, networking with local suppliers and financial assistance	
Manufacturing	Heavy mineral refining, processing and beneficiation cluster		
	Dimension stone and slate beneficiation cluster		
	Fresh vegetables and fruit processing and product manufacturing plant		
	Recycled material product manufacturing plant		
	Recycling plant		
	New product manufacturing from recycled materials		
	Oil extraction plant		
	Herb and spice processing plant		
	Fresh produce storage and distribution hub		

Detailed Information Sources

Additional role-players that can act as information source and/or experts on this programme include:

- ✓ The established Cluster Development Task Team
- ✓ Trade and Investment South Africa (TISA)
- ✓ Invest North West
- ✓ Industrial Development Corporation (IDC)
- ✓ Department of Trade and Industry
- ✓ Representatives of existing cluster and other industrial development initiatives in the country
- ✓ Research institutions, such as CSIR, Agricultural Research Council, Automotive Industry Development Centre, Universities, etc.
- ✓ Madibeng Industrialists Association
- ✓ Greater Brits Investment Group (GBIG)
- ✓ Brits Chamber of Business

Opportunities and Projects

The projects related to this programme fall primarily within the supportive category. These projects include:

- The establishment of a Technical Mentoring System
- The development of a Regional Innovation Network
- The provision of technical and market information to developers through a comprehensive website
- The examination of gaps in the system of financial support for investors, in terms of research and development
- Developing a school-support programme through which scholars and students can be introduced to the industrial and innovation environment
- The securing of enhanced innovation support for the different economic sectors

- Assistance (financial or otherwise) to knowledge-based start-up businesses.

Detailed Information Sources

Supportive role players include sources such as:

- Educational and training institutions (universities, technicons, councils, NGO's, etc) locally and nationally
- International industrial organisations and researchers
- Research institutions in South Africa (e.g. TISA, CIMEC, CSIR, Agriculture Research Council etc)
- Madibeng Industrialists Association
- Greater Brits Investment Group (GBIG)
- Brits Chamber of Business

Initiate Efficient Industrial Networking

Opportunities and Projects

The supportive projects associated with this programme include:

- The provision of a system through which Madibeng industries can apply for membership in an Representative Forum. This forum will provide the members with a platform to initiate discussions, representation and participation and the exchange of sector-specific knowledge.
- Electronic infrastructure can be utilised to stimulate this process of participation, for example through the establishment of an internal website for Madibeng enterprises which provides discussion platforms.
- A database needs to be implemented and information distributed that can be used to assist investors and Madibeng enterprises in the sourcing of suppliers and matchmaking with potential entrepreneurs, local contractors and international manufacturers.
- A unit must be established which can take responsibility of matching and initiating investment opportunities in the Madibeng area with suppliers in the rest of the region and country
- This programme must also include the task of linking/coordinating supporting services with the development of Madibeng. This entails liaison with financial institutions, real estate agents, tour operators, freight transport contractors, public transport companies, etc

Detailed Information Sources

Experts on this programme and its projects include:

- ✓ Local businesses
- ✓ Researchers which can provide information on suppliers and international sourcing opportunities
- ✓ Industry-specific experts
- ✓ Department of Trade and Industry
- ✓ Potential suppliers and other service providers (commercial banks, transport companies, etc)
- ✓ Madibeng Industrialists Association
- ✓ Greater Brits Investment Group (GBIG)
- ✓ Brits Chamber of Business

SMME Development Strategy

SMME support systems are a critical important aspect of local economic development due to this sector's employment creation characteristics. This development strategy's main focus is the establishment and expansion of SMMEs in the Madibeng area. The strategy thus has a dual **aim**, including:

- ✓ The support of SMMEs (existing and newly emerged)
- ✓ The development of new SMMEs

Therefore, **the objective** of this development strategy is to facilitate the establishment of new SMMEs, to provide support during the initiation phases of establishment and to provide sustainable information and support for new and existing SMMEs within the local municipality's structure.

The **vision** of the SMME development strategy can be summarised as follows:

Firstly, to create an enabling environment in which SMMEs can develop on the basis of sound business principles and optimum access to the services needed to become sustainable; secondly to utilise the existing governance structures which will enable the effective implementation and facilitation of programme and policies aimed at the development of SMMEs; and thirdly, to provide sustainable support and information on SMMEs"

The **focus areas** of this strategy is on:

- ✓ Ensuring that existing SMMEs and micro enterprises become sustainable
- ✓ Creating a business friendly environment for the establishment of new SMMEs, and
- ✓ Creating a structure through which local authorities can facilitate SMME development and provide sustainable information and support

The **strategic focus** of this strategy is on the following areas:

- ✓ The efficient utilisation of government programmes aimed at SMME development
- ✓ Networking and matchmaking
- ✓ Development assistance provision to the SMME sector
- ✓ Channelling of information

Municipalities can reap **benefits** from promoting the development of SMMEs in their area of jurisdiction. The benefits include:

- ✓ SMMEs have shown a remarkable capacity to absorb labour capacity, albeit largely unskilled.
- ✓ SMMEs are locally owned and controlled.
- ✓ SMMEs provide a nursery and a proving ground for entrepreneurship and local innovation.
- ✓ A stable SMME sector can extend the current municipal revenue loss.

To become prosperous business entities, SMMEs need:

- ✓ *Opportunity*, which can be created by a more favourable business environment, establishing viable business support facilities, effective networking and the nurturing of an entrepreneurial culture.
- ✓ *Knowledge* of opportunity through information chancing networking, service outreach and networking.
- ✓ The *ability* to perform, which can be enhanced through proper training, business advice, finance, high quality business infrastructure and acceptable business structures.

Utilisation of Government Programmes

Opportunities and Projects

More, specifically, the following tasks should be addressed:

- ✓ SMME development in each of the municipalities should be linked to a local SMME Strategy/Action Plan, with expected outcomes and targets. .
- ✓ The municipal SMME development programmes should make provision for the development of the two distinct sub-sectors, namely the formal SME sector and the informal micro/survivalist sector.
- ✓ For the micro enterprise sector – the provision of *shared business services* and infrastructure, information on service providers offering training in basic business management and financial mentoring, micro finance assistance institutions and product advice institutions, as well as programmes to 1) link micro suppliers with larger companies and 2) formalise the informal sector.
- ✓ For the SMME sector – the provision of modern business infrastructure (i.e. telecommunication, premises, etc), assistance in registering and financial management (i.e. tax, export duties, etc), matching SMME suppliers with larger corporations, tax and financial incentives, quality control, the penetration of foreign markets, marketing and information sharing.
- ✓ *Service outreach*. Any initiative taken by local government to assist SMME development within their own powers and functions should be based on the demand of the SMME sector and the existing service providers in the area.

Networking and Matchmaking

Opportunities and Projects

More specifically, Madibeng Local Municipality should implement the following tasks:

- ✓ Provide information kiosks or outlets within the local municipality's structure through which local SMMEs, that do not have access to Internet facilities.
- ✓ Identify existing business networks in the local municipal area and identify the needs/problems that are currently being experienced within these networks.
- ✓ In-depth discussions need to be conducted with larger business groups (such as the Madibeng Chamber of Business, GBIG, Chamber of Mines and Brits Industrialist Association) in order to determine whether supply activities and services can be outsourced to SMMEs.
- ✓ Local municipalities need to establish an up-to-date database on the existing SMMEs in the area, their contact details, firm structure, deliverables, employment structure and skills.

- ✓ Continued update of the *independent* business directory which can be freely distributed to all interested parties

The required activities can be summarised as follows:

- ✓ Conduct surveys to update the municipal database of all SMMEs in the local economies;
- ✓ Identify existing networks and their needs;
- ✓ Identify network brokers that can establish and coordinate the activities of new networks, &
- ✓ Lobby with large business groups to join forces through the networks

Development Assistance Provision (High Level)

Programme Description

The purpose of this programme will be to coordinate the efforts of these agencies to ensure that their efforts become more visible in Madibeng Local Municipality. It is essential to link these efforts with GBIG, the LBSC, ESC and the Mining Development Agency operative in the area.

More specifically, assistance should include:

- | | |
|---|--------------------------------|
| ✓ A service outreach programme | ✓ Business Development Centres |
| ✓ Training and Entrepreneurial Programmes | ✓ An entrepreneurial culture |
| ✓ Financial assistance | ✓ Marketing services |

These are discussed below.

- (1) The provision of SMME business assistance services should be linked to a *service outreach programme*. Information that need to be gathered as part of this baseline study, are, inter alia:
 - ✓ The exact type and scope of services needed by the SMME sector, i.e. training (financial management, basic entrepreneurial skills, human resource management or advanced business management), financial (micro loans, start-up capital, seed capital or venture capital), or business services (technology transfer, marketing assistance or information dissemination).
 - ✓ Services that are already being provided by service providers and which could be linked to the municipality's SMME development programmes. The optimal location of established service centres (such as LBSCs and information centres) that will ensure support from the local SMMEs.
 - ✓ The demands and opportunities posed by the local economic structure and the high growth/investment sectors, as well as major concerns for the SMME sector (economic "red-flags") that will need attention in avoiding future gaps in the service structure.
 - ✓ Implement a coordinated and focused system of SMME support facilities.
- (2) The most efficient programmes that can be implemented as part of a service delivery strategy to SMMEs are *Business Development Centres*.
- (3) *Training and entrepreneurship development programmes*. One of the key factors influencing the ability of SMMEs to perform in the local economy is the availability of training facilities and services that SMME can access.
- (4) Part of the efforts to develop the labour force, is the *establishment of an entrepreneurial culture*. The main aim of such a programme is the inspiration of a wider range of people to pursue entrepreneurial ventures. Some of the projects that can be used to achieve this are
 - ✓ Publicity, promotional and awareness campaigns;
 - ✓ Educational systems which are refined to include topics on entrepreneurship (which are increasingly being emphasized on i.e. school level);
 - ✓ Taxation or other incentives that rewards self-employment, and
 - ✓ The creation of innovation centres, science parks and links between universities and commercial enterprises to educate the community and change public perception about creating self-employment.
- (5) *Financial assistance*. Although it is not within the power of local government to finance SMMEs, government can play an active role as facilitator/coordinator in assisting SMMEs with funding problems. Tasks that could form part of the development of SMMEs include:

- ✓ Creating a database that indicates the various provincial, national and international funding programmes available to SMMEs in Gauteng.
- ✓ Lobbying with financial institutions for favourable lending/funding conditions;
- ✓ Linking SMMEs with the available incentives of national government, as well as assistance in the application of these incentives;
- ✓ The review of regulation on micro finance in the province;
- ✓ Lobbying with donor organisations in order to obtain foreign capital for SMME assistance;
- ✓ Provide a mentorship system through which SMMEs can be provided with financial counselling services.

(6) *Marketing services.* Many SMMEs experience problems in penetrating markets and consequently in developing products that will be able to answer to consumer demands.

Information Channelling

Opportunities and Projects

The most important tasks (supportive projects) that need to be executed as part of this focus area are:

- ✓ The establishment of interactive databases that cover the aspects relevant to SMME development on a local municipal level. The databases that need to be compiled include:
 - A provincial database on the service providers available in the province per area, the SMME development programmes initiated by local authorities, as well as on a provincial and national level.
 - A database for local government on the number and size of SMMEs within the jurisdiction area, products and service delivered, service providers by type, service scope and costs, budget allocation of programmes, skills available in the local SMME sectors and the needs of the local SMEs and micro enterprises in the area.
- ✓ The establishment of the databases can be initiated through baseline surveys conducted in the municipal area, the utilisation of business registration databases for formal businesses and business surveys in selected informal trading areas.
The surveys should be complimented with a local skills and expertise audit on the SME and micro enterprise sectors.
- ✓ Madibeng must develop an appropriate organisational structure that can deal with the gathering, packaging and analysis of relevant data on the SMME sector. Information requirements include:
 - Business confidence in the small business sector
 - Production indices for the different products manufactured and services provided
 - Inventory cycles
 - Bankruptcy trends
 - Trends in capital investment
 - Employment trends
 - The impact of IT and other service provision on SMME viability
 - Financing patterns and requirements, etc.
- ✓ An interactive database need also be created on the service providers in the local areas and their nature, known funding sources and skills.

The potential projects associated with the SMME industry is listed within the table below:

POTENTIAL PROJECT FOR THE SMME DEVELOPMENT STRATEGY	
<u>SECTOR</u>	<u>ANCHOR PORJECTS</u>
AGRICULTURE	Organic farming and hydroponics production units
	Granadilla and Kiwi production
	Ostrich farming
	Herb and spice production
	Floriculture production
MINING	Small scale mining ventures
	Rehabilitation of mined areas
	Local jewellery manufacturing
	Local processing of raw mining materials
MANUFACTURING	Juice factory
	Canned fruit and vegetables factory
	Dehydrated vegetable processing
	Soya, sunflower and olive oil extraction
	Extraction of essential oils
	Herb and spice processing plant
	Recycling plant
	Agro-processing plant including citrus, fertilisers, herbs and teas, granadilla and table grapes
	Hand tool manufacturing
	Organic pesticides and fertilisers
	Agriculture packaging materials
	Medicinal and veterinarian equipment and products
	Indigenous pharmaceuticals and supplements
	Mining supplies such as chemicals, clothing, food, etc
TRADE	Various opportunities
TRANSPORT & COMMUNICATION	Transportation services
SERVICES	PPP in health care service delivery
	Various other locally demanded services
TOURISM	Tour operators
	Small cultural activity groups
	Guesthouses and other accommodation facilities

Tourism Development Strategy

Tourism is a quaternary economic activity, which means that it cannot be defined as an individual economic sector; instead, the activities that make up tourism are spread across the range of definable economic sectors, mainly trade, catering and accommodation, and transport. This sub-section describes the tourism development strategy through the use of the following headings:

- ✓ Tourism strategy development
- ✓ Key performance indicators and niche focus
- ✓ Critical success factors
- ✓ Implementation guidelines.

The underlying rationale of the tourism development strategy is that tourism is a labour – intensive- peoples-based industry which means that when tourists visit a destination they not only “buy” physical amenities but also skills and services of the local tourism employees.

The tourism demand determines the tourism market potential for the Madibeng area. In order for the different tourism projects to reach the specific tourism targets, certain key performance indicators and success factors should be incorporated and taken into account during the development and management process of each tourism project

General Considerations and Key Performance Indicators

The general considerations and key performance indicators include the following:

- ✓ *Tourist trip composition* – a tourist's trip consists out of three phases that include pre-experience, experience and post experience phases and in each of these phase tourist utilises various products and services.
- ✓ *Technological development* - new technological improvements changes the customer-supplier relationship (i.e. internet booking).
- ✓ *Networking and partnerships* – these relationships between the various direct and indirect tourism attractions/facilities/organisations will enhance the overall development of tourism.

- ✓ *Constant innovation and improvements* – due to the increasing global competition, constant improvements and innovations in the industry are required.
- ✓ *High quality of services and products*– It is necessary to provide high quality services and products throughout the whole tourism system.
- ✓ *Variety* – destinations should offer a variety of attractions, facilities and entertainment in order to provide the tourists with a variety of choice.
- ✓ *Specialist skills and training* – workforce should be effectively trained to be adaptable to changes in the tourism market and associated type of activities and services that they should be able to offer.
- ✓ *Marketing and promotion techniques* –It should be more customer orientated, convenience orientated (i.e. internet bookings) and strategic alliances should be developed between the diverse segments of the tourism industry in order to stretch marketing budgets.
- ✓ *Community support and involvement* – It is essential that the local community should support new tourism development in their communities.
- ✓ *Visitor-friendly environment and tourism awareness* – there is a need for the creation of tourism awareness regarding the potential benefits of tourism and to foster a positive visitor friendly attitude.
- ✓ *Strategic location* – in terms of major tourism attractions and routes (i.e. Gold Reef City) or historically significant areas (i.e. Nelson Mandela Museum in the Cape)
- ✓ *Historical significance* – the site should have historical significance due to the fact that it can influence the success and popularity to a large extent.
- ✓ *Community support* – success of heritage tourism sites is primarily attributed to the support of the local communities in that they can relate to the theme of the museum.
- ✓ *Layout, and presentation of the content* – should reflect the theme of the site (whether culture/heritage orientated).
- ✓ *Educational value, integrity and uniqueness* – this plays an important role in the success of a heritage tourism development. The heritage site should have educational value whether through educational programmes or through the presentation of the content and artifacts.
- ✓ *Level of co-operation* – this is necessary between the tourism bodies in order to provide a sustainable platform for the heritage site.
- ✓ The *management* and operation of the heritage site should be guided by an integrated development framework and marketing strategy to avoid random and uncoordinated efforts.
- ✓ *Accessibility* – the accessibility of a tourism site and the associated tourism products to the public is also important success factors.
- ✓ *Flexible development approach* – this provides for an incremental development approach where new heritage or cultural facilities can be added to the development over time

Critical Success Factors

This sub-section provides an overview of the most important factors identified that will determine the success of the tourism development in the Madibeng area.

- ✓ *Product packaging and product line*: The current movement of the tourists through the region implies that the re-routing of tourists is critically important
- ✓ *Product differentiation and unique selling points*: The individual tourism activities should form an integrated tourism story line or package as mentioned previously.
- ✓ *Unique message*: The tourism package should convey a unique message to tourists' that appeals to them, inducing an urge to visit the specific tourism product more than once in a lifetime.

- ✓ **Effective management:** All of the tourism projects should be managed as a whole as to ensure that individual elements perform on the same level and progress on the same time span, due to the fact that it forms part of one tourism package and each of the unique selling points should contribute to sustaining the quality thereof.

Effective performance management should also be conducted in order to measure the performance of the projects against the baseline tourism targets. This management should also incorporate technological development. Technological development can improve the quality of the tourism services and increase the convenience of tourists visiting the tourism precincts.

General Implementation Guidelines

This sub section focuses on general guidelines that are applicable to all the tourism projects:

i) Infrastructure

Tourism infrastructure is an important component on the tourism system ranging from the basic services such as electricity and water to roads and public transport.

This framework should reflect the opportunities for public private partnerships in the construction and maintenance of infrastructure.

Priority infrastructure requirements include:

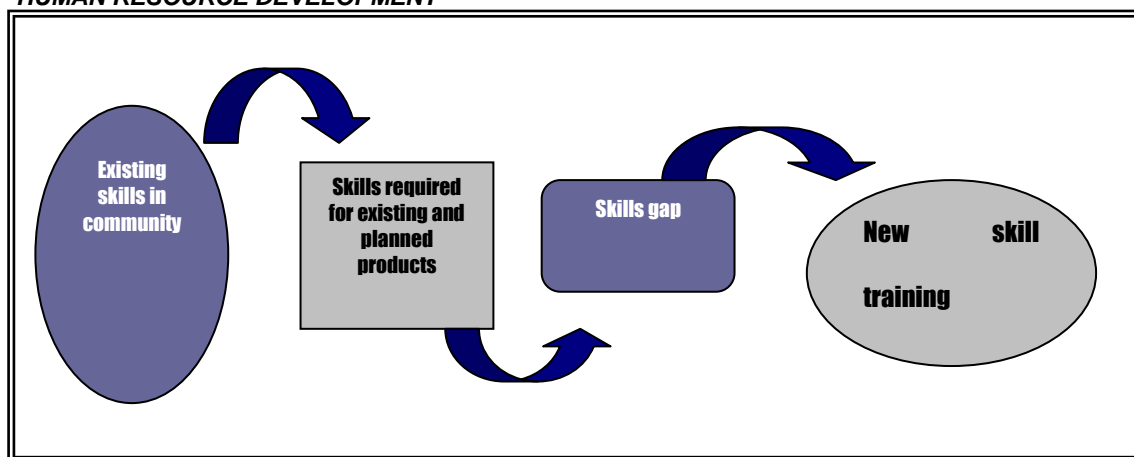
- ✓ The provision of adequate signage
- ✓ Maintaining of roads
- ✓ Engage in the public transport (taxi) industry.

ii) Human Resource Development

To establish a visitor-friendly environment and tourism awareness it is necessary to target the employees in the local tourism industry, government, local communities and security personnel that have an impact on tourists such as traffic police, defense force and security guards.

The human resources skills should be assessed and any existing or future skills required should be identified. The tourism employees should be familiar with the technology and how it works. This emphasises the importance of launching a human resource programme to adequately train and provide the employees with the necessary skills.

HUMAN RESOURCE DEVELOPMENT



- ✓ Identifying educational programmes that are applicable to the different niche markets.
- ✓ Establishing a standard entrepreneur support programme facilitating appropriate skills, education and training
- ✓ Promoting and managing the tourist guide function of the Madibeng Local Municipality.
- ✓ Supporting the development and promotion of locally produced tourism related arts and crafts.
- ✓ Employees should get involved with the Learnership Programme managed by THETA.

iii) Marketing

There are two different types of tourism marketing and promotion:

- ✓ Marketing of specific facilities and services (e.g. hotel, a tour, an attraction), and
- ✓ Destination marketing (the generic marketing of a destination for the overall experience that a tourist can obtain in that destinations which includes a combinations of facilities and services available).

General guidelines to enhance marketing and induce public awareness

An awareness and marketing campaign needs to be launched that involves press releases, public meetings and published documentation and brochures. In order to enhance the marketing and public awareness of these new tourism products the following should be done:

- ✓ A database needs to be compiled of all public and private sector role-players in the tourism industry of Madibeng area, in order to determine the roles and functions thereof.
- ✓ A series of press releases should be issued to the media, using mass –circulation media and specialised, tourism-orientated media directed at specific target market segments, in order to attract the necessary tourism mass to ensure viability.
- ✓ A brochure should be developed to give guidance on how to participate in and benefit from the tourism products and services.
- ✓ Feedback on successes and failures in the local tourism system should be actively gathered from local tourism organisations / products / activities and distributed between members. In order to be flexible and to adapt to the changes in the tourism market.

(iv) Specific Marketing Guidelines

A comprehensive marketing plan should be developed for the Madibeng area that specifies how the tour package and individual selling points would be marketed.

A comprehensive marketing plan for the tourism projects:

- ✓ This marketing plan should develop a new branded image for the area as a new tourism destination.
- ✓ Improve the image of the Madibeng area to counter the negative trends (e.g. It's a mining town) impeding high visitor figures. Improve safety and security by means of proper police patrols and police representation on tours, especially in the township.
- ✓ Provide the necessary market awareness and opportunities for the successful marketing of the tour.
- ✓ Organise a series of provincial functions and events such within the region
- ✓ Provide cost effective results by targeting the correct audiences.

Marketing should be done by means of the following measures:

- ✓ Familiarisation trips
- ✓ Press tours - invite prominent travel writers, photographers, TV and radios to the different sites.
- ✓ Events and themed periods - this can attract tourists to the area, as well as create an additional awareness of the area.
- ✓ Promotional material – use brochures to advertise the sites and associated tourism components.
- ✓ Websites
- ✓ Tour planner/sales manual for tour operators – develop a manual for tour operators and media in which information such as theme tour routes, events, calendars and ground tour operators, can be distributed.

Potential Tourism Development Projects

The potential projects that will contribute in stimulating development within the tourism industry include:

- ✓ Development of a tourism identity for the Madibeng area
- ✓ Tourism incubator, linked to skills related to environmental damage-control on exploited mine-dumps and granite excavated areas
- ✓ Development of a regional tourism node

Human Resource Development Strategy

Strategy Description

The focus of the human resource development strategy is on skills development, centring around the process of deepening individuals' specialised capabilities in order for them to be able to access incomes through formal sector jobs, through small micro enterprises (SMEs) or community projects, resulting in a positive contribution to the economic success and social development of our country.

Vision, Core Strategy, Principles and Objectives

The overall **vision** is an integrated skills development system that promotes economic and employment growth and social development through a focus on education, training and employment services.

The **core strategy** is to create an enabling environment for expanded strategic investment in skills development.

The **objectives** of the strategy are:

- ✓ To facilitate a general increase in the skills profile of the population, through accredited high quality education and training linked to the National Qualifications Framework
- ✓ To increase the quality and quantity of intermediate level skills in Madibeng
- ✓ To facilitate, through uplifting applied competency levels, more efficient social and infrastructure delivery
- ✓ To raise the quality, relevance and cost-effectiveness of skills development throughout Madibeng in order that the area achieves rising competency levels which promote economic and employment growth and social development.

Core Components of the New Strategy

There are six core components in the proposed strategy:

- ✓ Information for Strategic Planning
- ✓ A System of Learnerships
- ✓ Employment Services
- ✓ Enhancing Provision
- ✓ Skills Development Intermediaries and National Coordination
- ✓ The Funding of Skills Development (Department of Labour, 1997).

Opportunities and Projects

The following table summarises the potential projects aimed at achieving the development of the human resources in the Madibeng area.

TABLE 5.3 – HUMAN RESOURCE DEVELOPMENT STRATEGY		
<u>SECTOR</u>	<u>ANCHOR PROJECTS</u>	<u>SUPPORTIVE PROJECTS</u>
AGRICULTURE	Regional Agriculture incubator	Identification of required agricultural skills, techniques and practises
MINING	Mining incubator	Identification of required mining skills, techniques and practises
MANUFACTURING	Recycling incubator	Identification of materials and products available for recycling
		Identification of required recycling skills, techniques and practises suitable for the various available materials
TRADE	Trade incubator	Identification of required trading skills, techniques and practises
TOURISM	Tourism incubator	Identification of required tourism skills, techniques and practises

Investment Incentives

Investment incentives are seen as “economic development programs that assist businesses without providing direct financial assistance.” There are essentially two types of business incentive packages:

- ✓ **Tax incentives** involve the reduction or abatement in the amount of taxes paid to the national or local government offering the incentive
- ✓ **Non-Tax incentives** are “on-budget expenditures,” which constitutes grants, creative financing subsidies, worker training, infrastructure improvement, etc. that are used to attract companies to a particular location or to keep them from moving to another location (*National Association of State Development Agencies et al. 1999. Evaluating Business Development Incentives*).
- ✓ **Credits**, which provide a reduction in government income tax, or other state taxes to reward businesses for a variety of behaviours such as creating jobs, investing capital in equipment or research and development, training, recycling, etc.
- ✓ **Abatements / reductions** reduce or decrease the assessed valuation of *ad valorem* taxes, which include real property and personal property.
- ✓ **Exemptions** provide freedom from payment of a variety of taxes, including corporate income, corporate franchise, government sales/uses, or other taxes normally applied to certain business activities on which a tax might normally apply such as in purchasing air and water pollution control equipment or construction materials.
- ✓ **Refunds**
- ✓ Other **special tax treatment** to encourage business investment

It is important to note than when the local authority provides incentives, it should take into consideration that the incentives should focus on local opportunities for selected sectors and must emphasise local employment creation. It should however also provide guidelines for an effective brokerage system. Incentives thus need to comply with the following criteria against the local condition:

- ✓ Realistic
- ✓ Fundable
- ✓ Acceptable
- ✓ Flexible
- ✓ Predictable
- ✓ Sustainable

The various instruments that can contribute in influencing the locational decisions of investors are:

- | | | |
|------------------------|----------------------|-------------------------------------|
| ✓ Infrastructure | ✓ Marketing | ✓ Refuse |
| ✓ Regulatory reform | ✓ Water | ✓ Refunding building plans approved |
| ✓ Sewerage | ✓ Land and buildings | ✓ Pro-active approach to investment |
| ✓ Settlement discounts | ✓ Discount structure | ✓ Electricity |

Investment incentive packages are designed to stimulate higher levels of domestic and foreign private investment in employment and wealth creating industries. This will address the challenges of job creation and poverty alleviation through promoting sustained economic growth and skills development.

Development Considerations

The Madibeng economy has a well-diversified economic base. The development of SMMEs is a critically important focus area and should form part of the incentive packages. Thus, the investment incentive packages should cater for all types of economic activities, on all scale sizes.

The aim of formulating and identifying the incentive packages is to align these local incentives with existing National Government Funding Programmes in order to obtain maximum exposure of the area to direct investment. The target sectors within the Madibeng area that have been identified for investment are:

- ✓ Manufacturing and Warehousing
- ✓ Agriculture
- ✓ Mining
- ✓ Trade
- ✓ Tourism

Incentive Packages

The various incentive packages are discussed in the subsequent paragraph.

a) Land and Buildings

INCENTIVE PACKAGES	
SECTOR	PROPOSED INCENTIVES
INDUSTRY/ SMME	<ol style="list-style-type: none"> 1. Identify suitable land/sites in high priority investment areas within the borders of Madibeng, which can be used for industrial/warehousing or mixed land uses. These sites can be bought at market value or obtained through the transfer/ leasing of the property. 2. Provide serviced sites at reduced costs with reduced service cost packages included. 3. Implement a system whereby re-zoning, division and consolidations can be applied with immediate effect for investment in the identified zones, thus speed up the process of approval for new investors. 4. Do Environmental Impact Assessments (EIA) on behalf of the investor, in the identified areas. This will save time and costs. Establish an environmental management system for the identified priority areas. 5. Establish a special infrastructure provision programme for the investment priority areas. This will facilitate and coordinate the immediate delivery of bulk services and infrastructure on the request of investors. This will also ensure a phased approach to service delivery. As part of this programme, delivery services can be outsourced to capable local contractors. 6. Do an inventory of municipal land and buildings that can be used by investors for establish manufacturing and warehousing activities (e.g. Incubators and industrial hives). These facilities must be marketed and made available with immediate effect to potential investors. 7. Provide labour training programmes for new entrants into the industrial sector, with specific aims on SMMEs. 8. Provide assistance with marketing and distribution of the local products. 9. Provide free or at reduced prices, maintenance of the industrial area's aesthetics & infrastructure 10. Provide government subsidised transportation of local workers 11. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources
AGRI-ULTURE	<ol style="list-style-type: none"> 1. Identify suitable land with favourable soil condition that can be used for sustainable urban/rural agriculture. Land in these special development areas must be made available to entrepreneurs and investors through transfer, leasing or sale at market value/specially arranged prices. 2. Implement a system whereby re-zoning, division and consolidations can be applied with immediate effect for investment in the identified zones. 3. In order to promote SMME Urban/rural-agriculture, the municipality can implement demonstration plots and facilities for extension officers, which will serve the function of training and empowering entrepreneurs. The extension officers will also the function of providing information and technical know-how on farming methods, market trends and production opportunities. 4. The municipality must facilitate liaison/matchmaking with research institutions (e.g. Agriculture Research Council) that can assist investors with product development, operational issues and cultivars research. 5. Link this sector with the special infrastructure provision programme for the investment priority areas. This will facilitate and coordinate the immediate delivery of bulk services and infrastructure on the request of investors. 6. Provide labour training programmes for new entrants into the agriculture sector, with specific aims on SMMEs. 7. Provide assistance with marketing and distribution of the local products. 8. Provide free or reduced water and electricity for a period of 5 years to emerging and upcoming farmers 9. Provide government subsidised transportation of local workers 10. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources
MINING/ SMME	<ol style="list-style-type: none"> 1. Reduced costs on rates and taxes when mine agree to part take in the delivering of social infrastructure to its workers and their families 2. Provide government subsidised transportation of local workers 3. Provide labour training programmes for new entrants into the industrial sector, with specific aims on SMMEs. 4. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources
TOURISM	<ol style="list-style-type: none"> 1. Implement the Tourism Development Strategy. This strategy will ensure that existing facilities are optimally utilised, that new developments are attracted and directed, and that bulk services are linked to the needs in this sector. As part of this process, an EIA should be compiled and implemented. 2. Develop a fast track mechanism through which municipal land and buildings can be transferred, leased or provided to investors. 3. Develop "Guest House and related activities" development policy through which the needs of the private sector can be accommodated efficiently. This policy/strategy will serve the purpose of providing guidelines and criteria through which guest houses and related activities will be promoted. 4. Lobby for a <u>fast-tracked</u> approach to tourism-related investment approval processes. This entails the streamlined approval of tourism activities by the responsible authority.

INCENTIVE PACKAGES	
SECTOR	PROPOSED INCENTIVES
	5. Identify land and buildings for a potential community projects (refer identified projects, Cultural village) 6. Provide training programmes for new entrants into the tourism sector, with specific aims on SMMEs. 7. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources 8. Free membership to Madibeng Tourism Association, together with monthly information and training session on tourism matters
TRADE/SMME	1. Identify suitable land/sites in high priority investment areas within the borders of Madibeng, which can be used for trade/SMME activities. These sites can be bought at market value or obtained through the transfer/leasing of the property. This must include an inventory of municipal land and buildings that can be made available to entrepreneurs/investors with immediate delivery. 2. Revise/remove constraining by-laws that will improve the investment climate for SMME's and the informal sector. 3. Provide facilities/infrastructure/services to accommodate "formalised" informal markets and periodic markets for local and regional farmers and craftsmen. 4. Conduct a "CDB Revitalisation Study" that will focus on the creation of an investor friendly environment in terms of service provision, infrastructure upgrading, parking and landscaping and special development zones. 5. Provide training programmes for new entrants into the trade sector, with specific aims on SMMEs. 6. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources 7. Provide government subsidised transportation of local workers 8. Provide assistance with marketing and distribution of the local products

b) Municipal Service Charges

Regarding the current services provided by Madibeng Local Municipality, the following are proposed:

- ✓ Refund of building plan fees, which are approved
- ✓ It is proposed that a special cost structure is developed to accommodate potential investors in the designated areas and sectors
- ✓ Implement "Tax Increment Financing Areas" (TIFA) in the areas that are identified as high priority investment areas
- ✓ Revise the "Credit Control Policy" that will enable settlement discount on service fees
- ✓ The following discounts on engineering services within the specified industrial and business areas are proposed (applied as soon as the new investment becomes operational):

REDUCED TARIFFS ON NEW INVESTMENTS (Based on current tariffs)			
ENGINEERING SERVICE	0-25 JOBS CREATED	26-100 JOBS CREATED	100+ JOBS CREATED
Property Tax	Less 2%	Less 5%	Less 10%
Water (Connection Fee)	Free	Free	Free
Water (Tariff)	Less 2%	Less 5%	Less 10%
Water (Deposit)	Less 15%	Less 20%	Less 25%
Electricity (Basic)	Less 25%	Less 25%	Less 25%
Electricity (Tariff)	Less 15%	Less 20%	Less 25%
Sewerage	Less 2%	Less 5%	Less 10%
Refuse (Hire & Removal)	Less 2%	Less 5%	Less 10%

c) Infrastructure Provision

In terms of infrastructure incentives, the following are proposed:

- ✓ Implement Code of Service Excellence to ensure the provision of high quality infrastructure on a timely bases
- ✓ Develop a funding/financing mechanism for infrastructure provision, i.e. tax increment financing, a municipal bond system, Public Private Sector Partnerships, opportunities, user fee charges, etc
- ✓ Facilitate effective infrastructure delivery, monitoring and prioritisation
- ✓ Establish a special infrastructure budget to fast-track provision
- ✓ Provide serviced sites at reduced costs
- ✓ Provide free or reduced maintenance of industrial infrastructure and environment

d) Approval Process

- ✓ Establish a proper administrative procedure that will cut through unnecessary red-taping and duplication. Regulatory reform and Approval Process Goal: Shorter Approval Time.
- ✓ "Fine-tune" evaluation criteria for investors
- ✓ Establish an inventory of potential investors, development opportunities and national incentives

- ✓ Integrate current approval procedures and the proposed actions highlighted in the DFA.
- ✓ Establish an inventory of existing consultants, service providers, contractors, etc.

Marketing

The investment incentive packages and various investment opportunities that are present in the Madibeng area need to be marketed and exposed to all people residing and operating in and around the area, to tourists, and the business and investment communities on a local and international level.

Focused Marketing Strategy

It is of paramount strategic importance that the Madibeng area and all its opportunities be marketed through a Focused Marketing Strategy. The main elements of this marketing strategy should be:

- ✓ **A plan to market Madibeng as an entity with its own identity and character.** This means that Madibeng should be known to everyone as the area of development opportunity in the wider region.
- ✓ **A focused plan to market the specific opportunities offered in Madibeng.** The sectors/aspects, on which the focus should be concentrated, are:
 - Manufacturing and Warehousing
 - Tourism
 - Trade
 - Agriculture (agro-processing)
 - Mining

Vital Issues

Project importance: The marketing strategy will promote all development projects, local activities, opportunities, etc. to a broad community in a positive and constructive manner.

Problems faced: Some of the problems that may be experienced by the implementation of this project, include:

- ✓ The availability of specific information on new projects, development successes and planning proposals, and conflicting interest
- ✓ The marketing method and approach that will be followed
- ✓ The timing of marketing actions

Constraints and opportunities: Proper marketing and publicity are ongoing processes and expensive. The availability of funds can be regarded as the main constraining factor.

Linkages

The marketing strategy is linked with all the elements of the development process of Madibeng. In this sense, it forms part of an ongoing facilitation process and should establish a network of inward and outward linkages. The inward linkages are amongst others:

- ✓ The development departments, local and provincial government.
- ✓ Each and every project and development initiative within Madibeng
- ✓ A monitoring process, which monitors various elements, growth and investment according to established economic development parameters.

Furthermore, this project should establish outward linkages with the following:

- ✓ Agencies who administrate the national government funding programmes
- ✓ Development agencies
- ✓ National/international investors
- ✓ National/international businesses (products and services)

Development Impact

Although the direct impact of this project is difficult to estimate, it is realistic to assume that if certain preconditions can be met, the impact of focused marketing of Madibeng can be substantial. Some of the preconditions are:

- ✓ Initial investment in visible projects by the local public sector
- ✓ The development of a proper marketing strategy
- ✓ An ongoing interface between development projects and the marketing process

Facilitation / Implementation Plan

The implementation of the project should be facilitated by the local municipality. The key steps in the implementation of the Focused Marketing Strategy are:

- ✓ Introduce the relevant public sector institutions, private sector, community and labour organisations to Madibeng and underline the need to market the development of the region.
- ✓ Formulate a framework for a Focused Marketing Strategy
- ✓ Promote and market Madibeng on an ongoing basis.

Communication Process

The communication process consists of three distinct albeit related aspects:

Community Launch at a general community function to be held with the following presentation:

- ✓ Video of the Madibeng projects and the concepts (to introduce community up-liftment)
- ✓ Leaflets
- ✓ Speakers (including Provincial Government; community representation, union leaders, representatives of big business)
- ✓ Questions and Answers
- ✓ Launch of a privately sponsored community business initiative (e.g. small business of the year award).

Focused Marketing

- ✓ Focused matchmaking, i.e. bringing together identified investment opportunities with potential entrepreneurs.
- ✓ Initiate the formation of joint ventures, especially Public Private Partnerships.

Focused Media Programme

- ✓ To generate publicity around the corridor programme that will peak simultaneously with the launch programme
- ✓ Issues to be focused on will be identified through foregoing process.
- ✓ Media Training Programme for spokespeople involved in the process

Other issues such as the design, layout and production of marketing related items should also be planned by the unit. These aspects may include:

- | | |
|-----------------------------------|---------------------------------------|
| ✓ Advertisements | ✓ Presentations |
| ✓ Newsletters | ✓ Exhibitions |
| ✓ Brochures, pamphlets, booklets. | ✓ Business meetings |
| ✓ Electronic Advertisements | ✓ Workshops, seminars and conferences |

Ongoing Process

The marketing strategy would involve continued support with respect to:

- ✓ An ongoing media programme - to maintain a pro-active approach to communicating with the media
- ✓ The launch and management of a quarterly investor newsletter that will report on progress, as well as promote major investment opportunities - hardcopy and website
- ✓ Conduct regular community meetings to discuss progress.

Institutional Arrangements

It is critically important that a dedicated unit is created to implement the various projects proposed in this report.

Funding Mechanisms

A range of institutions has been identified which could possibly be utilised as potential funding sources. Each of the institutions mentioned is categorised according to the type of economic support for which they could provide funding for. The list of potential national funders is illustrated in **Table 6.3**.

LIST OF POTENTIAL NATIONAL FUNDERS		
TYPE OF SUPPORT	POTENTIAL FUNDERS	COMMENTS
Skills development & support	Department of Labour	Skills support programmes (SSP)
Community Economic Development	National Productivity Institute Department of Labour	Social Plan programme
	Local Government	Consolidated Municipal Infrastructure Programme (CMIP)
	Department of Water Affairs	Working for water programme
	National Government (all depart.'s)	Poverty relief programmes
	Independent Development Trust	Development of the local capacity of the communities and business ventures.
SMME development and support	Department of Trade and Industry	Incentive packages for SM and micro enterprise development Khula provides loans and guarantees to re-duce risk and collateral deficiencies in the SME sector. Small and Medium Enterprise Dev. Programme
	Ntsika	Support and funding
SMME development and support	Department of Provincial and Local Government	Social Plan Fund
	ARTPAC	Financial capacity support for small contractors & artisans
	Business Partners	Providing support services to small businesses
	NAMAC	Small Enterprise Development Fund, Business Referral & Information Network & Franchise Advice & Info Network
	Industrial Development Corp.	Financial incentives to encourage exports
Technological support	Department of Arts, Culture, Science and Technology	GODISA, which strives to create economic growth & long term employment opportunities through the enhancement of technological innovation, improvement of productivity, sustainability and international competitiveness of SMMEs
	Department of Trade & Industry	The Support Programme of Industrial Innovation
	Department of Communications	Bridging the Digital Divide programme
	Small Business Project	Private Sector Initiative
Tourism Promotion	Department of Environmental Affairs and Tourism	Tourism related activity benefit.
	Airport Company South Africa	Extension of the existing runway
	DTI	Tourism Development Finance for the development & expansion of the tourism industry
	Business Partners	Providing support services to SMEs
Manufacturing Development	National Research Foundation	Funding Programme
	NAMAC	Coordinates, facilitates, monitors & evaluates the activities of Manufacturing Advisory Centres
	Coega Development Corp.	Job creation community based projects.
	Council for Scientific and Industrial Research	Conducts research, development and implementation activities
	DTI	Sector Partnership Fund, Support Program for Industrial Innovation Competitiveness Fund, Technology & Human Resources for Industry Program, Competition Policy. Pro-curement Reform Finance for textile, clothing, leather & footwear industries.
	IDC	Low interest Loans
	Development Bank South Africa	Donor funding
Agricultural Development	Agricultural Research Council	Research
	DTI	Agro Industry Development Fund for the development & expansion of the agricultural food & marine sectors.
Local Eco-nomic Dev. promotion	DPLG	LED fund for job creation
	Khula Enterprises	Equity Fund, Emerging Entrepreneur Fund
Investment Promotion	Department of Provincial and Local Government	Consolidated Municipal Infrastructure Programme

POTENTIAL INTERNATIONAL FUNDERS	
Multilateral Investment Guarantee Agency	European Investment Bank
International Finance Corporation	Africa Development Bank
Africa Project Development Facility	World Bank
British Investment in South Africa	Commonwealth Africa Investment Ltd
Danish/South African Business-To-Business Program	Hands-On Training Scheme
UK Department of International Development	Southern Africa Enterprise Development Fund
GTZ	Foreign Investors including Anglo Gold, Investec, etc
<u>Donor agencies:</u> <ul style="list-style-type: none"> • USAID • United Nations • EU • DANIDA • DFID 	

It is advisable to seek detailed information on their application criteria and financial limits, etc. A list of provincial and local sources aiming specifically at any activity or project of economic development is provided below:

- ✓ *Provincial Government*
- ✓ *Invest North West*
- ✓ *Provincial SMME Desk*
- ✓ *North West Development Cooperation*

Recommendations

Based on the formulation of the strategy with the numerous potential products and projects, the following is recommended to achieve optimal sustainable local economic development, employment creation, increase in living conditions and standards, and human resource development:

- ✓ Kick-start development through the implementation of the most crucial and/or smaller most important projects.
- ✓ Focus on the sectors with the highest development potential, followed by those with less potential
- ✓ Ensure balanced stimulation of growth and development within all sectors, do not focus solely on one sector
- ✓ Make sure that adequate funding sources and management options are in place before commencing with the implementation of specific projects
- ✓ Begin the implementation of the strategy through implementing projects with the highest potential for stimulating economic growth and development
- ✓ Pay special attention to the projects stimulating economic growth and ensure there are no adverse affects on the environment or human living conditions in the area
- ✓ Set reasonable time frames for implementation and ensure effective and continuous monitoring of project progress and effects

Preliminary Actions

MADIBENG ECONOMIC STRATEGY PRELIMINARY ACTIONS	
ACTION	RESPONSIBLE PARTY(IES)
Establish a sustainable economic development, implementation and monitoring body within the local municipality (Economic Generator Body)	Departments of Economic Development, Tourism and Job creation within Madibeng in association with the Chamber of Business, Industrialists Association, Chamber of Mines, and all other representative bodies of the various economic sectors
Identify projects to be implemented	Departments within Madibeng together with the EGB
Prioritise projects	Departments within Madibeng together with the EGB
Obtain funding for the implementation of the projects	Economic Generator Body (EGB)
Launch public participation workshops to ensure maximum participation in and awareness of strategy and its benefits	Departments within Madibeng together with the EGB
Recruit needed experts to help with imple-mentation, i.e. Consultants	Departments within Madibeng together with the EGB
Prepare work programmes	Departments within Madibeng together with the EGB

1.9. Disaster Management Plan

Introduction

A Consortium between WATEES PTY (Ltd) and Henk van Elst Disaster Management Consultant was established to assist Madibeng Municipality in the compilation of a Disaster Management Plan. Because of financial constraints and time limitation, it was decided only to start with the first phase with the following objectives;

- Execution of a hazard assessment to identify possible disaster hazards for Madibeng Local Municipality.
- Execution of a qualitative vulnerability assessment to identify possible disasters for Madibeng Local Municipality.
- Execution of risk assessment for most likely disasters.
- Identify communities at risk.
- Identify all potential role players, their roles and responsibilities that may have to be called upon should any of the potential disasters occur.
- Develop a disaster contingency plan for Madibeng Local Municipality.
- Develop a disaster management plan and policy framework for Madibeng Local Municipality.

The main aim of the Executive Summary is to summarise the main findings of the Consortium. For any further details on specific topics discussed in the Executive Summary, please refer to the main report. A comprehensive index for a Disaster Management Plan was also compiled by the Consortium. This index only serves as a guideline and can still be developed further.

The Consortium reported on the following aspects and a brief summary of each aspect will be discussed next.

Aspects of the White Paper (policy document) on disaster management that impact on the implementation of the function.

The White Paper is the policy document of the Government on Disaster Management, which aims to:

- “Provide an enabling environment for disaster management.
- Promote pro-active disaster management through risk reduction programmes.
- Improve South Africa’s ability to manage emergencies or disasters and their consequences in a co-ordinate, efficient and effective manner.
- Promote integrated and co-ordinated disaster management through partnerships between different stakeholders and through co-operative relations between all spheres of government
- **Ensure that adequate financial arrangements are in place.**
- Promote disaster management training and community awareness”.

The seven key policy proposals to achieve the above mentioned aims are:

- The urgent integration of risk reduction strategies into development initiatives.
- The development of a strategy to reduce the vulnerability of South Africans – especially poor and disadvantaged communities – to disasters.
- The establishment of a National Disaster Management Centre.
- The introduction of a new proposed disaster management funding structure.
- The introduction and implementation of a new Disaster Management Act which:
 - Brings about a uniformed approach to disaster management
 - Seeks to eliminate the confusion created by current legislation regarding declarations of disasters
 - Addresses legislative shortcomings by implementing key policy objectives outlined in this White Paper
- The establishment of a framework to enable communities to be informed, alert and self-reliant and capable of supporting and co-operating with government in disaster prevention and mitigation.
- The establishment of a framework for co-ordinating and strengthening the current fragmented training and community awareness initiatives.

The White Paper emphasises that it is important to reduce the probability and severity of disasters occurring through **developmental action and planning**. The new Disaster Management Legislation also emphasise the following activities to be executed by the Disaster Management Centre:

- Preparing of strategies, policies and plans
- Assessing vulnerability
- Co-ordination and support during disaster and emergency situations
- Non-emergency situations
- Conducting of Audits
- Training and Community awareness
- Proposals on funding of disaster management

For budgeting purposes, a budget item called “disaster management” must be provided for to cater for amongst other things:

- “The staff and involvement of other resources to assess disaster risks.
- The development of risk reduction strategies.
- Ability to respond to disasters.”
- Incentives to promote prevention, mitigation or long term risk reduction measures proposed in the White Paper

Mission, Objectives and Policy Statement.

The proposed mission for the Disaster Management division of Madibeng Municipality is:

“To reduce the risk of hazards affecting, Madibeng, its people and economic infrastructure, through effective all inclusive disaster management planning.”

Policy Framework

The following Disaster Management Policy is proposed for Madibeng Municipality and will have to be adhered to:

- That all Municipal services participation in Disaster Management issues on the following basis:
 - Identify their primary roles in terms of the various phases of the Disaster Management Continuum. The continuum comprises the following phases :
 - ❖ Response / Relief
 - ❖ Recovery
 - ❖ Development
 - ❖ Mitigation
 - ❖ Prevention
 - ❖ Preparedness and awareness
 - Identify their secondary roles (where they could support other services, with the latter's primary role(s), should this be of critical importance).
 - Identify potential (outside) resources that they will require, to in particular, execute their function with regard to the response and recovery / restoration phases of the Disaster Management Continuum.
 - Compilation of basic plans, checklists, aide memoirs on their disaster management roles and functions.
 - Identify shortcomings and address same in conjunction with the Disaster Management Centre for Madibeng.
- That those departments / services involved in development projects will, in all instances, ensure that adequate risk and hazard assessments are undertaken for such projects.
- That all departments / services will notify the Disaster Management Centre whenever a development project is being planned.
- Results of studies undertaken by any service or department on vulnerability assessment, hazard and risk analysis shall be made available to the Madibeng Disaster Management Centre.
- The Disaster Management Centre will have the following tasks;
 - Will assist, when requested, to help facilitate or co-ordinate any of the projects or aspects mentioned in Paragraph (a) to (c) above, or any other identified projects, that impact on disaster management.
 - Shall report regularly on progress with all policy matters, to the Municipal Manager.
 - Shall on a continuous basis, evaluate all its programmes, and projects.
 - Will where necessary, propose changes to legislation through the Local Municipal Council, to the District Council.
 - Will maintain a centralised resource data bank on all line function services and on essential external resources.
 - Establish and maintain a facility and structure for a Disaster Management Centre, that will comply with relevant legislative requirements.
 - will plan for and implement, in accordance with community identified needs and with community participation, disaster management plans and programmes.
 - will develop, maintain and co-ordinate identified training programmes, that will enhance and sustain the implementation of disaster management.

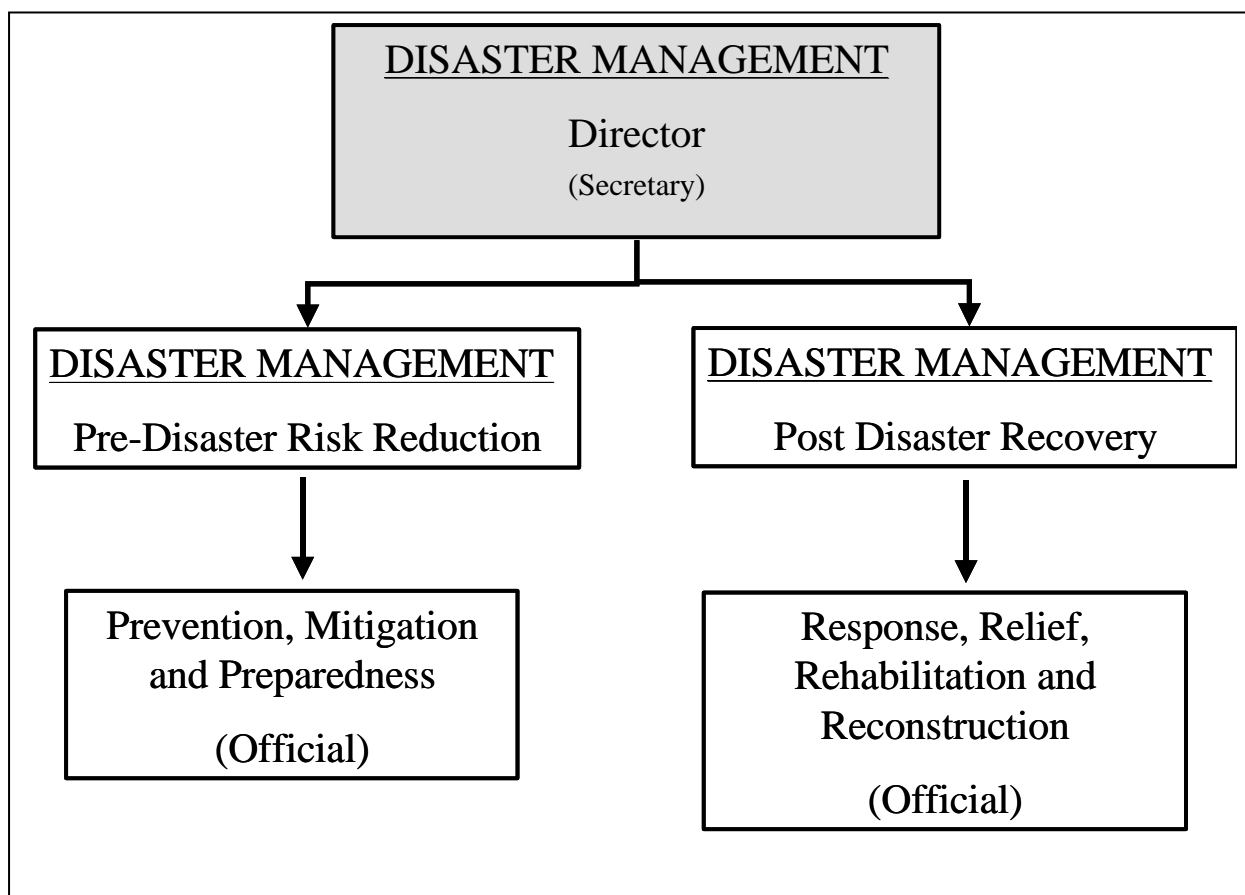
- shall provide an advisory service to commerce and industry, educational institutions, homes for the aged, hospitals, medical facilities and the like on request, and facilitate the necessary input from other services where this is required.
 - shall facilitate theoretical and practical exercises with Municipal services, key local National / Provincial Departments and community structures.
 - shall maintain close liaison with NGO's and other agencies, that could and would play a disaster management role.
 - shall, through research, local liaison and networking, ensure that they remain abreast of trends and developments that could impact on disaster management planning.
 - will at agreed upon intervals, submit reports on its activities and returns, as required to the District Council and Provincial Authority.
 - will establish and maintain a viable volunteer structure, in conjunction with identified services / departments, as primary role players and in accordance with determined needs.
 - will maintain adequate records of plans and planning pertaining to special events held or to be held, to ensure compliance with the relevant section in the Act covering special events.
 - will establish a disaster management forum for the Madibeng Local Municipal Area, on which all identified role players will be entitled to serve and which will hold meetings at least twice per annum or more frequently if required.
- The Local Council of Madibeng may enter into agreements or contracts with any Local Authority or organisation with regard to mutual aid or assistance regarding disaster management.
 - The extent of humanitarian aid in circumstances that are not declared a local disaster will be decided on by the Municipal Manager.
 - The extent of humanitarian aid and action necessary for the restoration of essential services, in circumstances resulting in a local disaster being declared or a provincial or national disaster in terms of relevant legislation, will be decided upon by the Municipal Manager in terms of his delegated authority. The Municipal Manager at his earliest opportunity, shall report to the Mayoral Committee, within 24 hours of a declared disaster.
 - The Disaster Management Centre will annually scrutinise the Disaster Management Policy Framework Document for Madibeng, to ensure that it remains updated and relevant and submit a report to Council in this regard.
 - A separate budget item called "Disaster Management" will be created and maintained within the estimates for Madibeng Local Municipality and be the responsibility of the Disaster Management Centre for its day to day management.

The Establishment and Role of the Disaster Management Centre for Madibeng

Apart from the role of the Disaster Management Centre of Madibeng Municipality the Consortium also identified;

- Office accommodation for the Centre,
- Minimum equipment needed for the Centre to function,
- Placing of the Centre
- Staffing of the Centre

The following diagram is a proposed Disaster Management Structure for Madibeng Municipality.



Next, was to identify the role of the Centre in Madibeng Municipality and can be summarised as;

- To maintained essential records and data.
- To monitor, measure performance and evaluating disaster management plans and all prevention, mitigation and response initiatives.
- When a disaster has occurred or is threatening to occur in municipal areas to immediately;
 - Initiate efforts to assess the magnitude and severity of the disaster.
 - Inform the National Centre and the relevant Provincial Disaster Management Centre of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster.
 - Alert disaster management role-players in the municipal area that may be of assistance in the circumstances; and
 - initiate the implementation of any contingency plans and emergency procedures that may be applicable in the circumstances.
- Annual Reports
- The disaster management centre of a municipality must submit a report annually to the municipality council on:
 - Its activities during the year.
 - The results of the centre's monitoring of prevention and mitigation initiatives.
 - Disasters that occurred during the year in the area of the municipality.
 - The classification, magnitude and severity of these disasters.
 - The effects they had.
 - Particular problems that were experienced.
 - The way in which these problems were addressed and any recommendations the centre wishes to make in this regard.
 - Progress with the preparation and regular updating (in terms of section 52 and 53 of the Act) of disaster management plans and strategies by municipal organs of state involved in disaster management in the municipal area; and

- an evaluation of the implementation of such plans.

Essential Information on Development Projects

Each development project envisaged must be referred to the Disaster Management Centre. The following aspects pertaining to such a project must be answered to the satisfaction of the Disaster Management Centre:

- Results of the impact study.
- Could this project cause existing hazards (upstream / downstream) to increase (e.g. increased water flow into an existing stream, thus potentially increasing the possibility of flooding)?
- Is the proposed project outside of existing safety limits (e.g. 50 year flood line / safety zone of an existing producer of potential dangerous substances)?

Essential Information on Mitigation, Prevention and Awareness and Preparedness Projects

For each identified hazard and the subsequent vulnerability assessment findings, projects must be identified that if implemented would prevent the disaster from occurring.

- For each project, the following basic information should be obtained and kept, which will assist for future reports as well as possible future usage of the same project in other areas of Madibeng :
 - What the project entails.
 - For whom it is intended.
 - Duration.
 - Does it include possible handouts, if so a copy.

Hazard, Vulnerability and Risk Assessments

The following potential hazards were identified, which may and/or could cause a potential threat to communities in Madibeng

- **Natural and Human made Hazards**
 - Floods
 - Hail
 - Fire
 - Deforestation
 - Desertification
 - Drought
 - Tornados and Cyclones
- **Chemical Hazards caused by mines;**
 - Herculon Ferrochrome
 - Krokodilrivier
 - African Chrome
 - Eastern Platinum
 - Vametco minerals
 - Rhombus Vanadium
- **Chemical Hazards caused by Industries;**
 - Sonop Riool
 - Novartes Chemicals
 - Brits Leathers
 - Ortos Chemicals
 - Color & Resins

¹ In the case of crime and illegal immigrants it is only listed to identify high hazardous and problem areas which may cause a threat to community, rather to list it as a day to day event.

- **Biological Hazards**
 - Intrusive Plants: Sekelbos, Lontana, Swarthaak, Water Hiasinth, Nagblom, Bugweed, Poplar, Bloekom, Sering
 - Dangerous Plants: Gifblaar, Amoronthus, Sering, Kasterolie, Gansies/Kapokbos
- **Diseases (that could lead to disasters if left unattended)**
 - Animal diseases: foot and mouth disease (feeding lot)
 - Human diseases: e.g. HIV/AIDS, T.B.
- **Other (potential hazards that could reach disaster proportions)**
 - Road accidents
 - Aircraft accidents
 - Train accidents
 - Crime (only those of high risk which could reach disaster proportions)
 - Water quality and availability in Madibeng
 - Public Unrest
 - Insufficient sewerage systems (35 sewer pump stations, which are problematic during floods).
 - Poverty
 - Illegal Immigrants (see detailed discussions)

For discussion purposes, the communities at risk will also be identified for each potential hazardous event in Madibeng Municipality. The following most important findings can be summarised as follows

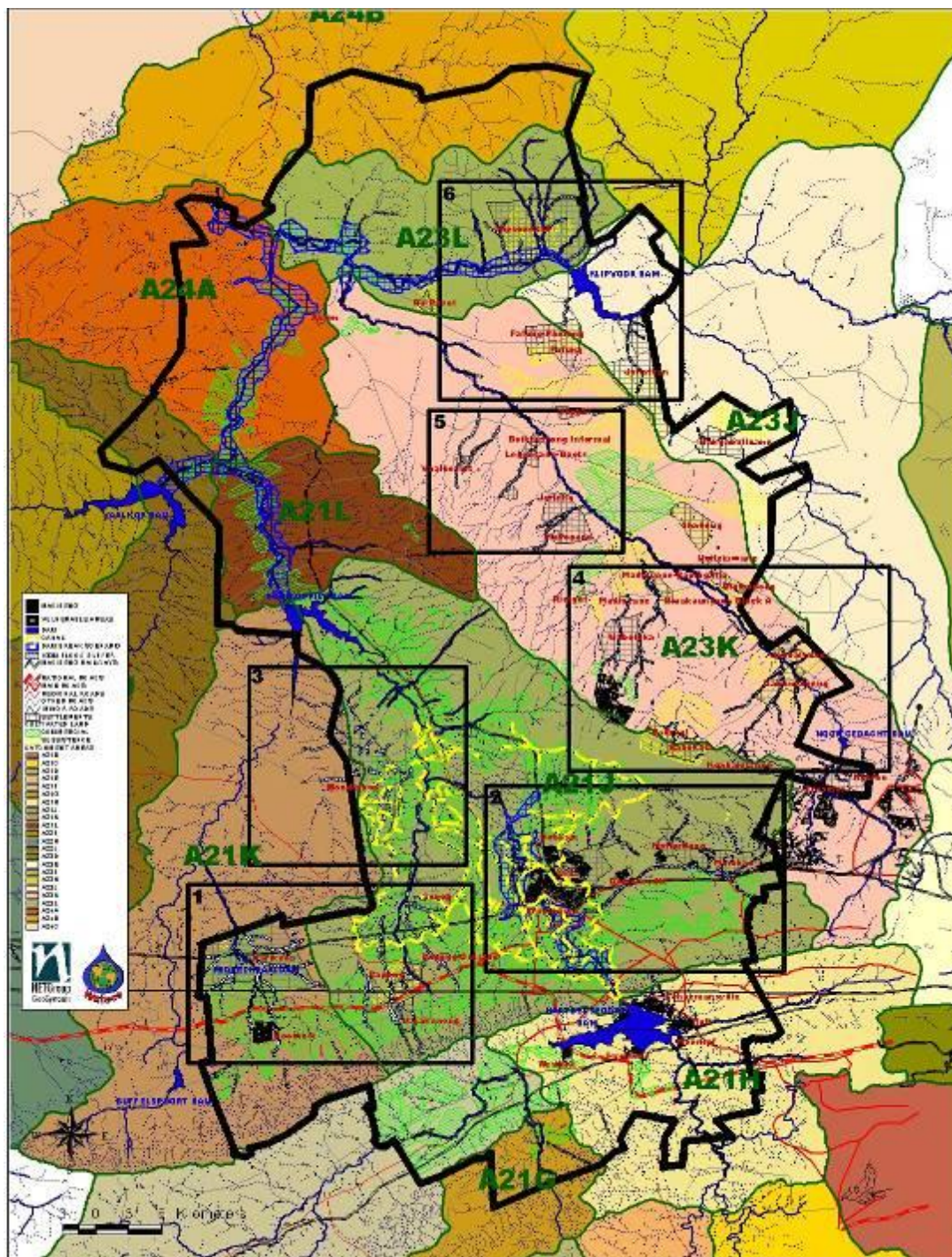
- **Tornados**

The Consortium acknowledges the fact that Tornados do occur in Madibeng Municipality and that the Disaster Management Manager has to plan for such an event. It is therefore recommended that appropriate SOPs, contingency plans and aid memoirs be developed and formulated by the Disaster Management Centre of Madibeng.

- **Floods**

A significant amount of major and minor river courses flows through the Madibeng Municipality area, which affects several communities and infrastructure. Three dams have been classified as high risk dams (according to the Department of Water Affairs and Forestry), namely the Hartbeespoort-, Klipvoor and Rooikoppies Dam.

- Marikana and Mooinooi
 - Sonop
 - Bapong and Majakaneng
 - Brits, Primindia and Oukasie (These three communities are threaten by the Krokodil River with the Hartbeespoort Dam upstream. They are the first priority to plan for, mainly because it would be effected by the Hartbeespoort Dam, dam break scenario.
 - Damonsville, Mothutlung and Mmakau
 - Wonderkop Mine
 - Erasmus and Hebron
- These two villages are effected by the Nooitgedacht Dam (outside the boundary of Madibeng)
- Kgabalatsane, Jakkalsdans and Makanyaneng
 - Oskraal and Rabokaje
 - Maboloka
 - Madinyane-Ramogatla Dipompong, Moiletswane Jericho and Mabopne
 - Fafung-Phefong, Jonathan and Klipvoorstad and Makgabatloane

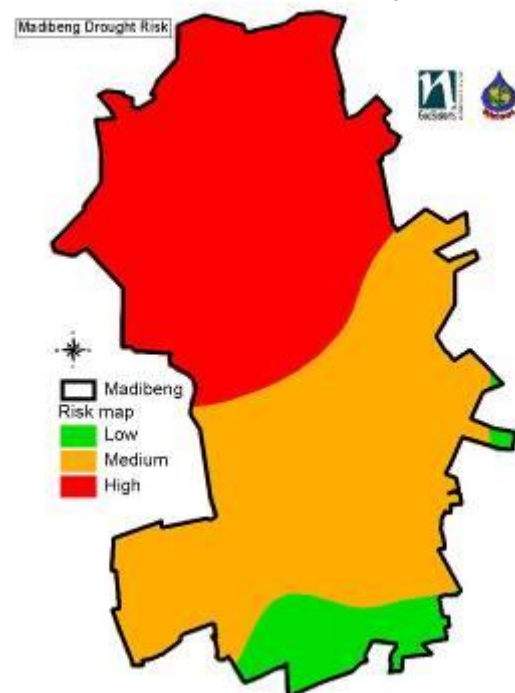


Map 1: Flood vulnerability and risk map for Madibeng

- Drought

Agriculture is one of the most important primary sources of income as well as the main source of subsistence for many households. Due to the unpredictability and variability of climate, many potential negative effects can influence production

It is of utmost importance to update information such as rainfall, temperature, land use, infrastructure (availability of roads, processing units, markets, etc), number of livestock, etc. The current situation is an important input into future outlooks, forecasts and projections to ensure more accurate assessments of future scenarios. For example, accurate crop estimates is only possible if the soil water status is known. The dominant effect of rainfall shows that areas with below average rainfall which although have above average soil depth are most susceptible to drought incidence. These areas comprising mainly the northern part of the district fall under the high-risk area. On the other hand, the southern part with above average rainfall but with low soil depth is classified as low drought risk area (see Map 2).



Map 2: Drought risk map for Madibeng District based on rainfall and soil depth

The figure shows that nearly 40 per cent of the district has a high risk for drought on the basis of the soil depth and the rainfall. Another 40 percent falls under medium risk while less than 20 per cent is classified as having low risk for drought.

From Map 2 it is clear that communities from the centre of Madibeng towards the north are more vulnerable to drought, when compare communities from the centre to the south in Madibeng Municipality.

The following possible projects can be recommended to improve drought management in Madibeng

- **Rainfall measuring network**

Identify farmers or other co-workers to measure rainfall regularly and to gather it at a central point that could form part of the national network.

- **Other climate data**

The addition of at least two automatic weather stations in the area could benefit irrigation scheduling to optimise water use but also to serve for crop estimates.

- **Risk analysis**

Risk can only be determined per farming entity. A project to identify suitable crops for the area in terms of production as well as marketing risk is very important.

- **Regular support information**

Regular updates of information like crop estimates, best planting dates, rainfall outlooks, frost dates, flood warnings, drought warnings, etc.

- **Land use and infrastructure**

It is important to identify geographically land use patterns for decision making and planning. Processing units like mills, abattoirs as well as other infrastructure resources is important in planning.

- **Soil identification**

A better and more detailed soil survey is necessary to identify suitable areas for production. Soil depth and clay content are the important characteristics.

- **Irrigation scheduling**

A project to educate and introduce irrigation scheduling in order to optimize water use and production.

- **Input costs**

Important to get an idea of input costs per farming enterprise.

- **Effect of climate change**

It is important to identify if climate change already is taking place and the effect on production and risk.

- Veld Fires

The following procedures were followed to generate a veld fire hazard map for Madibeng Municipality.

Categories of different land cover (fuel loads) and the topography in Madibeng.

Land Cover (Fuel)	Category	Slope	Risk
Built up- industrial Built up-residential Mines and quarries Built up commercial	1	Steep Medium Flat	M M L
Grass Natural Grassland <i>Subsistence farming</i>	2	Steep Medium Flat	H H M
Bare rock and eroded land Degraded land	3	Steep Medium Flat	M L L
Plantations Indigenous forest Thicket Bush land Woodland	4	Steep Medium Flat	H M L

Four different categories were identified, after which the slope (steep, medium and flat) determine if the area is classified as a low, medium and high risk. Map 3 is an example of a fire hazard map for Madibeng Municipality for the driest months in a year.

When communities are overlaid with these fire hazardous events, communities at risk can be identified, namely;

<ul style="list-style-type: none"> • Oukasie • Mothotlung • Brits • Sonop • Mmakau • Schoemansville • Bapong 	<ul style="list-style-type: none"> • Majakaneng • Meerhof • Klipvoorstad • Jericho • Jakkalsdans • Ga-Rasai • Shakung 	<ul style="list-style-type: none"> • Makanyaneng • Fafung • Moiletswane • Oskraal • Jonathan • Marikana • Rietgat 	<ul style="list-style-type: none"> • Mothotlung • Makgabatlone • Maboloka • Mmakau • Schoemansville • Oukasie • Mooinooi • Sonop
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Industrial Fires

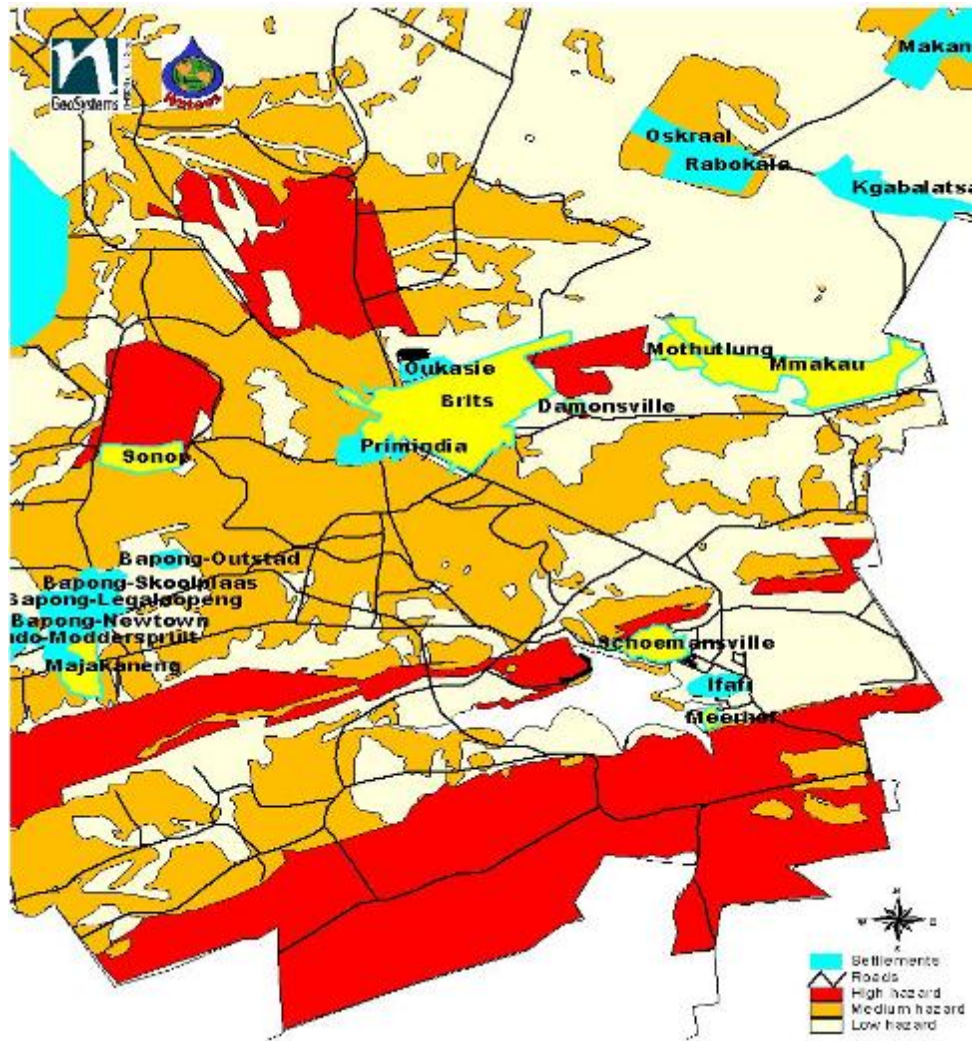
- The following industries were identified that could, because of either the type of operation or production process, cause a potential threat to society;
 - Syngeta
 - A.T.C.
 - Auto Cast
 - Color X.
 - Natural Extraction.
 - Lumex

When overlaying above-mentioned industries with other land-uses, the following vulnerable areas are identified (see map for detail location in report);

Filling stations in Madibeng are within hundreds of meters from an old age home, which may be problematic when an explosion occurs at these filling stations.

- Some filling stations are in close proximity to one another and also nearby some medical facilities. These include clinics and/or hospitals, hence leaving disable people vulnerable during a hazardous event.
- The same argument can be made in the case of Syngeta, where A.T.C. and Colour X are within Syngeta's 500 meter fire buffer. It means that these high hazard sites are vulnerable to each other, as a disaster at one site could spread to other potential hazardous sites. The Rabboni School is also situated within the 500m fire buffer of Syngeta.

The NECSA facility in the South of Madibeng is also a highly hazardous location. A 5km buffer (according to CSIR standards) was drawn around NECSA to indicate the possible extent of an explosion and/or other hazardous event at the site.

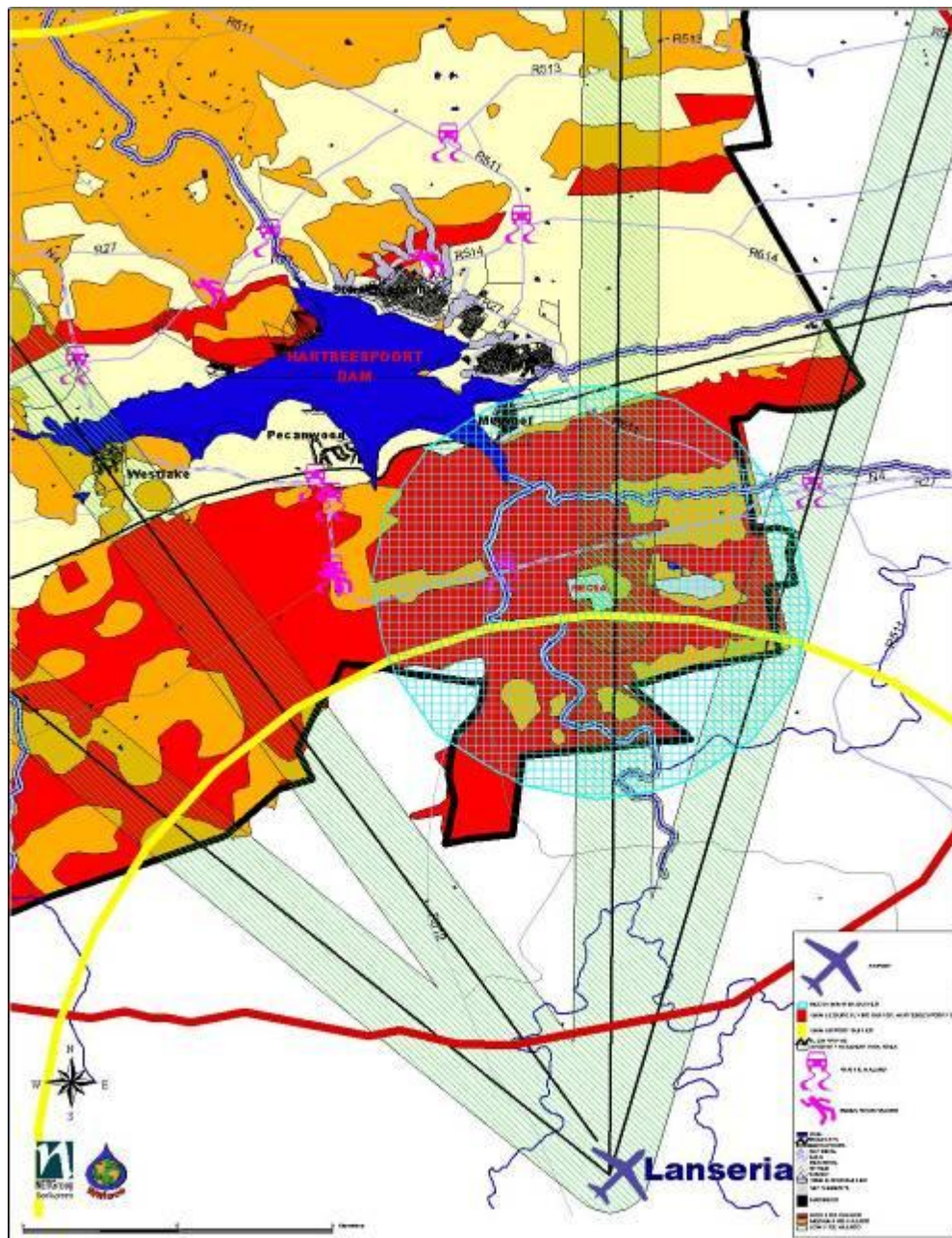


Map 3: The dry months fire hazard and vulnerability map for Madibeng

- Environmental degradation

When an environmental scan is conducted, it results more than just an investigation on the environment itself. It was therefore decided to use the scientific framework to discuss environmental issues, which consist out of;

- The existing environment
- Mining
- Farming
- Industries
- Water
- Socio-economics environment
- Transportation
- Population
- Health



Map 4: NECSA hazard and vulnerability map for Madibeng, 2002

The following summary can be made;

- **Mining**

The Consortium acknowledged the fact that mining activities in Madibeng Municipality contribute significantly to the local economy and job creation. When sustainable development is the main objective, ways have to be found to balance the resources and still stimulates economic growth

The following industries are identified as high to medium risk industries, which may contribute to the degradation of the environment (see detailed discussion in report);

- Buffelsfontein Chrome
- Eastern Platinum
- Elandskraal Chrome
- Hernic Mines
- Krokodilrivier Mines
- Pandora
- PPC
- Rhombus
- Vametco
- Western Platinum

- **Farming**

Mining activities definitely influence the agricultural sector, but on the other hand agriculture may also have a negative influence on the environment if chemical weed control is not controlled. Furthermore, agriculture may also contribute to environmental degradation if livestock farming is not managed effectively

The possibility of introducing new developed water harvesting/conservation technology by the ARC and UFS in rural areas must also be investigated.

- **Water**

In summary, the Consortium concluded that the water situation in Madibeng is reason for concern. Not only is the total water supply insufficient but also the current water available to the community is in most places already contaminated, hence making it not suitable for human consumption. Most rivers in Madibeng serve as receptacle for solid waste from urban activities. Timely intervention to save this important resource and prevent the environment from irreversible damage is crucial and needs timely intervention (see maps in report for more detail discussion).

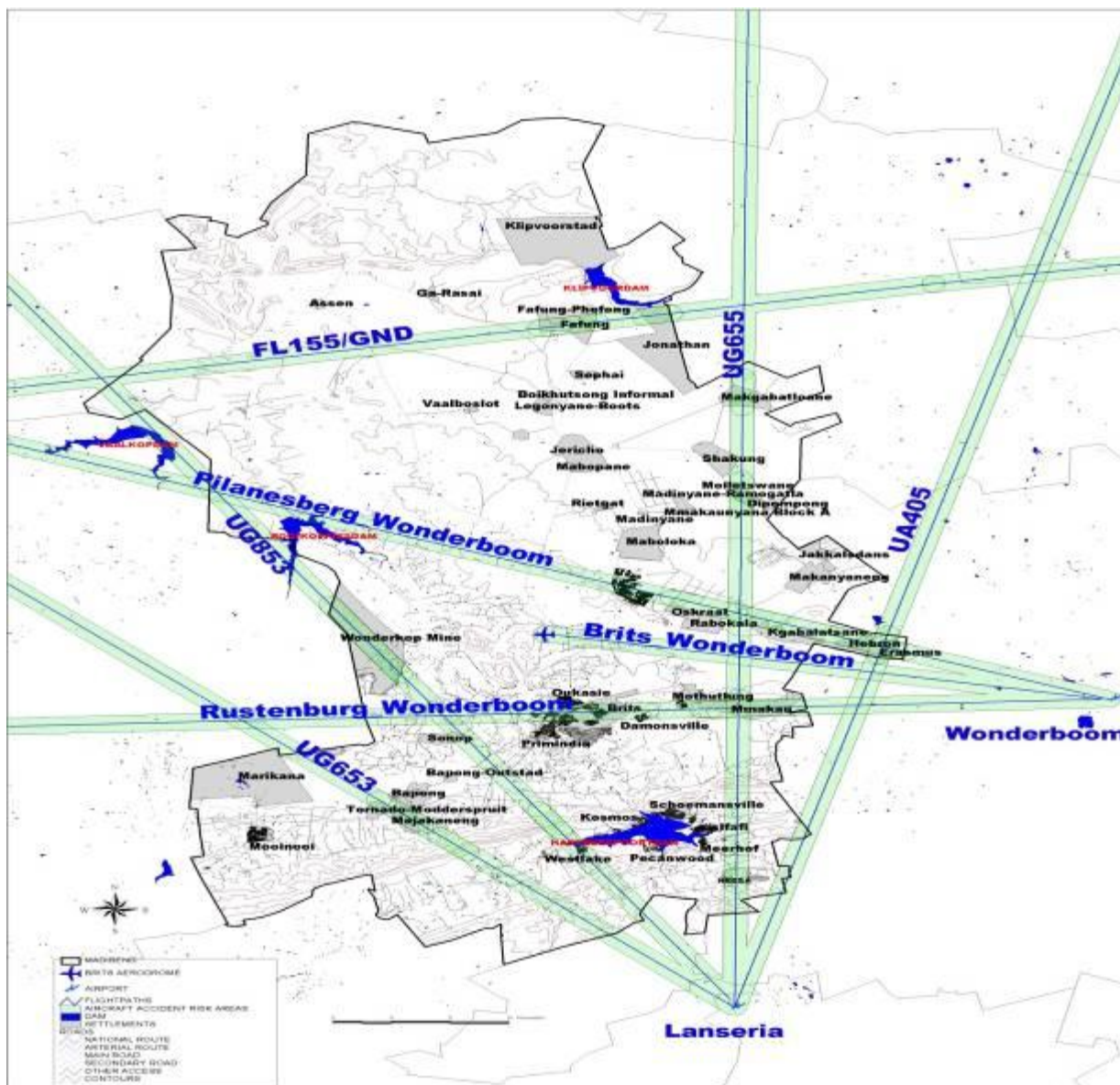
It is recommended that the Water Services Master Plan urgently address the water shortage and water contamination problem in Madibeng. The Consultancy responsible for the Water Services Master Plan also needs to take cognisance of the integration of water demand and supply management principles and not only look at demand management principles. The latter will still lead to serious water shortage problems. The Consortium also emphasises public participation programmes when investigating solutions for rural and informal settlements.

- **Transportation**

The aviation industry also has some significant impact in the area. The Madibeng area serves as the route that most airplanes take as they enter and leave Johannesburg. The noise and fumes from the planes are major externalities on the inhabitants of the area. Depending on the concentration i.e. parts per unit area, the fumes might over a long-term, precipitate some respiratory problems.

In this regard the Consortium compiled an aeronautical hazard and vulnerability map for Madibeng Municipality (Map 5).

Map 5: Aeronautical hazard and vulnerability map of Madibeng



According to Map 5, the following communities can be identified to be at risk;

- Bapong and Majakaneng
- Mmakau
- Wonderkop
- Hebron and Erasmus
- Moiletswane and Depompong
- Makgaboatloane
- Jonathan
- Fafung

Apart from these communities; one fly path is directed over NECSA. An airplane accident at NECSA can result in a seriously disaster and it is recommended that the Disaster Management Centre consults with the Air Traffic Control Authorities of SAA in this regard (see detailed discussion in the report).

It is also recommended that the Disaster Management Centre developed and compile appropriate SOPs, contingency plans and aid memoirs to response to a possible air accident

Danger of respiratory problem is posed by the road transport industry. In the case of road transport, the road network in the district provides the routes for which trucks and tankers transporting chemicals take to their different destinations. These fumes are potential health hazards for the inhabitants of the area.

- **Population**

Human social and economic activities have tended to increase the incidence and spread of communicable disease such as tuberculosis and more especially the sexually transmitted ones such as HIV/AIDS. An appropriate sanitation and waste management system is currently lacking in most Wards in Madibeng, which lead to problems discussed above. The potential high risks posed by practises of illegal immigrants could contribute further to this problem, and needs serious attention.

- **Health**

The health infrastructure needs to be documented in relation to their number, distribution and sufficiency in catering for the health care delivery of the people.. The wealth status of the people has some correlation to the environment as some diseases are more prevalent in poverty stricken areas than in the wealthy areas or more rampant in rural than in urban areas and vice versa. Water borne diseases such as diarrhea, dysentery, filariasis, typhoid etc are usually linked to poverty and environmental degradation.

Hazard assessment involves the identification and description of the hazard and the properties of the hazard itself. The following health related hazards are important for Madibeng:

- **Air Pollution emanating from:**

- Platinum mines
- Chrome mines
- Industrial processes

- **Sexually Transmitted Infections including:**

- Sexually transmitted diseases
- Most of the clinics in the Madibeng municipality report that a large proportion of those visiting health facilities are seeking treatment for sexually transmitted diseases.
- The prevalence of HIV/ AIDS is not clearly known as many sufferers visit health facilities for the treated of various HIV/ AIDS related illness.

- **Trauma related events**

- Motor vehicle accidents
- Road accidents can lead to loss of life and injuries

- **Industrial accidents**

- The health care system needs to be equipped to deal with industrial accidents of various kinds. In some cases such accidents may be caused the machinery and equipment in use in the local industries, and at times they may involve hazardous chemicals.

- **Poor Sanitary conditions**

- Lack of sewerage system
- Some communities within the Madibeng municipal area are under serviced with sanitary facilities such as a properly functioning sewerage system and toilets. Such conditions may lead to the spread of diseases and the attendant demand on the health care system.

- **Lack of clean drinking water/ contaminated water sources**

- A number of communities in the municipality do not have access to clean drinking water and as a result households in these communities rely on open and unsafe sources of water for domestic use.
- Lack of waste disposal and handling services

- **Weather related events**

During the occurrence of natural disaster, such as flood and droughts, amongst others, aspects like a lack of clean water or the contamination of water supplies that may result can lead to emergence and spread of diseases such as diarrhoea. During a very dry period, poor rains can adversely affect the ability of households to produce enough food for themselves and their ability to earn an income. Not only does a drought directly under-nutrition and associated problems, it also exposes the weakened population to opportunistic infections.

It is recommended that the Disaster Management Centre compile appropriate SOPs, contingency plans and aid memoirs with line functionaries to effectively response to such events.

The following activities are identified by the Consortium to improve the Health Department in Madibeng; which can ultimately help with planning for Disaster Management in the future;

- Information management. A project in which the different departments that deal with health issues can be helped to develop health quantities of interest so that they can be collected by the system e.g. hospitals and clinics. Its not a suggestion for a new information gathering mechanism, but that the current mechanisms can be helped to collect quantities that are informative and are of interest.
- Population distribution and the distribution of health facilities suggest that many wards are not serviced, or residents have to travel far to access a service.
- Improvements in the way disease information is handled, for example, in the case of HIV/AIDS to allow for better planning to combat the scourge of the disease

Primary and Secondary Roles of Identified Service Providers/Ngo's.

The following departments primary and secondary roles were identified (see details in report);

- Health
- Emergency Services
- Economic Development
- Tourism
- Sanitation: Solid Waste Management
- Sanitation: Waste Water Management
- Disaster Management
- Housing, Planning and Infrastructure Services
- Rural Development, Land, Agriculture and Environment
- Water and Electricity
- Parks and Sports Maintenance
- Development of Arts, Culture, Sports and Recreation and organising of events
- Community Safety, Transport and Traffic
- Finance and Tender

Key Contact Lists

A key contact list format is also submitted for;

- Identified role players within the Madibeng area.
- Role players outside of the Madibeng area.

For more details see the final report.

Copies of Checklists for general aspects that may have to be implemented due to the consequences of an event.

In this section the suitable location and establishment of the following centres were identified;

- Emergency housing centre.
- An emergency feeding centre.
- A forward command post.
- A casualty clearing station.
- Request for disaster relief aid.
- Disaster damage assessment and impact.
- A holding area for relief teams, equipment and vehicles.
- Trauma/ stress handling of relief workers.
- Trauma/stress handling of those affected by the disaster.
- Assembly point for evacuees.

Checklists and key information for specific occurring disasters or Emergencies.

It is further necessary to compile checklists and key information in the event of the following disasters and/or emergencies;

- Flood.
- Tornado.
- Major rural fire.
- Major urban fire.
- Release of poisonous gasses.
- Aircraft disaster.
- Rail disaster.

- Dam failure.
- Drought.
- Epidemics. (one for each; e.g. cholera, typhoid, HIV/Aids)
- Major disruption in power supply.
- Major disruption in water supply.
- Major disruption in solid waste removal.
- Major disruption in waste water services.

Several of the above have been completed, as examples and the disaster management centre should in conjunction with the relevant role players, complete the exercise, to ensure that standard operating procedures in a user friendly format, will be available, at all times.

Resource information

In this section, the key components and other requirements for record purposes was compiled for Madibeng Municipality. Resource supplies should be logically grouped in accordance with Madibeng's most suitable format. Each line function department must compile its own resource information, after having determined all possible (additional) requirements on the re-active and pro-active side of disaster management implementation, as it pertains to their identified functions. An index of categories and sub-categories of resources available is also compiled for Madibeng and can be used as a guideline.

Updated Summary of Volunteer Contingent

Lastly, a Performa to summarise a volunteer contingent has also been compiled and can be used as a guideline.

Conclusion

The information gathered and documentation submitted, has placed Madibeng in the forefront with the compilation and implementation of disaster management plans as required by the new Disaster Management Legislations. Information gathered from some other municipal entities is that they are envious of the proactive and dynamic outlook displayed by Madibeng. The completed contract, will undoubtedly allow the Disaster Management Centre, to meaningfully accept and implement the challenges that lay ahead. The reader will have concluded from the index for the all inclusive disaster management plan, that it will ultimately include key background information, to speed up the process of daily activities and ensure that all impacting legislation and projects are centrally available, for anyone to refer to.

Recommendations

The proposed and comprehensive index for a disaster management plan (Appendix A) consist of various aspects that the Disaster Management Centre still has to address in order to fully implement a comprehensive disaster management plan for Madibeng according to the new Disaster Management Legislations.

The Consortium already committed themselves to Madibeng Municipality to assist the Disaster Management Centre in further developing and implementing of the total proposed disaster management plan. In this light, the following additional activities are proposed for Phase II and if necessary a Phase III (depending on the needs of Madibeng Municipality):

- Negotiating and finalizing of mutual aid agreements.

It would be more costly and result in avoidable duplication, if all the different authorities, decided to "go it alone" either as a result of a disaster, or on proactive measures being implemented. It cannot be realistically expected that every municipal entity must have the manpower, equipment and expertise to address all possible issues pertaining to disaster management. Sharing and using others expertise and the like, depending on circumstances, would in most if not all cases result in greater efficiency and a more cost effective operation, with less possible frustration and other negative issues.

It is therefore recommended that formal mutual aid agreements be developed, compiled and concluded between the different role players and institutions.

- Public awareness and preparedness programmes.

Notwithstanding the fact that the Ward Councillors have contribute in the development and compiling of the Disaster Management Plan of Madibeng, it is also recommended that formal public awareness and preparedness programmes be developed and implemented. For such an event, special skills will also be necessary. A WATEES Consortium member, Dr Godfrey Kundhlande specialised in the execution of Participatory Rural Appraisal (PRAs), which is essential in participatory matters for public awareness and preparedness programmes.

In order to minimise duplication, it is recommended that the WATEES Consortium take the initiative in the co-ordination of proposed public awareness and preparedness programmes in the Madibeng Municipal area, which could include the developing of user-friendly handouts for communities to make them aware of all identified hazards. If sufficient funds are allocated for this event, specific handouts can also be designed to prepare and train communities in prevention and mitigation strategies, e.g. hygiene to prevent the spreading of communicable disease such as tuberculosis and sexually transmitted diseases such as HIV/AIDS and also sanitation related disease, such as cholera or typhoid epidemic because of the pollution of the surface water.

Communities have to be informed and be made aware of potential hazards and disaster, which can effect them. Appropriate public and awareness programmes are therefore a necessity and is also required by the new Disaster Management Legislation.

- **Possible solutions as a result of the existing vulnerability and risk assessments.**
The Disaster Management Centre of Madibeng Municipality has to be prepared if any hazard and/or disaster occurs in future. To empower the Centre to react to the identified hazards, it is necessary that appropriate SOPs, contingency plans and aid memoirs been developed and implemented for all possible scenarios. According to the new Disaster Management Legislation, the Disaster Management Centre has to develop en implement prevention and mitigation strategies.
- **Disaster Management Decision Support Tool**
It is recommended that an appropriate, user-friendly and cost-effective DMDST for Madibeng Disaster Management Centre be developed. It is highly recommended that an Integrated Munic system for Disaster Management be compiled. The Integrated Munic system entails a user-friendly decision support tool for municipalities, which enables users in different departments to do their daily activities by using Internet facilities. Such a decision support tool caters for a centralised GIS-database and can be implemented cost effectively.
- **Early warning systems.**
Details on what should be considered and why, for each identified community at risk, could be investigated and submitted for implementation.
- **Media liaison plan.**
The complete media liaison plan can be compiled including having this networked with those involved before acceptance.

The consortium would like to be of further assistance, with what can be seen as a critical to ensure a dynamic implementation program, that will help to address the causal factors of disasters and to ensure that disaster management will be able to play a major role in ensuring that sustainable development can and will succeed. The expertise of the consortium could also help to create a role model status for Madibeng for all other municipalities, in implementing the disaster management challenges. This particularly applies, as the function **will** become a compulsory task of local government.

1.10. Madibeng HIV/AIDS Policy/Strategy

Introduction

Madibeng Local Municipality continues to be engaged in the process of growth and development while striving to ensure that all its inhabitants receives excellent services. The Municipality, like most other areas in the North West, South Africa, is not immune to the effects of HIV and AIDS on its inhabitants.

The Municipality, being concerned about the HIV and AIDS pandemic, found it necessary to engage on a policy and strategy development process for HIV and AIDS in order to ensure that the disease and its effects are properly planned for, and well managed.

This document seeks to provide a Municipality HIV and AIDS Management approach relevant to the Madibeng Local Municipality, to provide an integrated and coordinated approach with services relating to HIV and AIDS. The document also serves as a guideline to influence budgeting towards dealing with the pandemic.

Furthermore, the document sets out the strategic plan that will guide activities that seeks to mitigate the impact of HIV and AIDS and its effects on the people of Madibeng Local Municipality. It highlights the results of the HIV and AIDS investigation conducted within the municipality and lays a platform to deal with the challenges, and critical focal areas that requires special attention. It further indicates the activities that should be undertaken in a prioritized manner, that are key elements in the set programs for focal areas.

The strategy considers limitations and forms extensions to other legislative papers. The strategy was developed in consideration to the Madibeng Local Municipality IDP review 2006/07 with the emphasis on the findings of the preliminary investigation conducted by regarding the state of the pandemic within the municipality.

The Foundation of the Policy, Strategy on HIV and AIDS for the Municipality

The Municipality Vision

“To develop and upgrade the services to a standard of excellence through a combined “united” effort by all stakeholders and thereby the municipality becomes a leader in its own right”.

The Madibeng Local Municipality Vision forms the basis for the development and implementation of the HIV and AIDS Strategy for the Municipality.

Outcome: The expected outcome of the HIV and AIDS Management strategy is the implementation of a comprehensive, efficient, effective, quality HIV and AIDS management programme.

Values and Principles for the HIV and AIDS Management Strategy

Values

The values and ethos for HIV and AIDS Management Strategy are derived from the Batho Pele principles as set out in the White Paper for the Transformation of the Public Service.

The following values and ethos have been identified for the Madibeng Local Municipality HIV and AIDS Management Strategy:

The people we serve come first in performing our duties

We will ensure equity and freedom from discrimination and harassment in the communities and in the services provided by our Municipality

We will work in partnership with the people we serve and with other stakeholders

We will use the resources entrusted to us, to deliver on the Municipalities' priorities in the most efficient, effective and innovative ways

We will be transparent and accountable for our decisions, actions and performance

We will share our knowledge and expertise with other stakeholders and the broader communities and learn from them

In performing our duties, we will uphold the Constitution of the Republic of South Africa, the laws governing the public service and the Code of Conduct for the Public Service

Principles

There are important elements that are regarded as key principles for a good developmental approach relevant to the South African context. These are:

Participation: People should be fully engaged in their own process of learning, growth and change, starting from where they are and moving at their own pace.

Self Reliance: People should be connected to each other in ways that make them more effective in their collective efforts and more self-reliant, including development of leadership, decision-making, planning etc.

Empowerment: Power relations should be shifted towards people achieving greater control and influence over decisions and resources that impact on the quality of their lives through increasingly inter-dependent relationships.

Universal Access: HIV and AIDS related services will be available to all vulnerable groups. No individual or group is denied access either because of lack of resources or lack of knowledge of how to access services.

Equity: Disbursement resources based on need, priorities and historical imbalances.

Transparency: Access to information, openness of administrative and management procedures.

Accountability: Compliance with all legislative, policy and financial regulations.

Accessibility: Accessibility in terms of physical, geographical conditions, time, language and need.

Efficiency and Effectiveness: Achievement of objectives in a most cost effective manner.

Partnership: A collective responsibility of municipality, civil society and other stakeholders.

These **principles underpin the delivery of HIV and AIDS related services in the Municipality and should be observed and complied with**

The Madibeng Local Municipality HIV and AIDS Policy

Preamble

The Municipality:

- Acknowledges the seriousness of the HIV and AIDS epidemic;
- Seeks to minimize the social, economic and developmental consequences to the Municipality and its people; and
- Commits itself to providing resources and leadership to implement an HIV, AIDS and STD programme.

Principles

The Municipality affirms that:

- People living with HIV and AIDS have the same rights and obligations as all people;
- People living with HIV and AIDS shall be protected against discrimination;
- People infected and affected by HIV and AIDS shall be cared for, and HIV positive people within the prescribes stipulation of Department of Health, shall have access to treatment;
- HIV status shall not constitute a reason to preclude any person from access to services ;
- Confidentiality regarding the HIV status of any individual shall be maintained at all times.

HIV and AIDS intervention programme Co-ordination and implementation

Municipality Shall:

- Communicate the policy and strategy to all people;
- Implement, monitor and evaluate the Municipality's HIV and AIDS Programme;
- Advise the community regarding programme implementation and progress;
- Liaise with local AIDS service organisations and other resources in the community; and
- Review the strategy every three years.

Management of infected people Programme components:

The HIV and AIDS programme of the **Municipality shall** provide all people access to:

- Information, education and communication activities, including media materials and peer education;
- Prevention methods (male, **female** condoms and PMTCT, etc.); Health services for the appropriate management of STDs;
- Treatment of opportunistic infections for infected people, along with testing and counseling services;
- Treatment for people living with HIV and AIDS below the stipulated viral load in collaboration with the Department of Health at accredited ARV centres
- Personal protective equipment for people who may potentially be exposed to blood or blood products; and
- Care and support for both infected and affected people, including orphans.
- Committed leadership involvement and support at 'grassroots' level

Planning

The Municipality shall conduct regular impact analyses in order to understand the evolving epidemic and how it will impact on the future of the Municipality, its structure, operations and functions.

Budget

The Municipality shall allocate an adequate budget to implement every aspect of the HIV and AIDS Management Strategy.

Interactions with civil society

The Municipality shall endeavour to utilize all opportunities in which it interacts with civil society to contribute to the mission and objectives of the National HIV, AIDS and STD Programme, and its own HIV and AIDS Management Strategy

Interactions with government

The Municipality shall serve on the Inter-Municipality Committee and the National/Provincial/ Regional AIDS Council to ensure a uniform and concerted response by Government to the epidemic.

The given policy will serve as a basis for the determination of appropriate norms and standards for dealing with the pandemic.

Background to the HIV/AIDS Strategy

Madibeng Local Municipality, though being involved in the fight against HIV and AIDS, did not have a comprehensive policy and strategy in place to be able to have a sense of coordinated direction with clear objectives guided by the state of the epidemic in the municipality.

With the increasing rate of infections and deaths related to HIV and AIDS, especially in Sub Saharan Africa, and as Part of the objectives of the Millennium Development Goals, Madibeng as a Local Municipality is bound by the adopted Declaration to Develop a response by municipal leaders to HIV and AIDS. (AMICAALL- African Mayors Initiative for Community Action on AIDS at the Local Level.

The declaration recognizes municipalities and councilors are closest to people and the expectations bulleted were seen as the role of local government, mayors and councilors. SALGA's role was to provide support to implementation of AMICAALL resolutions in South Africa.

Each municipality, in line with the National Aids Council, is expected to:

- Bring together key stakeholders in civil society and local government
- Ensure that there is a coherent HIV strategy in place for the area
- Provide cohesive structure to help coordinate the delivery of services to those most affected
- Avoid duplication
- Mobilise volunteers to provide care.

Against this backdrop, Madibeng Local Municipality engaged in the process of developing a strategy for intervention.

Strategy Development Process

The process comprised of the following elements:

- Investigation on the pandemic within the Municipality making use of readily available information obtained from the following institutions (District Health Information Office, the Social Services Information Office, and Brits ARV Clinic at Brits Hospital). This information was verified to ensure correctness with the relevant stakeholders.
- Consultative workshop with stakeholders which consisted of the following stakeholders: The Municipality(Councilors),Business, Local AIDS Council, Department of Community Safety , Social and Health Services, School Representatives, Sports, Cultural and recreation organizations, Religious Leaders and Traditional Health Practitioners, Community Based Organisations, Local Welfare Organisations and NGO's.

Findings of our Investigation of the Pandemic within the Municipality

A general investigations of the pandemic within the Municipality was carried out, this investigation was conducted using data from the 1 hospital, 22 clinics and 5 mobile clinics within the Madibeng Local Municipality. The following are high-level findings of our investigation:

- Teenage pregnancy very high (**1021 cases in top 10 Highest rated areas**)
- VCT rates are low at Fafung, Moiletswane, Refentse, Madidi and Sonop

- High infection and death rate on the youth (18-35) in all wards
- More females infected and are dying as compared to men
- Backlog in ART disbursement at all clinics due to the fact that there is only one accredited ARV site
- Men are reluctant to test

Using: Number of Tests, number of HIV positive cases, teenage pregnancy rates, positive males, positive females and number of new infections.

The following Areas were rated as the Highest Rated Areas (ranked in logical order)

Letlhabile, Ikhutseng, Bapong, Maboloka, Hoekfontein, Hebron, Broederstroom, Jericho, Oukasie and Oukasie Maternity Clinic

The Above Given were based on the Statistics that follows:

Grouping of Areas are as Follows:

Areas 1	Areas 2	Areas 3	Areas 4	Mobiles
Bapong	Mothutlong	Letlhabile	Fafung	Haartebees
Majakaneng	Damonsville	Hebron	Moiletswane	Letlhabile
Madibeng	Broederstroom	Rabokala	Refentse	Bapong
Segwelane	Haartebees	Kgabalatsane	Madidi	Mothutlong
Sonop	Hoekfontein	Maboloka	Ikhutseng	Jericho
	Oukasie		Jericho	
	Maternity-Oukasie			

Conclusions Drawn

1. Infection and death rate is higher on females than men

Possible reasons:

- Issue of Anatomy (easier for women to contract the virus)
 - Men not testing at a higher rate
 - Gender related issues (men more dominant, due to financial authority)
2. AIDS related deaths highest in the 18 -36 age group, which is more sexually active.
 3. More cases of teenage pregnancies with 1021 cases in the top 10 highest rates.
 4. Number of HIV + has almost doubled in the past financial year(05/06), as compared to the previous years(03/04 &04/05), home based care clients are increasing- is it because of stigma?
 5. Only 1 accredited site on roll out ART, that results in backlog, more people on waiting list.
 6. Areas with Sports and recreational facilities except for Letlhabile and Oukasie, records low infection and death rates. Maybe that's the reason for high rates with YOUTH (18 to 36).

Consultative Workshop with Stakeholders

A consultative workshop was held with stakeholders where the observations of the pandemic investigations were presented, and the strategy was formulated around the comments, suggestions and needs as highlighted by the participants.

Focus Areas of Intervention

The following focus Areas were identified for HIV and AIDS intervention programmes

1. Prevention
2. De-stigmatization and openness
3. Treatment and Care
4. Care and Support for orphans
5. Voluntary Counselling and Testing

Target Groups

Different target groups were identified with regards to the focus areas which were related to issues that are relevant to particular places. They are:

- Women
- Youth
- Orphans and Vulnerable Children
- People living with HIV and AIDS
- Men

1.11. Madibeng Draft Agriculture Strategic Development Plan

PURPOSE

The purpose of this Model is to provide a framework for support to agricultural co-operatives to ensure that they become viable enterprises capable of creating jobs and contribute to the mainstream economy.

OBJECTIVES OF THE MODEL

The objective of the Model is to achieve the following:

- The formation of farmer organizations such as Self Help Groups and co-operatives along commodity lines
- Mobilize all commodity groups established into a secondary agricultural co-operative (structure) at a municipal level
- The secondary structure to act as a one stop shop
- Promote savings among members
- Establishment of financial services organization of members
- Coordinate government programmes such as Mafisa, Casp etc.
- Facilitate access to Markets and Agro-processing opportunities.
- Facilitate training and capacity for members

EXECUTIVE SUMMARY

Recommendations made in the strategy with regard to the management of natural resources:

- Rotational grazing
- Livestock stocking rates must be equivalent to the carrying capacities of the grazing lands.
- Rotational cropping considering slopes to control erosion.
- Promote use of land lying fallow through agrarian reforms.
- Promote small scale irrigation and other rain water harvesting methods.
- Capacity and skills transfer with regard to resource management.
- Limit mining activities near or close to the farming areas to prevent pollution.
- Link all strategies with the IDP strategy.

Apart from the abovementioned recommendations, the Agriculture and Nature Conservation Unit further suggested the following strategies for 2010/11:

- Extensive land care awareness campaigns for the farming community.
- Sale of irrigation water rights.
- Strengthening inter-governmental, and inter-Departmental relations with regard to the enforcement of Conservation and Environmental Acts. Currently law enforcement to implement the Conservation of Agricultural Resources lies in the hands of the Provincial Department of Agriculture, Conservation, and Rural Development. (e.g. transfer or relocation of game permits; livestock movement needs Veterinary permits etc.) Water usage licences and bore hole drilling permits are obtained from the National Department of Water and Environmental Affairs. The Local Municipality does not have the entire impact on the management of natural resources, but can assist in influencing decisions
- Active participation in the Hartebeespoort Metsi- a –me Dam Remediation project

SPATIAL DEVELOPMENT FRAMEWORK

CHAPTER 1: INTRODUCTION

PURPOSE OF SPATIAL DEVELOPMENT FRAMEWORK

Improving the way in which activities are located in a particular area and the way in which various activities interrelate with others will ultimately improve the efficient functioning of the municipal area and its ability to contribute to economic growth, social well-being and environmental sustainability.

CHAPTER 4: DEVELOPMENT OBJECTIVES AND GAP ANALYSIS

1. Development Objectives

The following table sets out the six (6) development objectives of the Madibeng Spatial Development Framework, as well as an explanation of each of the objectives and what it means for Madibeng specifically.

These development objectives are based on national and local development directives. In particular the National Spatial Development Perspective, the Municipal Vision, the Municipal Wide Priority Needs, the Municipal Key Priority Areas and the current situation in Madibeng.

Essentially these development objectives are about

1. improving the quality of lives of people

2. improving the sustainability and efficiency of the municipality

2. Gap Analysis

Development Objective	Gap
1. Ensure that the population of Madibeng has access to social and economic opportunities	Not all communities have access to social facilities and economic opportunities. Some communities are far removed from the main development areas and have to travel far to access services. This results in high public transportation cost for the poorer people living in these areas. Most of the communities which have the least access to economic opportunities and social services are located in the north-eastern part of Madibeng, while the highest concentration of services, facilities and opportunities are found in the southern part of the municipality.
2. Ensure the creation of sustainable human settlements	The emphasis currently is on the provision of housing from a quantitative point of view, and this has resulted in the establishment of conventional low cost townships which are essentially only housing areas as opposed to sustainable human settlements. These townships are far removed from the main centres in Madibeng and are devoid of the full range of services, facilities and qualities that make up a sustainable human settlement.
3. Enable the cost efficient provision of engineering services	Madibeng covers a huge area which is characterised by scattered, disjointed settlements. This makes the provision of engineering services difficult and costly. In addition, many new leap-frog developments are approved that do not support the gradual extension of the engineering services networks. Currently, the lack of sufficient engineering services in the Madibeng area is of grave concern for all stakeholders who were consulted.
4. Identify movement networks and linkages in and around Madibeng.	The southern part of Madibeng is fairly well served by road infrastructure, although the capacity of many of these roads has become a problem over recent years. The northern parts of Madibeng are however less well served by movement infrastructure. Many of the roads in Madibeng do not have a direct relationship with strategic development areas and therefore do not contribute to the integration of the area. Public transport networks, other than informal systems, are virtually non-existent in Madibeng
5. Identify areas for economic development in the municipal area	Economic development is currently primarily resource based, as in the case of mining, agriculture and tourism. Some secondary sector developments in the form of the Primindia industrial area have been established, but other than this there are no real identified economic development areas.
6. Protect the environmental assets of the municipal area	Madibeng is rich in natural assets, which include the mountain ranges, rivers, dams, wetlands, drainage lines and riparian zones. Many of these natural assets are under serious threat from development. This includes residential development that infringes on natural areas, agricultural development that competes for the highest agricultural potential land with local fauna and flora and mining activities which destroy large tracts of land and hills from both an ecological as well as visual perspective. Although the natural environment is always an important component in the formulation of any development proposals for an area, it is of particular importance in Madibeng because of the rich natural heritage. It is for this reason that it is one of the issues that are most raised by all stakeholders.

Having determined what the objectives for spatial development in Madibeng are, and what the gaps are that exist between the objectives and the current situation, the following phase in the formulation of the spatial development framework is to identify those development strategies which are essential to overcome those gaps and achieve the objectives. These strategies will then be translated into a spatial development concept. The spatial development concept provides strategic guidance for the spatial restructuring of the municipal area and for the more detailed land use zones set out in the following chapter.

1. Development Strategies

Development Strategy	Actions
1. Direct development to areas that contribute to a more efficient urban functionality in terms of the provision of services, transportation, the protection of the natural environment and linkages with other major areas of development. Do not promote or support developments that are out of context with the desired development directions.	<ul style="list-style-type: none"> Channel development into a system of nodes and corridors, in accordance with the principles of the National Spatial Development Perspective. Identify land for housing projects in close proximity to major centres, and with linkages to those centres Development must be localised in specific strategic areas where there can be a focused effort on the provision of engineering services Consolidate existing areas rather than creating new development areas.
2. Move away from the current pattern of housing delivery towards an approach of integrated, inclusive and sustainable settlement creation	<ul style="list-style-type: none"> Employ the principles of Breaking New Ground in all new settlements as well as in the upgrading and renewal of existing settlements.
3. Provide service infrastructure in accordance with spatial requirements	<ul style="list-style-type: none"> Identify the strategic areas of opportunity that should be the focus areas for capital investment in services infrastructure, in terms of the National Spatial Development Perspective
4. Develop a movement network that supports the spatial development focus areas	<ul style="list-style-type: none"> Create a strategic network of movement linkages in Madibeng, and between Madibeng and other major regional centres. Ensure land use and transportation integration
5. Promote economic development areas that contain the right characteristics to support sustainable economic development and which contribute to the overall spatial efficiency and sustainability	<ul style="list-style-type: none"> Protect the areas with resources that contribute to the local economy Identify suitable areas for secondary and, if viable, tertiary sector economic development
6. Protect the natural environment	<ul style="list-style-type: none"> Identify and isolate the valuable natural assets, and exclude these from development proposals. Ensure that a continuous ecological and open space system is created in Madibeng. The protection of the natural environment should be prioritised by the Madibeng Local Municipality.

2. Sustainability Agenda

As stated before, the two main overarching development objectives of the spatial development framework are to –

- Improve the quality of lives of people; and
- Improve the sustainability and efficiency of the municipal area

The sustainability agenda is vital for both the efficiency of the municipal area as well as the quality of people's lives. Sustainability not only refers to the protection of the environment, but to the way in which a number of elements in the urban environment contribute to consumption and expenditure patterns in the municipal area, which impacts on the municipality's ability to deliver services into the future.

The aim is to make the municipal area work better, so that investment can be made in a cost effective manner and savings can ultimately be directed to upgrading impoverished and marginalised areas.

The qualities of a sustainable municipal area are typically the following:

More Sustainable	Less Sustainable
Compact forms of residential development.	Low-density, spread-out residential development.
Mixed land use.	Segregation of land uses.
Employment based primarily on education and skills.	Employment based on environment polluting or non-renewable resource based industry.
Movement on foot and by bicycle and public transport.	Heavy dependence on private cars.
Wind and solar energy.	Thermal and nuclear energy.
Tertiary treatment of sewage; use of natural means of sewage treatment.	Discharge of sewage into water bodies or water-courses untreated or with low level of treatment.
Protection and use of natural hydrologic systems.	Hard surfaces preventing infiltration; channelling natural water-courses.
Natural open space; protection of wetlands, woodlands, stream valleys, habitat, use of manure, compost, integrated pest management, etc.	Destruction of natural landscape; "manicured" parkland with exotic species; heavy use of chemical fertilizers, herbicides, pesticides.
Reduction of waste; recovery, re-use and recycling of waste.	Landfills, incinerators.

Source: Nigel Richardson: Ontario Round Table on Environment and Economy.

The elements of the spatial development concept are therefore –

3. Spatial Development Concept

- Consolidate development into strategic focus areas for the development of sustainable human settlements, the provision of social and community services, economic development and infrastructure provision.
- Ensure high quality linkages between the various strategic focus areas in Madibeng and between major centres outside Madibeng.
- Preserve and enhance the high quality natural and agricultural resources in Madibeng.

- The form giving elements to a large extent dictate certain development patterns in the area and include -:

- These areas indicate those parts of Madibeng that either should remain free of development or require a specific response due to the presence of a specific natural resource.

The strategic development areas look at –

- Development focus areas must be functionally linked to each other and to main centres in the region through an efficient movement system. Consolidation areas must in turn be linked to the development focus areas to ensure access to service provided in the development focus areas.



The spatial development and land use management guidelines provide specific proposals for development in Madibeng. It indicates where certain types of developments should or could take place, how these areas relate to other areas and what development standards apply.

1. Introduction

The Spatial Development Concept discussed in the previous chapter provided broad strategic guidance for development in Madibeng. The purpose of this chapter is to translate these strategic proposals into more specific land use zones and development guidelines.

These development guidelines then begin to assist land use management in the municipality, as it provide definite principles which should be taken into consideration with new developments.

The various land use zones that are dealt with in terms of the Spatial Development Guidelines are –

- Natural open space system
- High potential agricultural land
- Rural Areas
- Urban Areas
- Economic Activity Areas
- Pelindaba Restriction Zone
- Cradle of Humankind

Other important components of the Spatial Development Guidelines that are not necessarily land use zones in themselves but are overarching issues across the various zones are –

- Strategic Linkages
- Gateways
- Heritage Resources

It should be borne in mind that the Madibeng Spatial Development Framework remains a broad strategic planning framework due to the large geographic space that it covers. It cannot therefore make detail proposals for specific areas. For that purpose, local spatial development frameworks must be drafted.

Natural open space consists of land that has valuable ecological characteristics. The elements of the natural

2. Natural Open Space System

- Mountains and ridges
- Rivers and dams
- Nature reserves and environmentally sensitive areas
- Wetlands
- Drainage lines
- Riparian zones

The Madibeng municipality has appointed consultants to draft an Environmental Management Framework for Madibeng, which will provide detail guidelines for the

preservation and enhancement of the natural open space system in Madibeng.

However, because the natural open space system is one of the most important form giving elements in the area with a definite impact on the way in which Madibeng develops spatially, it is important to also provide guidelines for the management of these areas in the Madibeng Spatial Development Framework.

The natural open space system should be protected from intrusive developments that damage the ecological integrity as well as visual quality of these areas. These include residential development, mining activities and agriculture.

Mining activities on the ridges in particular are a huge problem in Madibeng. Mining, and especially quarrying, leaves permanent scars on the landscape and not only damages the ecological function of the ridges but also destroys an area's visual quality and tourism potential.

The natural environment forms the basis of eco-tourism and it is therefore imperative that the natural environment is conserved to ensure the long-term sustainability of the tourism industry in Madibeng

A continuous open space system must be developed in Madibeng. This means that in certain areas where natural open space is currently affected by activities the

3.1. Form Giving Elements

3.1.1. Natural Open Space System

The natural open space system in Madibeng serves as the most important form giving element, in that it dictates the direction of development to a large extent.

The protection of the natural environment and open space areas not only have ecological and visual benefits for the municipal area, but also serve as a mechanism to consolidate and focus development in the area.

By rigorously protecting such areas, urban areas are prohibited to sprawl freely and are therefore forced into denser urban agglomerations. Such an approach therefore not only protects agriculture and the environment, but also has the added benefit of creating a more rational, cost-effective and manageable urban structure.

An open space system needs to be developed for Madibeng. Such a system should include all natural and heritage elements of value linked to each other through a continuous open space system of natural and ecological corridors.

Environmental elements to be included in such an open space system will include mountain ranges, ridges, dam environments, proclaimed nature reserves, undisturbed natural habitats, river environments, wetlands, drainage lines and riparian vegetation. These include the Magaliesberg Protected Nature Area (MPNA), the Witwatersberg, Langberg and Elandsberg mountains, the Hartbeespoort, Klipvoor and Rooikoppies dams, the Borakalalo Nature Reserve, the smaller open spaces found around the Hartbeespoort Dam, the uninhabited areas north of the Elandsberg and the river environments of the Crocodile, Tolwane, Moretele, Magalies River,

Leeuspruit, Moganwespruit and Swartspruit rivers. The rivers included in this open space system will form the linkages between the larger open spaces formed by the mountain range and dams.

Also included in such a system would be cultural resources of value, such as the historical and archaeological sites found on the farms Hartbeesthoek, Leeuwenkloof, Broederstroom, Skeerpoort, Remhoogte and Bultfontein, as well as the area demarcated as part of the Cradle of Humankind.

3.1.2. High Potential Agricultural Land

Agriculture is an important asset of Madibeng and should be protected. This includes opportunities for intensive and extensive commercial farming as well as subsistence farming.

Almost the entire southern half of Madibeng, which is not occupied by surface mines or mountain ranges, is utilised for intensive farming. These include the area surrounding Brits (with the exception of the area between Brits and Mmakau), Mooiooi and the area between the Magaliesberg and Witwatersberg mountains. Intensive farming is also found along the Crocodile River, up to the Elandsberg. This area has the highest agricultural potential and contains the majority of agricultural activities in the municipal area.

3.1.3. Merensky Reef

Mining in Madibeng predominantly occurs in a belt along the Merensky Reef, which runs north of and parallel to the Magaliesberg. It stretches from Brits in a westerly direction towards Bapong and on to Marikana and Rustenburg.

3.1.4. Cradle of Humankind

The south-western part of the Madibeng municipal area, south of the Hartbeespoort Dam and Witwatersberg, forms part of the Cradle of Humankind World Heritage Site (and the Cradle of Humankind Buffer Zone). The nature and extent of developments permitted in this area are restricted.

3.1.5. Pelindaba Restriction Zone

The Pelindaba Nuclear Plant has an impact on the development of the area in the form of a 5.0 km "red zone" around the plant in which development is restricted.

3.2. Strategic Development Areas

3.2.1. Development Focus Areas

In terms of the National Spatial Development Perspective, government investment in infrastructure and development programmes should be focused in particular areas that have potential for economic growth. This includes directing development to a system of nodes and corridors within a municipal area.

Because of the fact that Madibeng is essentially a rural area where there are great distances that are undeveloped, development focus areas will focus on areas that are suitable for further development and expansion due to location, accessibility and existing integration with the space economy and movement system.

The development focus areas will be focus areas for the provision of infrastructure, social services, transport facilities and economic opportunities.

The advantage of such a development system is that –

- The provision of infrastructure and community services becomes cost efficient, and
- Definite linkages can be identified and developed.

3.2.2. Consolidation Area

The far-lying north-eastern settlements, which include Moiletswane, Jericho, Shakung, Jonathan, Fafung and Ga-Rasai, are functionally and spatially removed from any urban centre in Madibeng and do not have any inherent urban development potential. The focus of this area should therefore be to retain the rural character, with rural villages, opportunities for small scale farming and perhaps eco-tourism. No further housing development should take place in this area and existing development should be consolidated to make this area as functional and sustainable as possible.

Infrastructure provision in this area should focus on the provision of basic services, as per the National Spatial Development Perspective.

Development and Management Directives: Natural Open Space System

- The natural drainage channels and banks of the rivers and dams must be protected up to the 100-year flood line. No development may be permitted within the 100-year flood line from rivers, streams and wetlands without the written consent of the relevant environmental and water authorities.
- Development along the riverbanks should only be considered if strict measures for riverbank protection, wastewater treatment plants, storm water control and erosion control are put in place and enforced. No development shall take place directly adjacent to the riparian zone and shoreline of a water source (i.e. dams, rivers, wetlands and drainage lines) without an Environmental Management Framework indicating measures for the conservation of the ecological integrity of the shoreline as well as measures to repair damage to the shoreline and its vegetation caused by construction.
- Waste-water effluents from all developments shall comply with the maximum standard release of 1 mg soluble ortho-phosphate per litre.
- Vegetation zones must be developed along the shorelines of dams to (i) act as a buffer against wave erosion of the shoreline; (ii) provide habitat for fauna and flora, (iii) act as filter for pollutants and (iv) improve the aesthetic quality of the dam. The "riparian zone" around the dam shall be considered as a priority for the effective maintenance of the zone. A 50m buffer around the shoreline to be added to the DWAF servitude must be reserved from development. All future developments may not be allowed to encroach into this buffer.
- A buffer zone of 30 meters along all rivers, wetlands and drainage lines should be enforced within which no development should take place. The construction of facilities within this buffer zone necessary to gain access to water should be subject to an EIA process.
- Sanitation services must be provided to settlements located within the catchments of water sources to avoid pollution due to surface run-off and groundwater seepage of sewerage and other harmful effluents. Owners of developments must –
 - Ensure that package plant systems for wastewater treatment comply with the laid-down maximum release standard of 1 mg soluble ortho-phosphate per litre.
 - Put sufficient back-up systems in place for their wastewater treatment systems to cater for system failures or power interruptions.
 - Adhere to the principles and guidelines set out in the Hartbeespoort Dam Strategic Environmental Assessment, the Hartbeespoort Dam Structure Plan and the Madibeng Environmental Management Framework.
- The shorelines of dams must remain accessible to the general public. Prior to consideration being given in future to private development initiatives along the Klipvoor Dam and Rooikoppies Dam, areas should be demarcated that will fulfil the function of public areas.

Development and Management Directives: Natural Open Space System (continued)

- No development may take place on the Kommandonek and Oberon properties adjacent to the Hartbeespoort Dam, and these properties should be utilised for public recreation facilities in perpetuity to ensure public access to the shoreline.
- All development around the Magaliesberg shall adhere to the principles and guidelines set out in the Magaliesberg Protected Natural Environment Management Plan.
- No new mining activities shall be permitted on any mountain or ridge or in or adjacent to any river, wetland or drainage line in the Madibeng area without the approval of the Northwest Department of Agriculture, Conservation and Environment.
- A slope analysis should be conducted on all ridges and mountains in order to determine development restriction areas, as per the Ridges Policy.
- All scenic vistas should be protected from development.

Development and Management Directives: High Potential Agricultural Land

- No activities or developments other than agriculture and agricultural related activities shall be permitted on high potential agricultural land.
- No township establishment shall be permitted on high potential agricultural land.

Development and Management Directives: Rural Areas

- Illegal land uses on farm portions, such as industrial and commercial developments that have no relation to agriculture, should be eradicated and moved to economic activity areas or urban areas. The Madibeng Local Municipality should ensure that a unit that deals with land use contraventions specifically focuses on the rural environment.
- The rural settlements are not suitable for low cost housing developments, as they are far removed from services and facilities that can contribute to the creation of sustainable human settlements. No low cost or affordable housing developments should therefore be permitted in the Rural Areas.
- The following land uses are permitted in Rural Areas:
 - Rural Residential (in line with the criteria set out for Rural Residential below)
 - Rural Settlements/Villages
 - Tourism activities and facilities such as -
 - Guest Houses, Cultural Villages, Environmental education centres, Restaurants, tea gardens, Wellness centre/spa, Infrastructure that serves the lodge or resort
 - Conservation areas
 - Extensive and Intensive agriculture
 - Subsistence and small scale agriculture
 - Rural service centres

Development and Management Directives: Rural Residential

- All developments shall be subject to the approval of the Minister of Agriculture. No development shall infringe on high potential agricultural land.
- Country Estates, Private Resorts and Public Resorts
 - Shall be approved in accordance with the North-west Province's policy on Country Estates, Private Resorts and Public Resorts.
 - The primary focus is the conservation of the natural resource (open space). Conservation in this sense must be seen as conserving open space as a resource in itself. Conservation conditions must be strictly adhered to
 - A Clutter-and-Space layout shall be adhered to. Dwelling units shall be grouped together in as few clusters as possible
 - 60% significant open space (calculated over the gross area of the site); provided that the area reserved for open space may be increased in cases of environmental sensitivity to the satisfaction of the relevant environmental authority.
 - A Strategic Environmental Impact Assessment must determine the open space, the position of clusters, the position of ancillary facilities, roads etc.
 - Conditions to be set for design, character and overall relationship with its environment
 - Strict requirements must be laid down for the provision of engineering services to and within these estates to ensure that it does not lead to environmental problems. The ability to provide services according to the standards set by the municipality is a pre-requisite for approval.

Development and Management Directives: Nodal Development in Urban Areas

- The Spatial Development Frameworks for each of the Urban Areas must indicate specifically the location, nature and size of activity nodes and spines.
- Non-residential land uses should be clustered together in nodes or activity spines, depending on the character of the area.
- Nodes should typically be located at the main access points into an Urban Area, typically at the intersection of a major mobility route and the major collector route or around public transport facilities such as train stations and bus termini.
- Activity Spines should be developed along the main access routes into an Urban Area.
- The distribution of nodes and spines must be such that all communities in the Urban Area have easy access to these services and facilities, preferably within walking distance.

Settlement Development Areas

For the purpose of the Madibeng Spatial Development Framework, a Settlement Development Area is defined as an area that is characterized by concentrated, mixed activity such as residential development, business and administrative functions, social services and infrastructure.

In order to achieve efficient and sustainable development in Madibeng, it is vital to focus future settlement development in specific areas. This will counteract the current dispersed inefficient spatial form that is characteristic of the municipal area.

For the purpose of focusing development, it is necessary to identify those existing settlement areas or clusters of settlements that have inherent development potential and which lie on the systems of connectivity in Madibeng. These areas must then be further developed rather than creating new settlement areas. This development of existing settlements should take place through infill development and managed expansion.

Infill development refers to the identification of vacant land parcels within the demarcated settlement areas, amongst existing developments, and developing these parcels of land according to their optimal development potential levels.

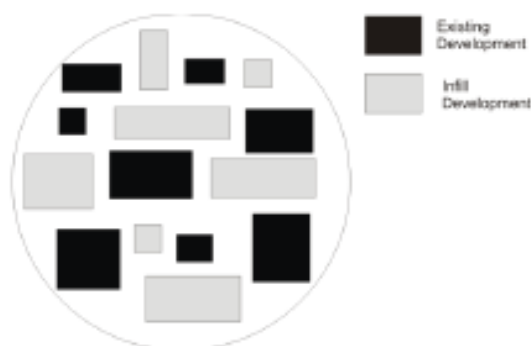


Figure 15: Infill Development

Managed expansion refers to the gradual and incremental outward growth of a settlement (i.e. the so-called ripple effect), but within the boundaries of demarcated urban development boundaries (or urban edge). The purpose of the urban edge is to discourage lead frog developments that result in developments that are not physically and functionally integrated with the main settlement development area.

Demarcating an urban edge has specific advantages, the primary being to prevent uncontrolled urban sprawl. Urban sprawl is undesirable since it increases pressure on the limited resource of local government, from public transport to water and sanitation infrastructure provision. Drawing an urban edge will also protect valuable agricultural land and ecologically sensitive areas from urban encroachment.

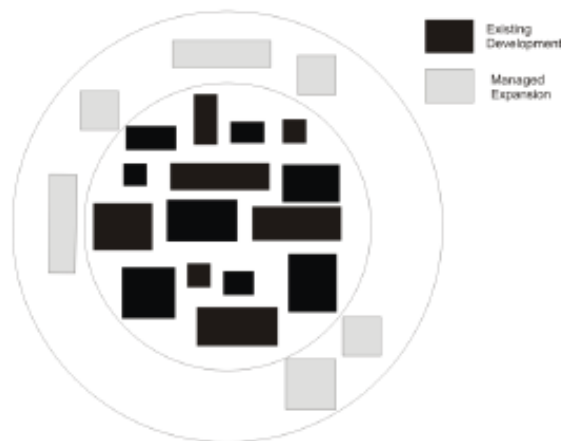


Figure 16: Managed Expansion

Each of the settlement development areas comprises its own urban development boundary. Because of the general problems experienced with service infrastructure, these urban development boundaries have been demarcated conservatively, to ensure that new development areas do not further contribute to the problems experienced with service delivery.

The Madibeng Spatial Development Framework has identified specific areas as Settlement Development Areas. These are:

- The Brits Area
- Hartbeespoort Dam Area
- Mooiooi/Bapong Area
- Letlhabile/Hebron

Densification in Settlement Development Areas

Residential densities in Settlement Development Areas must follow an approach where densities are connected to the urban functionality of a specific place.

Densification is not an end in itself, but a means to achieve more efficient utilization of public transport, the creation of the necessary population thresholds to support community and business facilities and to prevent the development of land which is valuable from an ecological perspective.

The following densities should typically apply when a structured approach to densification is followed. It should be noted that these densities are merely general guidelines and should not be rigidly employed. Deviations are possible depending on the design of a particular development.

Again, more detailed densification proposals must be made in the Spatial Development Frameworks which must be drafted for the Settlement Development Areas.

Location	Residential Typology	Typical Density
Adjacent to local or neighbourhood activity nodes or spines	Duplex Residential and Two storey walk-ups	40-60 dwelling units per hectare
Adjacent to Service Delivery Centres	Duplex Residential and Two storey walk-ups	40-60 dwelling units per hectare
Adjacent to major public transport facilities such as railway stations	Duplex Residential and Two to Three storey walk-ups	40-80 dwelling units
On the edges of the Settlement Development Areas	Single residential developments	10 dwelling units per hectare
Other	Single residential developments / townhouses	20-40 dwelling units per hectare

The most important principle put forward by the Madibeng Spatial Development Framework is that housing development must focus on social and economic integration and inclusion. The implication therefore is that housing development should form an integral part of the Urban Areas and no housing development initiatives must be identified outside of these areas.

Development and Management Directives: Pelindaba Restriction Zone

- No development, other than what is permitted in terms of current zoning, shall be permitted.

Development and Management Directives: Cradle of Humankind

- All developments in the Cradle of Humankind areas shall adhere to the development guidelines as set by the relevant management authority, and all developments shall be referred to the relevant authorities responsible for the management and conservation of the Cradle of Humankind for approval prior to approval by the local authority.

Development and Management Directives: Heritage Resources

- All new developments should consider heritage resources as part of the environmental impact assessment process.
- All developments that affect existing structures older than 60 years or those that have been afforded protected status must adhere to the provisions of the relevant legislation.

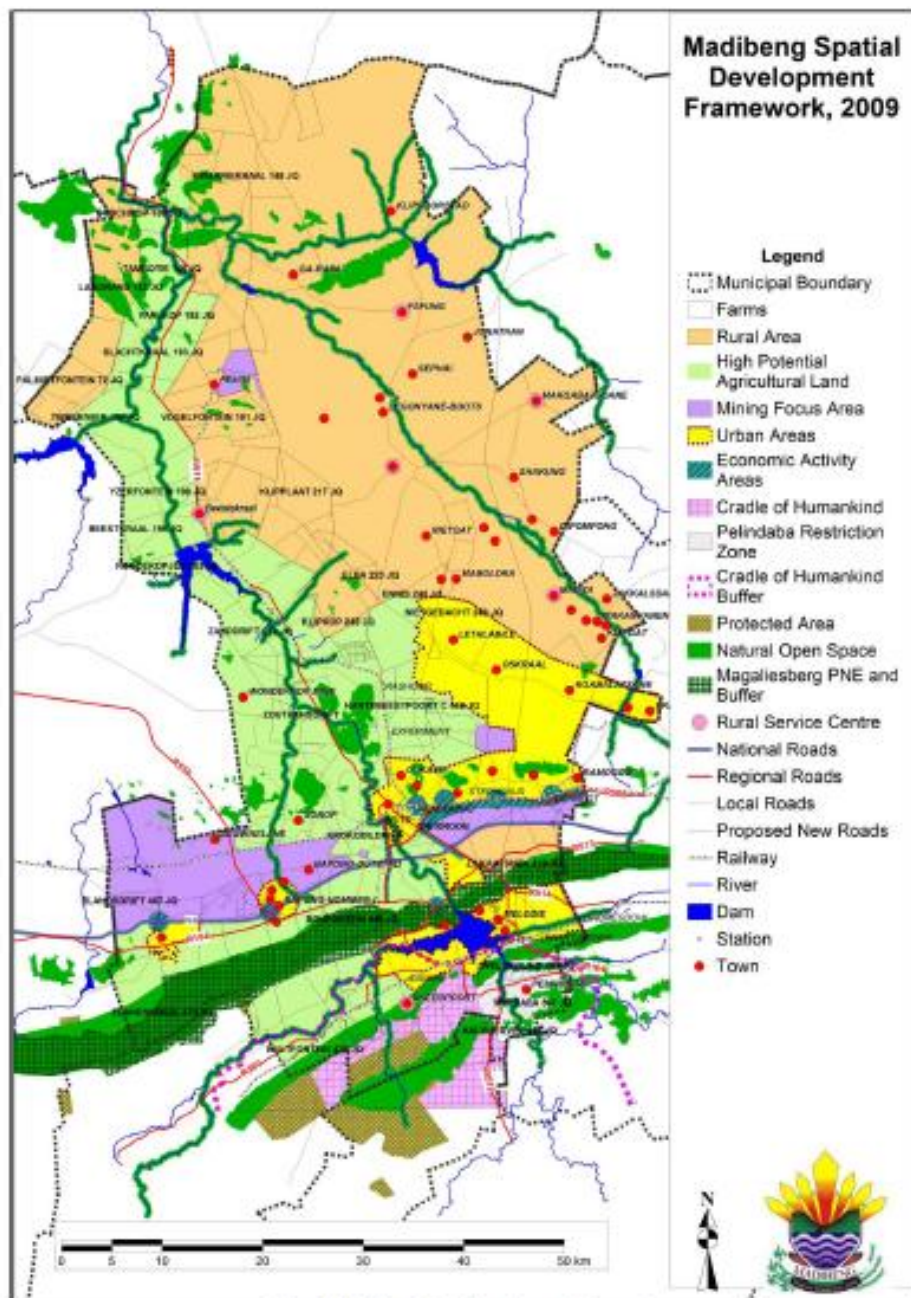


Figure 18: Madibeng Spatial Development Framework

12. Future Urban Areas

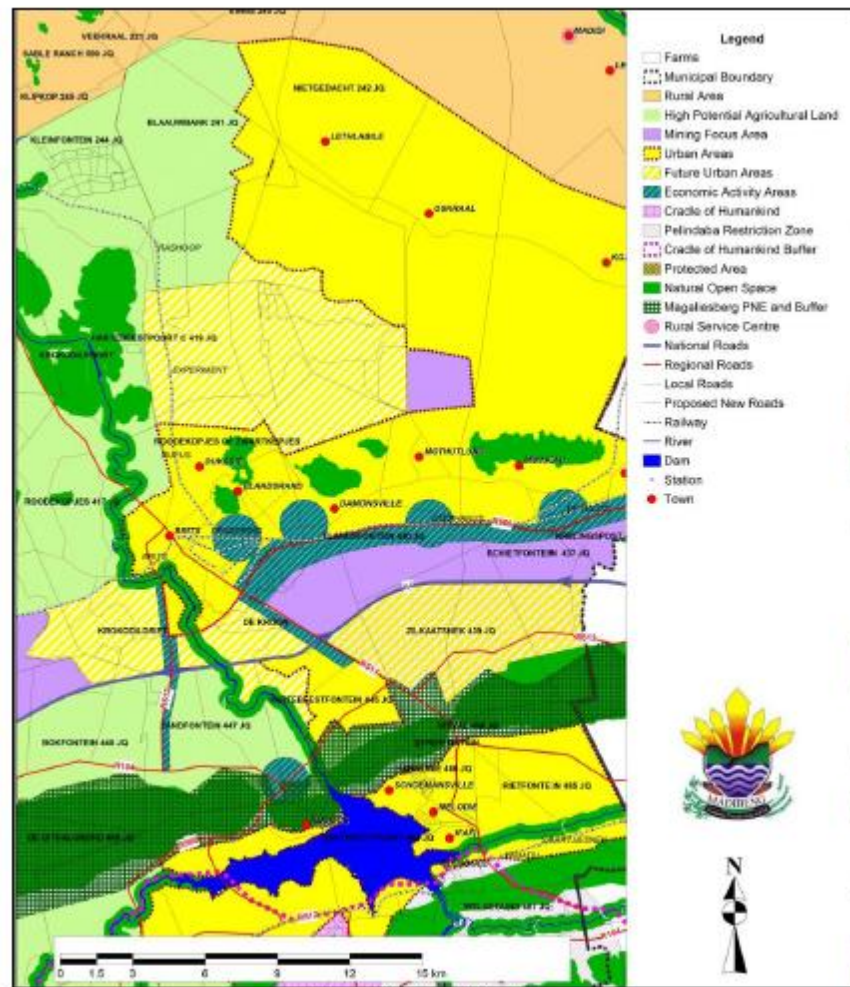


Figure 19: Future Urban Areas

13. Subdivision of Farm Portions

The following guidelines shall apply when dealing with subdivision of farm portions:

Zone	Minimum Size
1 (Rural Areas)	20 hectares
2 (High Potential Agricultural Land)	20 hectares
3 (Urban Area north of Brits)	1 hectares
4 (Rural Area south of N4)	5 hectares
5 (Urban Area around Hartbeespoort Dam)	In accordance with Hartbeespoort Dam Structure Plan. 5 hectares where Plan does not apply ³
6 (Cradle of Humankind)	5 hectares as interim measure. Subdivision guidelines in the Environmental Management Framework for this area shall apply
7 (Pelindaba Restriction Zone)	20 hectares
8 (South of N4, between R511 and R512)	3 hectares

Application may be made for consent for a second dwelling house in accordance with the provisions of the town planning scheme.

³ Small land parcels are not conducive for meaningful settlement development. Larger portions facilitate better layout and urban design. Should subdivisions smaller than 5,0 hectares be permitted in terms of existing subdivision policies (or in cases where these subdivisions have already been approved), township establishment may only be permitted on consolidated land parcels with a minimum size of 5,0 hectares.

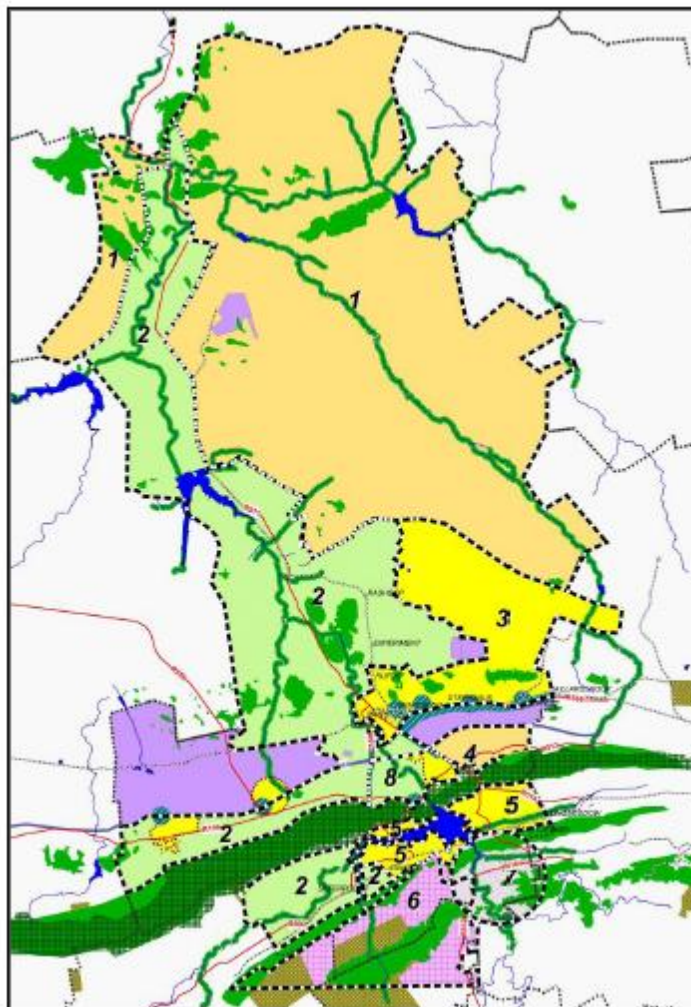


Figure 20: Subdivision Zones

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Performance Management Systems

By implementing the Performance Management System, the Council complied to Section 40 of the Municipal Systems Act of 2000, whereby Municipalities have to establish mechanisms to monitor and review its Performance Management System. The purpose of the Performance Management System is to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels.

Section 34 of the Municipal Systems Act furthermore point out that the Key Performance Areas, Key Performance Indicators and Performance Targets have to be reviewed during the annual IDP Review process, which then will form the basis for the review of the municipal PMS and Performance Contracts of Senior Managers.

The Performance Management System (PMS) is informed by the following legislation and policy:

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).
- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- DPLG Performance Management Guidelines 2001
- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Municipal Performance Regulation for Section 57 Employee (2006)

Other legislation that impacts on and relates to performance management include:

- Labour Relations Act (Act No. 66 of 1995) : Code of Good Practice
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- The Skills Development Amendment Act (Act 31 of 2003)
- Promotion of Access to Information Act (Act 2 of 2000)

Apart from the primary objectives, as mentioned in the first paragraph above, the PMS should also provide early warning signals and

Facilitates - increased accountability,

- learning and improvement and
- decision-making.

APPROVED PERFORMANCE MANAGEMENT POLICY

1. Preamble

The White Paper on Local Government (1998) proposed the introduction of Performance Management Systems (PMS) for local government as a tool to monitor the progress of service delivery at local government level. Two years later, in 2000, the Municipal Systems Act of 2000, required local governments to develop a PMS. It concluded that Integrated Development Planning, Budgeting and Performance Management are powerful aspects that can help municipalities to develop an integrated perspective on development in their area. It is against this background that this policy document for developing and implementing a PMS for Madibeng Local Municipality should be viewed. The purpose of this policy document is to (within the legal framework of the Municipal Systems Act) develop a performance management policy for Madibeng Local Municipality.

The policy offers the Madibeng Local Municipality a platform to implement, assess, monitor, measure, review, manage and reward performance throughout the Municipality. PMS is dynamic and will change and develop over time to reflect the unique features of the Madibeng Local Municipality environment. This policy commits the Municipality to achieving its stated objectives and levels of performance.

2 Introduction

South Africa continues to endure the legacy for underdevelopment, poverty, infrastructure backlogs and inequitable access to basic services. In response to these, the government is putting in place various mechanisms and measures to turn the situation around. In the local government context, a comprehensive and elaborate system of monitoring performance of municipalities has been legislated. The system is intended to monitor continuously the performance of municipalities in fulfilling their mandates. Central to the system is the development of key performance indicators as instruments to assess performance. The indicators help to translate complex socio-economic development problems into quantifiable and measurable output. They are, therefore, crucial if a proper assessment is to be done of the impact of government in improving the "quality of life for all."

The implementation of a performance management will allow the Municipality to collect, process, organise, analyse, audit, reflect and report on performance information. It will also allow the Municipality to take practical steps to improve its performance.

3. Objectives of Performance Management System

Municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP. The PMS process plan includes the following objectives that the system should in addition fulfil:

3.1. *Facilitate increased accountability*

The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

3.2. *Facilitate learning and improvement*

The PMS should facilitate learning in order to enable the Municipality to improve delivery.

3.3. *Provide early warning signals*

It is important that the system ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary.

3.4. *Facilitate decision-making*

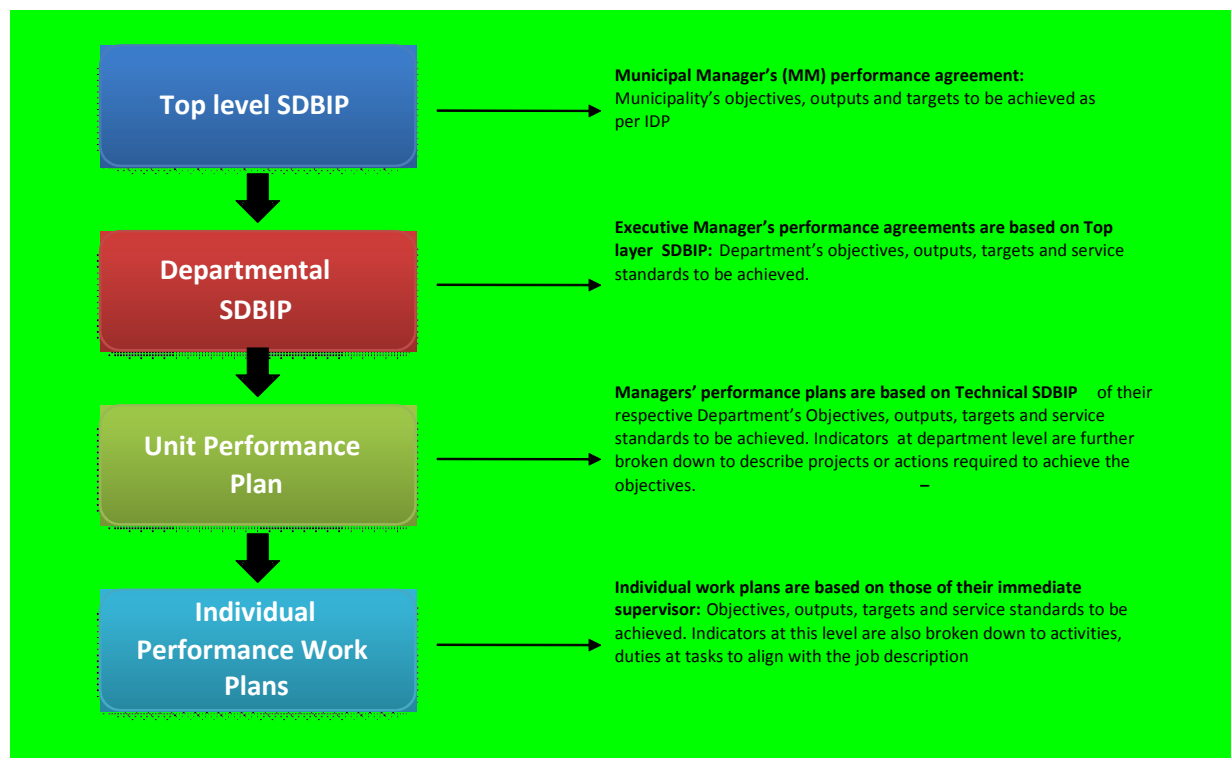
The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources

The functions listed above are not exhaustive, but summarise the intended benefits of the system.

4. Municipal Scorecards

Section 57 Employees annually enter into Performance Agreements with the municipality. The Municipal Manager signs the agreement with the Executive Mayor, while the rest of the section 57 employees sign agreements with the municipal manager. The Performance Agreements are based on the municipality's Top-Layer SDBIP and the Technical Service Delivery and Budget Implementation Plans. Based on the technical SDBIP, Directors may sign Performance Plans/ scorecards with their respective managers.

A performance appraisal system of Directors and managers must be outlined in the agreement and must provide for quarterly and annual performance appraisal. The vertical cascade linkage is a downward cascading which links various Municipal process outputs with those of individuals in planning, monitoring progress and evaluation. According to the strategic and operational levels, the initial parts of the strategic component refer more to the organisation while the lower parts of the operational levels are largely for the individuals. The diagram below helps to clarify the cascading linkages



5. The Performance Management Model

5.1. Model

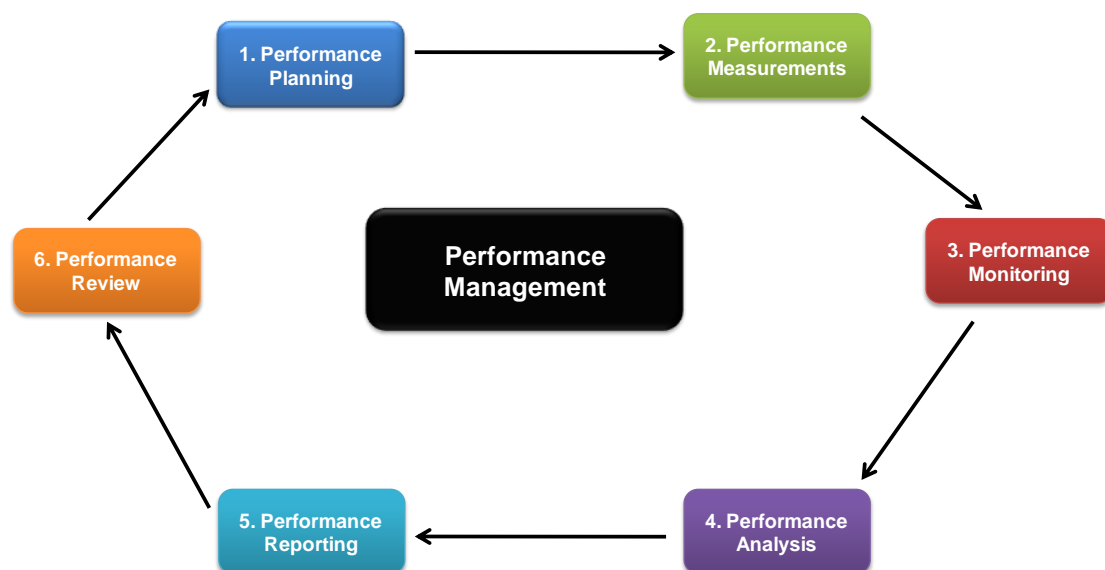
A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. As such a model provides a common framework for what aspects of performance is going to be measured and managed. It further ensures that a balanced set of measures are employed that are not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.

A performance management model is a choice about what aspects or dimensions of performance will be measured. Different models give different pictures of performance by emphasising different aspects to measure. A number of performance models are available and any of them could be applied by the Municipality. However the Balanced Scorecard model through SALGA HRD Conference of 2004 resolution was adopted for implementation in municipalities, which advocates the following four perspectives as depicted in the picture below.



6. Process of Managing Performance Management

The annual process of managing performance at organisational level in the Municipality involves the steps as set out in the diagram below:



6.1. Performance planning

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof constitutes the process of planning for performance. It should be noted that the last component of the cycle is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the Municipality has underperformed.

6.2. Performance measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the

IDP. To ensure the integrity of the targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures and targets. Performance measurement allows the Municipality to compare their actual performance in relation to backlog and current performance.

6.3. Performance monitoring

Performance monitoring is an ongoing process by which a Manager accountable for a specific indicator as set out in the organisational scorecard (and a service delivery target contained in a SDBIP) continuously monitors current performance against targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

6.4. Performance analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

The analysis of the organisational and SDBIP scorecards by executive management should also ensure that quality performance reports are submitted to the Mayoral Committee and that adequate response strategies are proposed in cases of poor performance. Only once executive management has considered the scorecards, agreed to the analyses undertaken and captured therein and have reached consensus on the corrective action as proposed, can the organisational and SDBIP scorecards be submitted to the Mayoral Committee for consideration and review.

6.5. Performance review and improvement

In order to ensure that the PMS is useful and effective, it is important for regularly reviews in terms of all its users. This is also required by the Municipal Systems Act. It is proposed that after the full cycle of the annual review is complete, the executive management will initiate a review report, taking into account the input provided by departments. This report will then be submitted to the Mayoral Committee for discussion and approval.

6.6. Performance reporting

The following table derived from the legislative framework for performance management and summarises for ease of reference and understanding the various performance reporting as it applies to the Municipality:

Report Type	Description
Quarterly IDP and SDBIP reporting	<p>The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.</p> <p>The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of Section 71(1)(a) and (e). <i>For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated.</i> More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.</p> <p>Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).</p>
Mid-year budget and National and Provincial report	<p>Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary</p>

Report Type	Description
Performance report	<p>Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:</p> <ul style="list-style-type: none"> • The performance of the municipality and of each external service provided during that financial year; • A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and • Measures to be taken to improve on the performance <p>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.</p>
Annual report	<p>Every municipality are required by Section 121 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> • the annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements); • the Auditor-General's audit report on the financial statements; • an assessment by the accounting officer of any arrears on municipal taxes and service charges; • particulars of any corrective action taken or to be taken in response to issues raised in the audit reports; • any explanations that may be necessary to clarify issues in connection with the financial statements;
Annual report	<ul style="list-style-type: none"> • any information as determined by the municipality, • any recommendations of the municipality's performance audit committee, • an assessment by the accounting officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year; • the annual performance report prepared by a municipality; and • any other information as may be prescribed.
Oversight report	<p>The council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council's comments, which must include a statement whether the council:</p> <ul style="list-style-type: none"> • has approved the annual report with or without reservations; • has rejected the annual report; or • has referred the annual report back for revision of those components that can be revised <p>In terms of Section 132, the following documents must be submitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:</p> <ul style="list-style-type: none"> • the annual report (or any components thereof) of each municipality and each municipal entity in the province; and • all oversight reports adopted on those annual reports. It is important to note that the oversight committee working with these reports should be chaired by the opposition party.

6.6.3. Setting measures and targets

The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the IDP. Performance measures and targets are used to show how the Municipality is performing on its objectives. This stage comprises setting measures and targets, and then gathering data and information on these measures to assess the progress of the Municipality. Performance measurement allows Municipalities to compare their actual performance to their intended performance, and against nationally defined minimum standards. It will also, in time, allow for the comparison of their performance against that of other Municipalities.

6.6.4. Incorporating the General Key Performance Indicators

The following general key performance indicators are prescribed in Section 10 of the Municipal Planning and Performance Management Regulations, 2001 and must be reported on annually:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to free basic services;

- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through municipality's local economic development initiatives including capital projects;
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability as expressed by ratios that measure debt coverage, outstanding service debtors to revenue, and cost coverage

7. Performance Management Cycle

7.1. Organisational Level

The organisational performance management system can be defined as the planning process whereby the organisation set the strategic agenda, vision and mission, as well as strategic objectives for the upcoming financial year/s, and the desired performance results. Performance management at organisational level involves the following stages:

7.2. Planning

The Integrated Development Planning (IDP) process and the Performance Management Process should appear to be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process.

7.3. Priority setting

In setting priorities municipality should consider the following:

- An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities
- A long term development vision for the municipal area that overcomes its development challenges
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realisation of the development vision
- Additional projects identified in contributing to the achievement of the above objectives
- A financial plan and medium term income and expenditure framework that is aligned to the priorities of the municipality
- A spatial development framework

To be useful in the management of performance, the IDP must provide very clear objectives, indicators by which to measure the achievement of the objectives and unambiguous targets for those indicators.

7.4 Setting objectives

All components of the integrated development plan whether they are strategies or priority areas, need to be translated into a set of clear and tangible objectives. This is a crucial stage in ensuring that there is clarity on the IDP and that suitable indicator are found. A clear and concise construction of statement of objectives is needed. The statement requires a tangible, measurable and unambiguous commitment to be made. It is often useful to have a clear timeframe attached to this commitment in your objective statement.

7.5. Setting key performance Indicators

KPIs are measurements that tell us whether progress is being made in achieving our goals. Indicators should describe performance dimension considered key in measuring performance. The ethos of performance management as implemented in local governments and captured in the Municipal Systems Act and Municipal Planning and Performance Management Regulation rely centrally on the use of Key Performance Indicators.

7.6. Setting targets

The municipality should have clear objectives for its IDP and identified appropriate indicators. Targets are purely goals or milestones for what we intend an indicator to measure at various timeframes. Performance targets are planned level of performance or milestones an organisation sets for itself for each indicator identified. Targets are usually expressed in quantity or time terms.

7.7. Monitoring

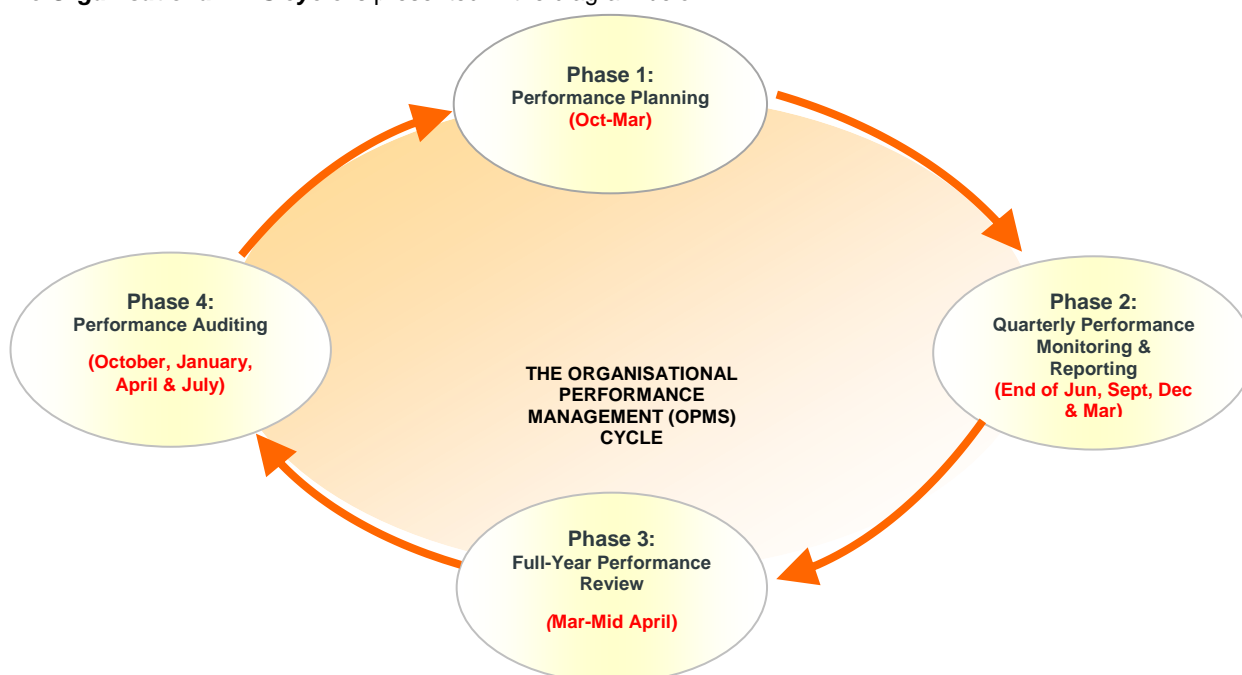
Monitoring is a continuous process of measuring, assessing, analysing and evaluating the performance of the organisation and departments with regard to KPIs and targets. Mechanisms, systems and processes for monitoring should provide for reporting at least twice per annum to the municipal council and the community, it should enable detection of early indication of underperformance and provide for corrective measures.

7.8. Review

Review includes assessment of the system itself, the framework, targets, and performance targets of departments and performance measurement of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators, performance targets and general key performance indicators. It also measures the economy, efficiency, effectiveness in the utilisation of resources and impact in so far as performance indicators and targets set by the municipality are concerned. Performance improvement and adjustment is based on review. The municipality should ensure that the community participates in review.

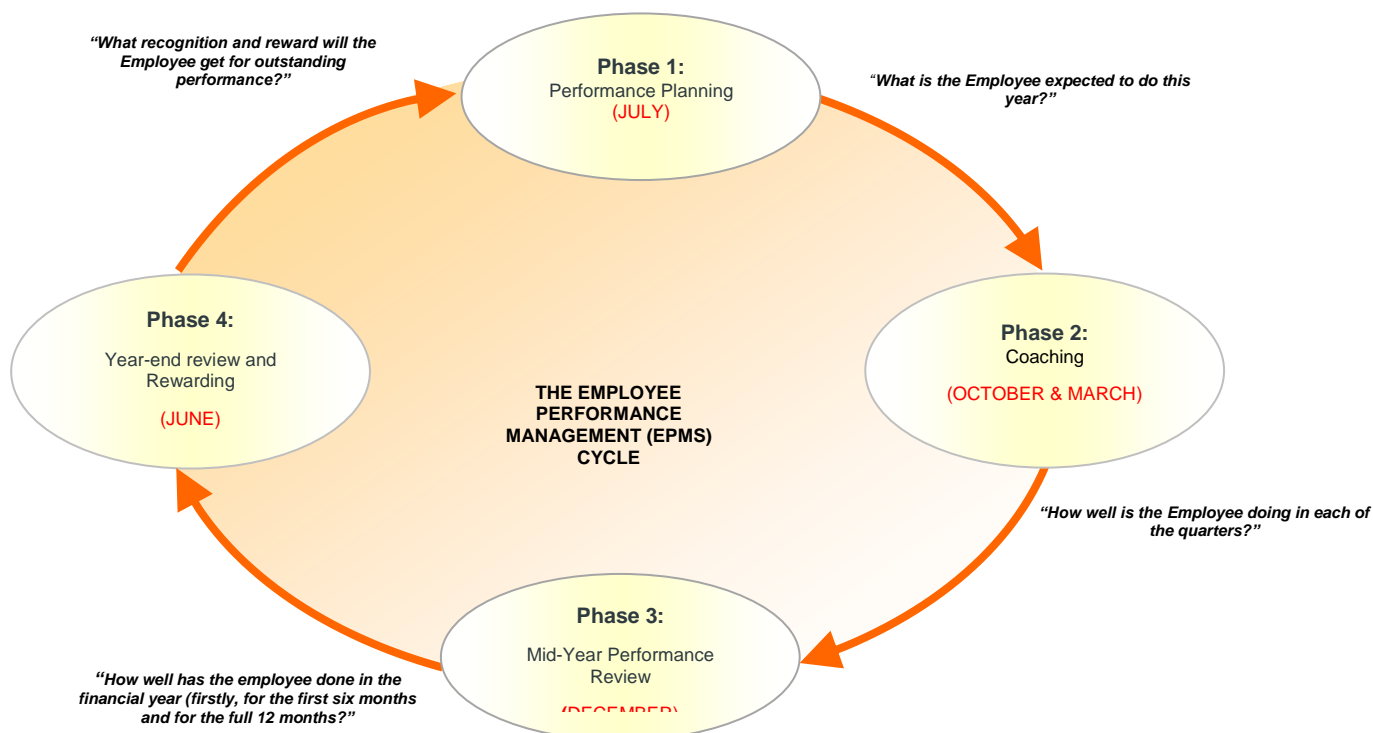
The organisational performance management cycle has the following processes/phases: performance planning, performance monitoring & reporting, performance reviewing (evaluation & assessment) and performance auditing.

The **Organisational PMS cycle** is presented in the diagram below:



7.9 Individual Level

Employee performance management system can be defined as the process through which the planned performance objectives as defined in the Strategic Plan are cascaded into employee's Annual Performance Plans, thus allowing for the planning, coaching and monitoring, reviewing and rewarding of performance, and the enhancement of development, at the level of the individual employee.



7.10 Phase 1: Planning

This is about jointly identifying individual performance expectations and gaining the employee's commitment in achieving these expectations. This also entails the identification of KFA's and indicators, the establishment of year-end targets and the planning for the phasing in of the year-end target into quarterly targets (cumulatively and quarterly).

7.11 Phase 2: Performance Coaching

This is the phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies. This is done with a view to timely detect performance relapses and to simultaneously introduce speedy remedial actions. A prescribed record sheet is used to record evidence and remedies. During this phase, on a quarterly basis, the actual performance must be determined and be judged against the quarterly obligation as well as the cumulative performance and the standards that have been set in advance. During this phase it is also important to provide and present any evidence proving performance. Although actual measurements are done each quarter, formal performance reviews only are to be done half yearly and year-end provided the documented performance in the first and third quarter is satisfactory.

7.12 Phase 3: Reviewing

This phase involves jointly assessing performance against expectations (planned vs. actual performance) at mid-year and year-end.

- Manager to set up formal mid-year review in December to assess the relevance of the objectives and the Employee's performance against the objectives.
- Manager to set up a formal final review in June.

7.12.1 The process for reviewing performance is as follows:

- Employee to submit all required "evidence" to the Manager.
- Manager to prepare scores of Employee's performance against agreed objectives as a result of the evidence.
- Manager to ask Employee to prepare for formal review by scoring him/herself against the agreed objectives.

- Manager and Employee to meet to conduct formal performance review and agree final scores.
- It may be necessary to have two meetings i.e. give Employee scores and allow him/her time to consider them before final agreement.
- Should Employees not agree with the contents of their performance agreement after the planning discussion or with the final scores that are allocated to them by their Manager after the review discussions, they may follow the dispute procedure as outlined in the regulations for section 57 employees and other employees to follow Madibeng Local Municipality dispute resolution mechanism.

7.12.2. The Evaluation Panel for reviewing performance

According to the Municipal Performance Management Regulation 2006, Regulation 27 (4d) stipulates that:

- For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established – **(only applicable to the Municipal Manager)**
 - Executive Mayor/ Mayor;
 - Chairperson of the Audit Committee;
 - Ward committee member (appointed by the Executive Mayor)
 - Member of the Mayoral Committee; and
 - Mayor and/ or Municipal Manager from another Municipality.
- For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established. **(only applicable to the managers directly accountable to Municipal Manager)**
 - Municipal Manager;
 - Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - Municipal manager from another municipality.

The terms of reference for the Section 57 employee's evaluation panel are:

- Assess performance against set targets as contained in the scorecards;
- Analyse performance report against evidence provided;
- Review the internal audit report;
- Make recommendations on the overall performance of the employee;
- Make recommendations for bonus payments;
- Manager responsible for Human Resources provides secretariat; and
- Record any deviations that may arise.

7.13. Performance Bonuses

In order to encourage high standards of performance it is recognised that outstanding performance should be rewarded. Employees who have signed fixed term contracts and performance agreements and who obtain high scores on their performance agreements are eligible to receive some form of financial reward as outlined in the Municipal Performance Management Regulation for Section 57 managers. A performance score is calculated according to the KPI and core competencies and added together to give an overall performance score. The amount of the bonus is determined by the total performance score, based on the following criteria determined by the regulations.

Paragraph 32 in the Local Government: Municipal Performance Regulations for Section 57 Managers (the Regulations) provides as follows, under the heading Management of Evaluation Outcomes.

A performance bonus ranging from **5% to 14%** of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that.

- a score of 130 % to 149% is awarded a performance bonus ranging from 5% to 9%;
- a score of 150 % and above is awarded a performance bonus ranging from 10% to 14%.

In the case of **unacceptable performance**, the employer shall –

- provide systematic remedial or developmental support to assist the employee to improve his or her performance; and
- after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

7.13.1 Allocation of Bonus

The table below provides for the threshold for the allocation of bonus and institution of poor performance management measures depending on the level of performance expresses in percentages in line with the regulations above.

The third column, entitled Percentage, is the conversion of the five point scale into percentages from a total of 200 percent as provided for in the Regulations. The third column also provides actual threshold for the payment of bonus with the fourth column, entitled Rewards or Corrective Action, providing the actual bonus quantum in proportion to the actual performance score with the determined thresholds.

Key terminology used in the Regulations is outstanding performance and unacceptable performance. The percentage threshold for bonus payment give meaning to the term outstanding performance through the threshold of 130% as the standard for outstanding performance and not the definition provided for the levels of performance in column two. The definition of unacceptable performance should be level two and below which are 80% and below in terms of percentages are defined as “performance not fully satisfactory” and “unsatisfactory performance.”

Level	Terminology	Percentage		Rewards/Corrective Action
5	Outstanding performance	161% - 200%		10% - 14% Bonus
4	Performance significantly above expectations	121% -160%	150% and above	
			130% - 149%	5% - 9% Bonus
			121% - 129%	No Bonus
3	Fully effective	81% - 120%		
2	Performance not fully satisfactory	41% - 80%		Poor Performance Management
1	Unsatisfactory performance	0% - 40%		

7.14 Dispute Mechanism

The municipal performance management regulation for section 57 managers provide clear guidelines for performance disputes relating to the performance of the municipal manager and managers directly accountable to the municipal manager. Below is the process of dispute as it relates for section 57 employees as stipulated in the said regulations.

- Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
 - In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC ; and
 - In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;
 - In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

The following process relates to dispute relating to employees below section 57 employees. .

- Conducting performance counselling in case of poor performance;
- If counselling does not yield results, employees are put on performance improvement process with action plan and clear timelines; and
- If performance does not improve, disciplinary process will be initiated, where by a verbal warning will be given, followed by written warning and subsequent dismissal.

7.15. Appraisal Process and reward for managers (not section 57)

The implementation of performance management system for employees other than Sec. 57 managers is not specifically prescribed. However, for better monitoring within the municipality, the Madibeng Local Municipal gave an approval that performance management system be cascaded down to divisional manager. It is recommended that Section 57 managers should sign scorecards with divisional managers, as there are legal implications for signing of a performance agreement. The director h signs a scorecard that outlines the targets for a divisional manager and the expected time performance.

The process of planning and monitoring will be conducted as that for managers directly accountable to the municipal manager.

For purposes of evaluating the annual performance of managers and specialists, an evaluation panel constituted of the following persons must be established.

- Director responsible for the department
- Chief Operating Officer
- Relevant Member of the Mayoral Committee
- Employee being evaluated;
- Manager PMS

The terms of reference for evaluation panel for staff below section 57 employees are:

- Assess performance against set targets as contained in the scorecards;
- Analyse evidence provided;
- Make recommendations for non financial reward;
- Record discussions and any amendments made to the signed off scorecard.

7.16. Year End Review and Rewarding

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees. Permanent employees will initially be awarded non-financial rewards for good performance and ultimately financial rewards will be determined through the National Collective Bargaining process at South African Local Government Bargaining Council (SALGBC).

8. General Issues Relating to Performance Management

The following are some general issues related to performance management that need to be taken into consideration in implementing the PMS of the Municipality:

8.1. Managing Poor Performance

Should an Employee not be achieving the objectives in his/her performance agreement the Manager should assist the Employee by managing his/her performance more closely. It is **not** appropriate that the first time an Employee hears about his/her non-performance is at the formal performance review. Employees **must** be coached and given feedback throughout the year.

8.2. Early Warning Mechanisms

The municipality's 1st quarter performance report should be used as early warning mechanisms to assess performance of a department or even the entire municipality, to determine whether the annual performance targets are not likely to be achieved. The departments should review mechanisms to improve its performance and indicate to the internal audit and performance audit committee how they intend to achieve better.

8.3. Addressing Poor Performance

The management of poor performance should be seen as a corrective process, focusing on addressing issues that lead to performance related problems. Counseling is seen as the first corrective process, which should include the following:

- Identify and agree on the problem.
- Describe the impact of the poor performance.
- Establish reasons for performance
- Decide and agree on what actions are required , and set the necessary timeframes
- Resource the agreed actions

8.4. Reward and Recognition

8.4.1. Non-Financial Rewards

Non-financial reward is based on recognising high performance in ways other than financial reward. Such recognition should be based on the following three approaches –

- **Informal:** These are spontaneous and can be implemented with minimal planning and effort, e.g. calling an employee into the office and thanking him/her for a job well done and not discussing anything else.
- **Awards for specific achievements and activities:** These are tailored to reward specific achievements and behaviours desired most in the organisation, e.g. long service awards, monthly awards, etc.
- **Formal:** The municipality has formal recognition programmes used to formally acknowledge (in public) significant contributions by individuals and teams, e.g. annual year end awards.

9. Conclusion

Performance management is a process which stretches right through the organisation, from its vision and mission statement, to its objectives and eventually its staff. It applies to the performance of an organisation as well as to all persons related to it. The *White Paper on Local Government* (1998) states that key mechanisms to ensuring service excellence in municipalities include integrated development planning, performance management and community participation. As a start there are things that a municipality simply must do.

It must:

- establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with its targets, priorities and objectives contained in its IDP.
- promote a culture of performance management among its political structures, political office-bearers, councillors and administration.
- administer its affairs in an economical, effective, efficient and accountable manner (Municipal Systems Act, 2000).

Appropriate Key Performance Indicators must be established to serve as a yardstick for measuring individual and organisational performance. These key performance indicators should include outcomes and the impact of a performance area with regards to a municipality's development priorities and objectives as set out in its IDP.

The process of implementing a performance management system must be seen as a learning process, where we are continuously improving the way the system works to fulfil the objectives of the system and address the emerging challenges from a constantly changing environment.

PMS Framework

- Roles and Responsibilities of Stakeholders in the Operation and Management of the Performance Management System

Municipal Council's Political Oversight Roles and Responsibilities

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Adopts priorities & objectives of the Integrated Development Plan. 2. Adopts the Performance Management Policy and Procedure Manual 3. Adopts the Reviewed PMS framework. 4. Adopts the municipal strategic scorecard that includes priorities and objectives of the IDP. 5. Assigns the responsibility for the management of the PMS to the Executive Mayor. 6. Establish an oversight committee for the purpose of the annual report and other aspect incidental to performance management that the Council may wish the oversight committee to consider. 	<ol style="list-style-type: none"> 1. Approves the annual review programme of the IDP. 2. Approves the Top level SDBIP. 3. Approves changes to the SDBIP and adjustment Budget. 4. Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality. 5. Consider the oversight report from the oversight committee. 	<ol style="list-style-type: none"> 1. Receives externally audited performance reports from the Executive Mayor annually. 2. Reports the municipality performance to the community at least twice a year. 3. Approves recommendations for the improvement of the performance management system. 4. Annually receives the appraisal of the Municipal Manager and Directors performance. 5. Submits the municipal annual report to the Auditor General and the MEC. 	<ol style="list-style-type: none"> 1. Approves the municipal annual audit plan and any substantial changes to it. 2. Can receive performance reports directly from the Audit Committee. 3. Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 4. Receives performance audit report from the Auditor General and approves implementation of its recommendations.

Roles and Responsibilities of the Executive Mayor

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Submits priorities and objectives of the Integrated Development Plan to Council for approval. 2. Submits the PMS framework and policy for approval. 3. Submits the municipal strategic scorecard to Council for approval. 4. Submits the Service Delivery and Budget Implementation Plans to the Council. 5. Enters into a performance agreement with the Municipal Manager on behalf of Council. 6. Assigns the responsibility for the management of the PMS to the Municipal Manager. 7. Tables the budget and Top-Level SDBIP to Council for approval. 	<ol style="list-style-type: none"> 1. Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Proposes the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality 4. Quarterly evaluates the performance of the municipality against adopted KPIs and targets. 5. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality. 6. Mid-yearly and annually evaluates the performance of the Municipal Manager. 	<ol style="list-style-type: none"> 1. Receives monthly budget statement. 2. Receives performance reports quarterly from the internal auditor. 3. Receives performance reports twice a year from the Audit Committee 4. Receives monthly and quarterly reports from the Municipal Manager on the performance of Managers and the rest of the staff. 5. Report to council on the quarterly, mid-term review and the annual report on the performance of the municipality 6. Reports to Council on the recommendations for the improvement of the performance management system. 	<ol style="list-style-type: none"> 1. Submits the municipal annual audit plan and any substantial changes to council for approval. 2. Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 3. Receives performance audit report from the Auditor General and makes recommendations to Council.

Roles and Responsibilities of the Municipal Manager

Planning	Implementation	Monitoring & Evaluation		
		Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Coordinates the process of needs identification and prioritization among all stakeholders, including community structures. 2. Coordinates the formulation and revision of the PMS framework. 3. Coordinates the formulation and revision of the municipal strategic scorecard. 4. Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans. 5. Enters into a performance agreement with Directors on behalf of Council. 	<ol style="list-style-type: none"> 1. Manages the overall implementation of the IDP. 2. Ensures that all role players implement the provisions of the PMS framework. 3. Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality. 4. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. 5. Implements performance improvement measures approved by the Executive Mayor & the Council. 6. Ensures that performance objectives in the Managers' performance agreements are achieved. 	<ol style="list-style-type: none"> 1. Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees & the Executive Mayor. 2. Formulation of the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality. 4. Quarterly and annually evaluates the performance of Managers. 	<ol style="list-style-type: none"> 1. Receives performance reports quarterly from the internal auditor. 2. Receives performance reports twice a year from the Performance Audit Committee. 3. Receives monthly departmental performance reports. 4. Reports once in two months to council committees and the Executive Mayor on the performance of Departments 5. Reports on the implementation of improvement measures adopted by the Executive Mayor and Council. 6. Annually reports on the performance of Managers 7. Submit the municipal annual report to the Executive Mayor. 	<ol style="list-style-type: none"> 1. Formulates the municipal annual audit plan. 2. Formulates a response to the recommendations of the internal auditor and the Audit Committee. 3. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Executive Mayor

Roles and Responsibilities of Council Committees

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Advise the Executive Mayor on priorities and objectives of the Integrated Development Plan. 2. Deliberates and advice on the municipal strategic scorecard. 3. Participates in the formulation of the Top Level Service Delivery and Budget Implementation Plan. 4. Ensures that concerns of community structures are taken into account in discharging their responsibilities 	<ol style="list-style-type: none"> 1. Participate in the formulation of the annual review program of the IDP, including the review of key performance indicators and performance targets. 2. Participate in the formulation of proposals for the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Quarterly evaluates the performance of their portfolios against adopted KPIs & targets 4. Quarterly reviews the performance of their portfolios to improve the economy, efficiency & effectiveness of the municipality 	<ol style="list-style-type: none"> 1. Receives Audit Committee performance reports from the municipal manager and make recommendations to the Executive Mayor. 2. Receives quarterly reports from the Managers responsible for their portfolios before they are tabled at the Mayoral Committee. 3. Reports to the Executive Mayor on the recommendations for the improvement of the performance management system. 4. Council adopts the oversight report. 	<ol style="list-style-type: none"> 1. Receives and note the annual audit plan. 2. Advices the Executive Mayor on the implementation of the recommendations of the internal auditor with regard to both the improvement in the performance of the municipality and improvement of the performance management system itself.

Roles and Responsibilities of Directors

Planning	Implementation	Monitoring & Evaluation		
		Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Participates in the identification of IDP priorities and the whole IDP process. 2. Participates in the formulation and revision of the municipal strategic scorecard. 3. Participates in the formulation of the Top level SDBIP. 4. Develop Technical SDBIP. 5. Manages subordinates' performance measurement system. 6. Regularly reports to the Municipal manager. 7. Enters into a performance agreement with the Municipal Manager 	<ol style="list-style-type: none"> 1. Manages the implementation of the Departmental SDBIP. 2. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. 3. Implements performance improvement measures approved by the Executive Mayor & the Council. 4. Manages the implementation of subordinates' performance measurement system. 5. Ensures that performance objectives in the performance agreements are achieved. 	<ol style="list-style-type: none"> 1. Participates in the formulation of the annual review programme of the IDP, including the review of key performance indicators & performance targets for the consideration of Council Committees & the Executive Mayor. 2. Annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments. 3. Quarterly and annually evaluates the performance of the department. 4. Participates in Mid-Term Review. 	<ol style="list-style-type: none"> 1. Submit monthly & quarterly departmental performance reports. 2. Comments on the monthly reports in terms of any material variance. 3. Reports on the implementation of improvement measures adopted by the Executive Mayor & Council. 4. Annually reports on the performance of the department. 	<ol style="list-style-type: none"> 1. Participates in the formulation of the response to the recommendations of the internal auditor and the Performance Audit Committee. 2. Participates in the formulation of the response to performance audit report of the Auditor General and makes recommendations to the municipal manager.

Roles and Responsibilities of Staff

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Participates in the development of the Technical SDBIP. 2. Participates in the development of their own performance measurement. 	Executes individual work plans.	<ol style="list-style-type: none"> 1. Participates in the review of departmental plans. 2. Participates in the review of own performance. 	Level 1 to 3 Managers submit monthly progress performance reports, quarterly performance and review reports and annual performance reports.

Roles and Responsibilities of the Internal Audit Division

Planning	Monitoring	
	Review	Reporting
Develop a risk and compliance based audit plan.	<ol style="list-style-type: none"> 1. Audit the performance of departments against the IDP and SDBIPs. 2. Assess the functionality of the PMS. 3. Ensures that the system complies with the Act. 4. Audit the performance measures in the municipal scorecard and departmental scorecards. 5. Conduct compliance based audit. 	<ol style="list-style-type: none"> 1. Submit quarterly performance audit reports to the Municipal Manager. 2. Submit quarterly performance audit reports to the Performance Audit Committee.

Roles and Responsibilities of the Audit Committee

Planning	Monitoring	
	Review	Reporting
Receives and approves the annual audit plan.	Review quarterly reports from the Internal Audit Division.	Reports quarterly to the municipal Council.

Roles and Responsibilities of the Community

Planning	Monitoring	
	Review	Reporting
<ol style="list-style-type: none"> 1. Participate in the drafting and implementation of the municipality's IDP through established forums 2. Participates in the setting of KPIs and targets for the municipality every year 3. Make representations on the draft annual budget 	Participate in the annual review of performance through their involvement in the development of the Oversight Report.	<ol style="list-style-type: none"> 1. Receive annual performance and budget reports from council 2. Participate in the development of the Oversight report

GOOD GOVERNANCE

1. National Key Performance Indicators

- ⌘ The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- ⌘ The percentage of households earning less than R1 600 per month with access to free basic services;
- ⌘ The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- ⌘ The number of jobs created through municipality's local economic development initiatives including capital projects;
- ⌘ The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- ⌘ The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- ⌘ Financial viability as expressed by the ratios in the gazette.

The Municipality in its endeavour to ensure that these KPI's are attended to, has incorporated them in the Organizational Business Plan as part of its objectives which is informed by the priority needs of the community in the IDP.

2. National Millenium Development Goals

Goal 1: ERADICATE EXTREME POVERTY AND HUNGER

The Municipality has entered into an agreement with the Department of Public Works and Independent Development Trust (IDT) to initiate Food for Waste project. The project is implemented by the division as it focuses on waste management which is a responsibility of the division. The project is implemented in the three villages i.e. Mmakau, Maboloka and Klipgat as phase two and expanded into two more settlements i.e. Madidi and Schaumburg and the 3rd settlement namely De Kroon is underway pending the signing of Memorandum of Agreement. The aforementioned areas did not receive waste removal services before. The target number is hundred (250) beneficiaries selected from destitute families who do not have an income. The payment is in the form of groceries.

The 2011 /12 projects reported either received funds from other stakeholders or are still awaiting funds and are intended for household food security, and local economic development

PROJECT NAME AND PLACE	PROJECT DESCRIPTION	FUNDER AND AMOUNT	PROJECT STATUS	OUTSTANDING ACTIVITIES
3 Crop production projects: Dikokomana tsa ga Lot Ramathape @ Geluk Kotla @ Kameeldrift Dirang Lothe @ Karreepoort 20 crop farmers as beneficiaries	Crop production with wheat as a commodity. 80 hectares of land cultivated.	Bojanala Platinum District Municipality (R400 000)	The following activities are completed: Area clearing and slashing Soil preparation Planting Top dressing	Weed control Activities that had to be done by the farmers: <ul style="list-style-type: none"> • Harvesting and marketing • Irrigation • These were done and the project was completed.
Bokfontein Youth Hydroponic project for 20 youth members. (Bokfontein settlement)	Production of baby vegetables for specialised market needs.	Hernic Ferrochrome Mine (R800 000).	Activities completed: Area identification and demarcation. Borehole drilling and testing	Fencing <ul style="list-style-type: none"> • Borehole equipping • Irrigation system • Hydroponic tunnels • Packing house & administration office • Production inputs and equipments

PROJECT NAME AND PLACE	PROJECT DESCRIPTION	FUNDER AND AMOUNT	PROJECT STATUS	OUTSTANDING ACTIVITIES
Dilemo Herbs and Strawberry project @ Mmakau	Production of Herbs and	Xstrata Eland mine (R300 000)	Activities completed Debushing Fencing Borehole drilling, equipping and testing. water tank purchase & slab building Irrigation system Store room Garden tools purchase Production inputs Generator for power supply	Outstanding activities: <ul style="list-style-type: none"> Repair of irrigation system after theft Protective clothing
Khanya leafy vegetables project (6 youth members) @ Sonop	Production of Indian leafy vegetables (mettibuch & green dana)	Lonmin Mine	Completed activities: Area clearing Soil cultivation Borehole siting, drilling, equipping and testing. Irrigation system Water tank and stand Fencing Soil quality testing Security zozo	Outstanding activities: <ul style="list-style-type: none"> Production inputs Garden tools Packaging rooms Protective clothing
Rata Tlhago Agric project (5 youth members) @ Rietgat	Peaches, Oranges and plum trees (600 trees in total)	Dept of Forestry and fisheries with trees & fencing from Dept of Agric CASP budget.	Completed activities: Trees planting 1 hectere Fencing	Outstanding activities: <ul style="list-style-type: none"> Water supply and reticulation Administration and packaging blocks A vegetable garden for short term income generation whilst waiting for the trees to grow
Lefadi Kgodu broiler project (6 members) @ Dipompong	Production of 20 000 broilers all in all out system.	Bojanala Platinum District Municipality (R1.3 m)	Completed activities: Area clearing and construction of access road 4 hectare fencing 65 x 14 metres foundation layout. Iron/ steel framework erection	Outstanding activities: <ul style="list-style-type: none"> Power supply. Razor wire for the fence Erection of complete closed system broiler houses. Production inputs Office and storage rooms.
Acquaculture	Catfish farming	Not yet funded	None	The entire project establishment as soon as funds are acquired. Environmental impact studies and viable business plans will be the point of departure

PROJECT NAME AND PLACE	PROJECT DESCRIPTION	FUNDER AND AMOUNT	PROJECT STATUS	OUTSTANDING ACTIVITIES
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Jericho cattle feedlot	Cattle fattening facility	Bojanala Platinum District Municipality (R5 m)	Completed activities: Kraals erection, with sick bay and loading ramps Feeding troughs Bore hole drilling and equipping Water reticulation Administration block Fodder storage hall Water tanks & stands	Outstanding activities: <ul style="list-style-type: none"> • Complete fencing with lockable gate • Electrification • Production inputs • Operational plan.
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Programmes/ projects running in line with Eradicating Poverty and Hunger

The following poverty alleviation projects / programmes are running;

- Hebron broiler projects with 5 members,
- Letlhabile vegetable garden with 12 members,
- Rankotea broiler projects with 5 members,
- Klipgat fruits and strawberry projects for elderly people.
- Mothotlung network project for displaced families, municipality supply food parcels.
- Shakung goats project with 7 members.
- Maboloka small bakery project that supply bread to schools, crèches and churches.

Number of beneficiary programs for women

- Matlala Letsema la Far Tex Cooperative empowered through access to funding by DTI Cooperatives incentive scheme for machinery and material.
- 15 Women trained on Tendering processes sponsored by Bojanala district Municipality on 15 September 2011

Number of beneficiary programs for youth

- NYDA Global Entrepreneurship week campaign held on 14 November 2011
- Youth business awareness workshop on 28th November 2011
- 4 youth in Madibeng empowered through NYDA voucher programme
- 14 youth in Madibeng participated in NYDA Buy youth training on 23rd and 24th November 2011
- Youth in Madibeng assisted to fill applications for business registration sponsored by NYDA
- Youth trained on business management through NYDA Ithubalentsha programme on 16th to 20th April 2012

Number of beneficiary programs for the disabled

- 15 unemployed disabled youth identified for training sponsored by Procomputrain College on computer literacy in September 2011.
- Workshop for disabled people on co-operatives registration held on 21 June 2012

No of SMME's assisted with access to markets

- 2 SMME's participated in the Pretoria show in 25th August to 4th September 2011 and 2 SMME's in the Bojanala District Expo 2011 on 20th to 26th September 2011.
- Local SMME's were contracted by JT Stocks Madonna Kanonibo Joint venture for the construction of Brits Hospital.
- Bothakga clothing managed to get a contract as a supplier to Xstrata Mine
- Mpho Shoe & Leather Clinic managed to get letters of intent from companies through the export and import program of DTI
- Honey Nectorous, managed to acquire contracts as suppliers of honey to Gerardo Trading Cc t/a Health Distributors and others
- Local SMME's managed to provide service to the Madibeng Local Municipality

Number of Women and Youth empowerment on LED initiatives

- Youth Arts and crafts Exhibition was held in Mmakau on the 09th March 2012
- NWDC workshop on funding of SMME's held on 04th and 11th March 2012

Labour intensive programmes

- EPWP job creation at Madibeng local municipality is **654**.

Goal 2: ACHIEVE UNIVERSAL PRIMARY EDUCATION

The municipality contributes to this goal through the environmental outreach programmes in which awareness campaigns and workshops are conducted focusing on educating the community on ways to sustain the environment and developing skills on how to use waste in developing the recycling projects.

KEY ACHIEVEMENT	DESCRIPTION OF ACHIEVEMENT
1.Compost Making	09/06/2011 Composting project at Bokfontein was monitored by doing a six week turning. 17/04/2012 Composting Workshop for Segwaelane Youth group. 07/11/2012 Klipgat composting workshop.
2.Waste Management workshop	08/11/2011 Damonsville 26/08/2011 the Maboloka community was trained on Waste Management in order to start Recycling projects. 30/09/2011 Letlhakaneng village 13/10/2011 workshop for Wonderkop community. 20/10/2011 Majakaneng 21/10/2011 Modderspruit 27/01/2012 an environmental awareness capacity building workshop was held at Mothutlung. 14/02/2012 Waste Management workshop at Oukasi. 30/05/2012 waste management workshop at Majakaneng village. 13/07/2012 Waste Management Workshop for Kgabalatsane Youth at Micha Kgasi high school. 27/08/2012 Waste Management Workshop at Hebron for Youth. 25/09/2012—Madidi Community waste management and composting workshop 28/09/2012—Madidi Community waste management workshop.

KEY ACHIEVEMENT	DESCRIPTION OF ACHIEVEMENT
3.Environmental awareness	<p>23/09/2011 Tumo Primary School Maboloka</p> <p>02/11/2012 Waste Management awareness Excursion for Footprint institution Maboloka</p> <p>03/08/2012---Rabboni School: Science week: Presentation on Sustainable energy resources (Climate change).</p> <p>04/12/2012 Awareness at Crocodile street, Primindia, Brits.</p> <p>05/06/2012 Environmental awareness raising for Kgabalatsane Youth</p> <p>05/12/2012 Awareness at De-Kroon informal settlement.</p> <p>14 /09/2012 –Segwaelane Village Tree Planting. 16/05/2012 Environmental Education meeting with schools in Brits.</p> <p>25/05/2012 Environmental Awareness rising at Maruatona Primary school, Wonderkop.</p> <p>14/06/2012 Environmental meeting with Letlhabile APO schools</p> <p>26-30/11/2012 Environmental Awareness and Letsema Campaign.</p>
5. Madibeng Green Friday launch.	07/10/2011(shop to shop environmental awareness in Brits town
7.Green Friday District launch(Clean up and awareness)	14/10/2011Clean Up and Awareness raising at Wonderkop
10.Clean up campaign	<p>04/11/2011 Damonsville26/09/2012---Clean-up campaign at Madidi</p> <p>11/11/2011 cleanup campaign supported by BPDM for Cosmos (Orange farm) community.</p> <p>09/02/2012 Cleanup campaign15-23 March 2012 the Environmental Management Unit supported a group of volunteers to clean Damonsville clinic. at Oukasi.</p> <p>28/10/2011 Cleanup campaign in partnership with International Ferro Metal for Modderspruit community</p>
14.Recycling Project launch	21/12/2011 the Sisonke Youth in Maboloka group workshoped on waste management were launching the recycling project sponsored by Alert Steel.
16. Madibeng Environmental Forum Meeting.	31/01/2012 Different stakeholder in all the companies and institutions in Madibeng having an impact on the Environment were invited to the meeting for coordination of Environmental activities from a central point.
17.Environmental meeting	<p>01/02/2012 Environmental meeting with Oukasi Unemployed Youth.</p> <p>13/12/2011 Ga-Rasai</p> <p>22/08/2012 Environmental Meeting with Sephola Banatso Middle school.</p>
26.Environmental Day	05/06/2012 Environmental day preparation meeting at Cosmos.

Number of SMME's supported through training

- 20 Cooperatives trained on business management through New venture creations from November 2011 to July 2012 facilitated by Skills Plus solutions and sponsored by Agri Seta.
- 45 SMME's and Cooperatives trained on business management by Centre for business education and training sponsored by ABSA enterprise development centre on 10 November 2011
-

Goal 3: **PROMOTE GENDER EQUALITY AND EMPOWER WOMEN**

Waste & Environmental Management division employs a majority of women in its components. In the Food for Waste project gender equity was taken in consideration during the recruitment process and the majority of beneficiaries are women.

Goal 4: **REDUCE CHILD MORTALITY**

The following programmes/projects were developed to reduce child mortality:

- Promotion of breastfeeding
- Expanded programme of immunization
- Integrated management of childhood illnesses
- Management of ill children in hospitals
- Early identification of HIV infected children and appropriate treatment

- Improving school health services

Goal 5: IMPROVE MATERNAL HEALTH

- Basic antenatal care
- HIV testing during pregnancy with initiation of ART and PMTCT services
- Improved access to care during labour through introduction of dedicated obstetric ambulances and establishment of maternity waiting hours
- Improve intrapartum care and
- PNC within 6 days

Goal 6: COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES

All clinics in the jurisdiction of Madibeng are rolling out anti-retroviral treatment. Programmes and projects includes –

- Maximising opportunities for testing and screening (HCT)
- Reducing transmission of HIV from mother to child
- Increasing access to a package of sexual and reproductive health, including male medical circumcision.

There is only one HIV Care Centre in Madibeng - Maboloka HIV & Aids and Awareness Organization (MAHAAO)

Goal 7: ENSURE ENVIRONMENT SUSTAINABILITY

Initiatives and progress relative to Eradicating Extreme Poverty and Hunger

The Municipality has entered into an agreement with the Department of Public Works and Independent Development Trust (IDT) to initiate Food for Waste project. The project is implemented by the division as it focuses on waste management which is a responsibility of the division. The project is implemented in the three villages i.e. Mmakau, Maboloka and Klipgat as phase two and expanded into two more settlements i.e. Madidi and Schaumburg and the 3rd settlement namely De Kroon is underway pending the signing of Memorandum of Agreement. The aforementioned areas did not receive waste removal services before. The target number is hundred (250) beneficiaries selected from destitute families who do not have an income. The payment is in the form of groceries.

Education Awareness Campaigns on Environment

The municipality is embarking on workshops to train people on recycling of waste as a way of minimizing the contamination of the environment. The community members who attended workshops are encouraged to start recycling projects and register their companies. Continuous cleaning campaigns are conducted as and when resources are available. Some of the workshops conducted are on compost making and climate change to teach the community about the sustainable use of energy resources and to resort to the use of organic manure to avoid the use of chemical fertilizers which contaminates the environment.

Goal 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT

The Municipality has entered into an agreement of North-South cooperation with the City of Lahti in Finland and HO municipality in Ghana. The purpose of this agreement is to ensure that there is assistance in the capacity building concerning environmental issues like waste management and climate change. The cooperation is a lever in efforts to protect the environment which is a prerequisite for sustainable development. The protection of the environment is the core focus of the agreement. Waste management and climate change programmes are the key focus activities exchanged by the municipalities in the cooperation and are handled by the division.

Investment Marketing

A local SMME of Mpho Shoe and Leather Clinic, manufacturing leather products like wallets, hand bags etc, was linked through DTI Missions, and was sent to Botswana to exhibit his products as LED marketing tool.

3. National Spatial Development Perspective

Most developments in the country are guided by the NSDP. This macro perspective on economic, social and environmental trends and challenges is used as basis to formulate and shape the most effective, efficient and sustainable spatial and socio-economic dispensation for South Africa. This is done with the full realisation and appreciation that the country is faced with tremendous potential and needs but also with scarce resources and capacities that must be allocated and utilized in the best interest of the complete country and all its people.

The NSDP is guiding the spatial development of each province and geographic locality within provinces based on certain basic principles and provisions as follows:

- The first principle is that government is committed to economic growth, employment creation and sustainable service delivery as prerequisite for poverty alleviation and the eradication of historic inequities. All infrastructure investment and development spending programmes should be guided by this basic principle.
- The second principle seeks to capture the view that future government spending on infrastructure and development should not be in localities that would ultimately become "poverty traps". We are cautioned not to continue trends that are not sustainable and that will keep people in these poverty traps but only to be guided at these localities by the Constitutional imperative of providing basic services to all South Africans. Where economic viability is found however, this potential should be exploited optimally.
- The third principle proceed from the premise that economic growth that is channelled into activity corridors that are linked to existing growth centres have a better chance of sustainability than ad hoc investments. Spatial Development Initiatives that strengthen economic activity from the centre into the province should therefore receive priority.
- A fourth principle is that efforts to address past and current social inequalities should focus on people rather than places.
- These principles represent a definite shift away from policy directives that were instrumental in promoting the apartheid policy in the past and that must in future supersede previous non-sustainable policies and strategies to guide infrastructure investment and development spending at non-viable localities.

4. Medium Term Strategic Framework

Theme: "Together doing more and better"

Electoral Mandate

The National Government's mandate underscores the need to create a nation united in diversity, working together to weave the threads that will result in the creation of a democratic, non-racial, non-sexist and prosperous society.

The following objectives are identified:

- Halve poverty and unemployment by 2014
- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- Improve the nation's health profile and skills base and ensure universal access to basic services
- Improve the safety of citizens by reducing incidents of crime and corruption
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia.

The priority areas to give effect to the above strategic objectives are:

- More inclusive economic growth, decent work and sustainable livelihoods
- Economic and social infrastructure
- Rural development, food security and land reform
- Access to quality education
- Improved health care
- The fight against crime and corruption
- Cohesive and sustainable communities
- Creation of a better Africa and a better world

- Sustainable resource management and use
- A developmental state including improvement of public services.

Basic Thrust and Focus of the MTSF

The basic thrust of MTSF 2009 – 2014 is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world.

How should government address these competing demands on limited resources?

Firstly, the sequencing and phasing in of various programmes will need to take into account availability of resources.

Secondly, a comprehensive review of the budget will need to be conducted so as to identify saving that can be allocated to priorities.

Thirdly, creative ways will need to be found to involve Development Finance Institutions and the private sector in the implementation of some of the projects.

5. STATE OF THE NATION SPEECH – 24 FEBRUARY 2013

On the 15th of August 2012, the National Planning Committee handed over the National Development Plan (NDP), the Vision of the country for the next 20 years, to the President. The NDP contains proposals for tackling the problems of poverty, inequality and unemployment.

It is a roadmap to a South Africa where all will have water, electricity, sanitation, jobs, housing, public transport, adequate nutrition, education, social protection, quality health care, recreation and a clean environment

In particular, we agree to work together:

- to strengthen collective bargaining;
- to address the housing problems in the mining towns;
- to support the National Infrastructure Programme;
- to address youth unemployment; and
- to identify measures to reduce inequalities.

Work is underway and the team will report in due course with specific plans for Madibeng, Rustenburg, etc.

The census statistics revealed that 63% of the population are living in urban areas. This is likely to increase to over 70% by 2030.

Whilst rural development remains a priority of Government, it is crucial that a National Integrated Urban Development Framework be developed to assist municipalities to effectively manage rapid urbanisation.

As part of implementing the NDP, all three levels of government need to manage the new wave of urbanisation in ways that also contribute to rural development.

6. THE NATIONAL DEVELOPMENT PLAN

Background

- President Jacob Zuma appointed the National Planning Commission in May 2010 to draft a Vision and National Development Plan.
- The Commission's Diagnostic Report, released in June 2011 set out SA's achievements and shortcomings. Nine primary challenges were identified:

1. Too few people work
2. The quality of school education for black people is poor
3. Infrastructure is poorly located, inadequate and under-maintained
4. Spatial divides hobble inclusive development

5. The economy is unsustainably resource intensive
6. The public health system cannot meet demand or sustain quality
7. Public services are uneven and often of poor quality
8. Corruption levels are high
9. South Africa remains a divided society

- The assessment of the Diagnostic Study led to the development of the draft national plan released in November 2011.
- In August 2012 the National Cabinet accepted the Plan
- In Dec. 2012 the plan was also further discussed and widely supported by the ANC at its national conference in Mangaung.
- Henceforth, the plan must be used as a blueprint for planning and implementation to achieve its vision.

6 Pillars of the National Development Plan 2030

The objectives of the plan are the elimination of poverty and the reduction of inequality through:

- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality
- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable
- Raising economic growth, promoting exports and making the economy more labour absorbing
- Focusing on key capabilities of both people and the country:

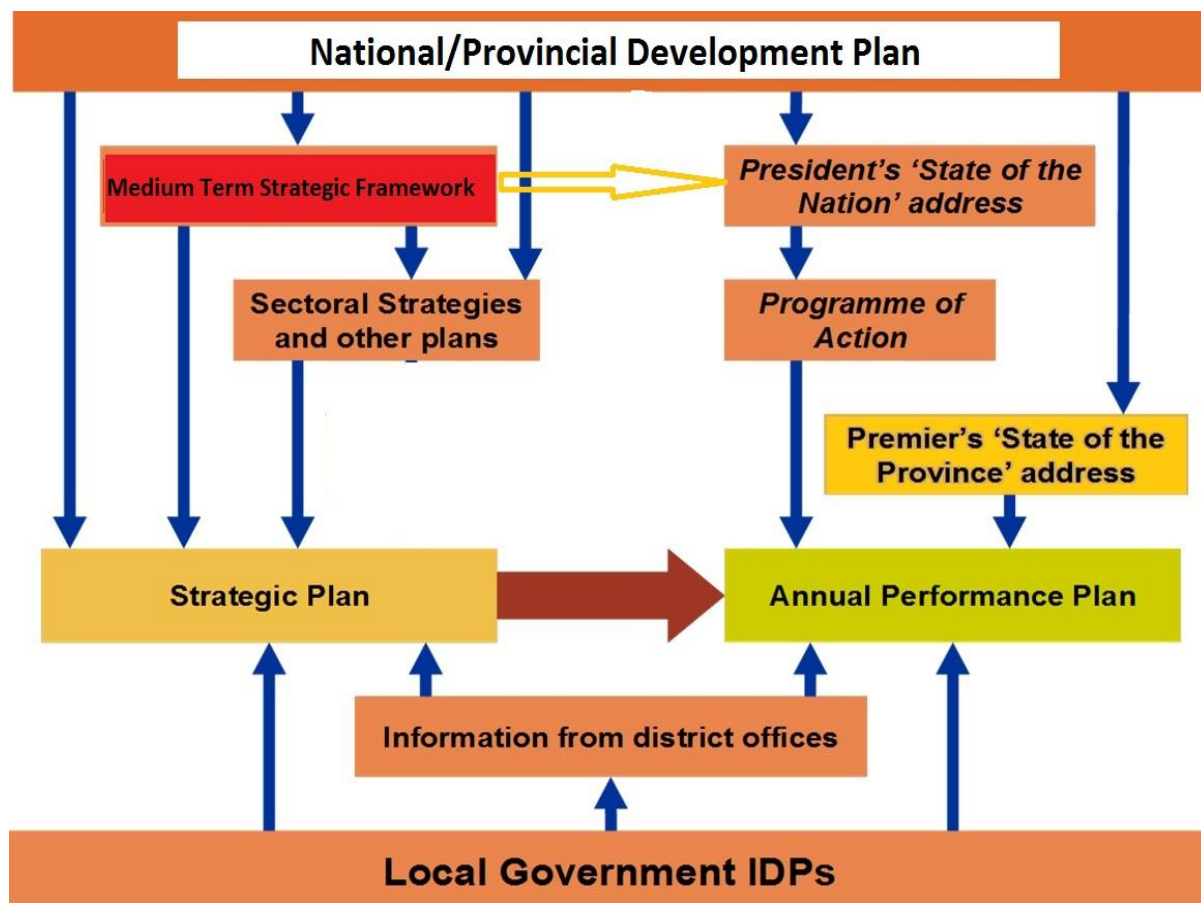
Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners

- Building a capable and developmental state
- Strong leadership throughout society that works together to solve our problems

Implementation Approach

The NDP is a plan for all South Africans, but government has a special role to play in leading its implementation and constructing accountability frameworks.

In doing so, it uses the existing MTSF framework but encapsulates it firmly into the strategic outline of the NDP.



The Implementation Plan

The 2014 – 2019 MTSF should now be conceptualised as a 5-year plan with actions, outputs and targets to be achieved in the medium term to set the country on a positive trajectory towards the long-term vision of the NDP. In doing so it will follow certain **Core Principles** for effective implementation:

- Broad ownership
- Continuous capacity building
- Policy consistency
- Prioritisation and sequencing
- Clarity of responsibility and accountability
- Continuous learning and improving
- Coordinated action

The key pillars of this Budget are:

- Global growth is improving, though uncertainty remains.
- South Africa's economy must grow faster and more inclusively.

7. SPECIAL PRESIDENTIAL PACKAGE: INTERVENTION FOR DISTRESSED COMMUNITIES IN IDENTIFIED MINING TOWNS IN BOJANALA DISTRICT

Introduction

The report deals mainly with two main Outcomes as outlined by the Special Presidential Package. While there is an acknowledgement of the fact the Special Presidential Package (SPP) identified four (4) main Outcomes, it is a considered fact that there are developments across government that makes the other two Outcomes a bit sensitive.

Objectives of Intervention

The objectives of the intervention within the remit of the Special Presidential Package are amongst other things to:

- Speed up human settlements implementation
- Ensure that the mining communities are integrated in local communities
- Improve also the developmental trajectory of the mining towns

Outcome of the Intervention

- Integrated & sustainable Human Settlements
- Improved Socio-Economic conditions of mining communities & labour sending areas
- Improved working conditions of mineworkers
- Ensuring decent living conditions for mineworkers, and meaningful contribution to the development trajectory of mining towns and labour sending areas

Outcome One

OUTCOME	OUTPUTS	RESPONSIBILITY	TIMELINES	DEPENDENCY	STATUS
Integrated & sustainable human settlements in mining towns	Implementation of HSIP	DHS	April 2014	Implementation by municipalities	1 April 2014

Informal Settlement Information

PROVINCE	DISTRICT	MUNICIPALITY	MINING TOWN	NO. OF INFORMAL SETTLEMENTS	NO. OF HOUSEHOLDS IN INFORMAL SETTLEMENTS	NO. OF HOUSEHOLDS PLANNED FOR UPGRADING
N West	Bojanala	Madibeng LM	Brits	31	15,532	12,734

Modus operandi for accelerated delivery

Presidential Package Intervention delivery to be managed as National Strategic Priority by the DHS

- Specific Human Settlement Implementation Plan
- Implementation Protocols (underpinned by the IGRF Act to govern IGR, delivery modalities, roles, responsibilities, etc)
- Structured Monthly meetings (IGR, technical teams, strategic management, stakeholders)
- Determination of project readiness for realistic targeting by DoHS
- Ring fenced funding allocated per municipality against realistic targets
- Tracking monthly (financial and non financial)
- Reporting to Minister every month

Human Settlement Implementation Plan (HSIP)

DELIVERABLE	TYPE OF SERVICE/ PROGRAMS	RESPONSIBILITY	BUDGET	TIME FRAME
Land	Land acquisition	NWDoHSPS&L	R75,000,000.00 (Specific allocation for Marikana alone)	2013/14
Infrastructure	Services	NWDoHSPS&L	R71,455,445.69	2013/14
Housing	ISUP	NWDoHSPS&L	R157,168,972.35	2013/14
	Fully subsidized	NWDoHSPS&L	R140,909,544.71	2013/14
	FLISP	NWDoHSPS&L	R36,412,031.80	2013/14
	Rental	NWDoHSPS&L	R110,901,737.56	2013/14

2013/14 HSDG Allocation

Mining Town	Units	Budget (R'000)
LM of Madibeng – specific to Marikana area	630	75 000

2013 – 2014 Madibeng Allocation

Town	Intervention	Services	Budget - sites	Units	Budget - units	Annual Budget	%
Madibeng	Rental	Not applicable	Not applicable	80	R30,4m	R30,4m	2.48
	FLISP	Not applicable	R7,5m	200	R13,5m	R21,1m	1.72
	ISUP	1,915	R45,8m	No houses planned for FY	0	R45,8m	3.74
	Other	Not applicable	Not applicable	350	R23,4m	R23,4m	1.91
	Total	1,915	R53,3m	630	R67,3m	R120,6m	9.85

Madibeng

Project	Units	Type	Budget (R'000)	Commence date	Completion date	Status
Mothutlung Ext. 2	928	Full subsidy	87 000	2005	September 2013	Under construction – one of the recently unblocked projects at 95% towards completion
Oukasi Ext. 5	1000	Full subsidy	46 000	March 2011	March 2014	Under construction - one of the unblocked projects
Sunway Village	1000	Integrated	34 000	January 2010	March 2015	Under construction

Project Area	Type of Units	Number of Units	Budget
Bokfontein	Full subsidy	520	R 12 057 946
Wonderkop	Full subsidy	1000	R 25 696 000
Mamba	Full subsidy	500	R 11 701 500
Madibeng Cru	Full subsidy	100	R 30 400 000
Lethabong	Full subsidy	150	R 10 147 311

Targeted Interventions

Wonderkop housing provision:

- 3656 informal structures around the area (Wards 26 & 27);
- 1000 units to be erected as part of Phase 1;
- Mamba area – objections from mines on the township establishment process. Clear relocation of the area as it is within the mining buffer zone

- Process as at June 2013:
 - Land acquisition is still being handled with Bapo ba Mogale Tribal Authority,
 - Mamba township establishment process requires immediate attention.
 - High level intervention to expedite land transfer to the Local Municipality
 - Bulk services provision to cater for current needs and future growth:
 - (i) Est. length of **water** pipeline to Wonderkop – 20Km;
 - (ii) **Sanitation** planned to be water borne & requires connection to existing plant – estimated 20km
 - Social Facilitation for the planned relocation
 - Integrated development that caters for different housing demands

CONCLUSION

The 2014/15 IDPReview is the second review of the 3rd generation of 5 year IDPs for the period 2011- 2016

The 5 year IDP plan had been guided by the North West Provincial Growth and Development Strategy (PGDS) incorporated the national & macro perspective and initiatives into a strategy and plan for the development of the Province over the next 10 years. The PGDS provides a common vision, goals and objectives of what should be achieved over the next decade. The objectives include the following:

- Reduce poverty and unemployment by half over the next ten (10) years;
- Provide the skills and build the capacity required to fight poverty and promote the economy;
- Promote the rights contained in the Bill of Rights amongst vulnerable groups like women, youth, people with disabilities, children and the aged;
- Deliver on the Constitutional obligation to provide basic services to the very poor and disadvantaged;
- Efficiently and effectively provide compassionate government services to the people;
- Markedly reduce cases of preventable diseases and turn the tide on HIV/AIDS and;

Create an environment of safety and security to promote sustainable development