

ANALYSIS PHASE

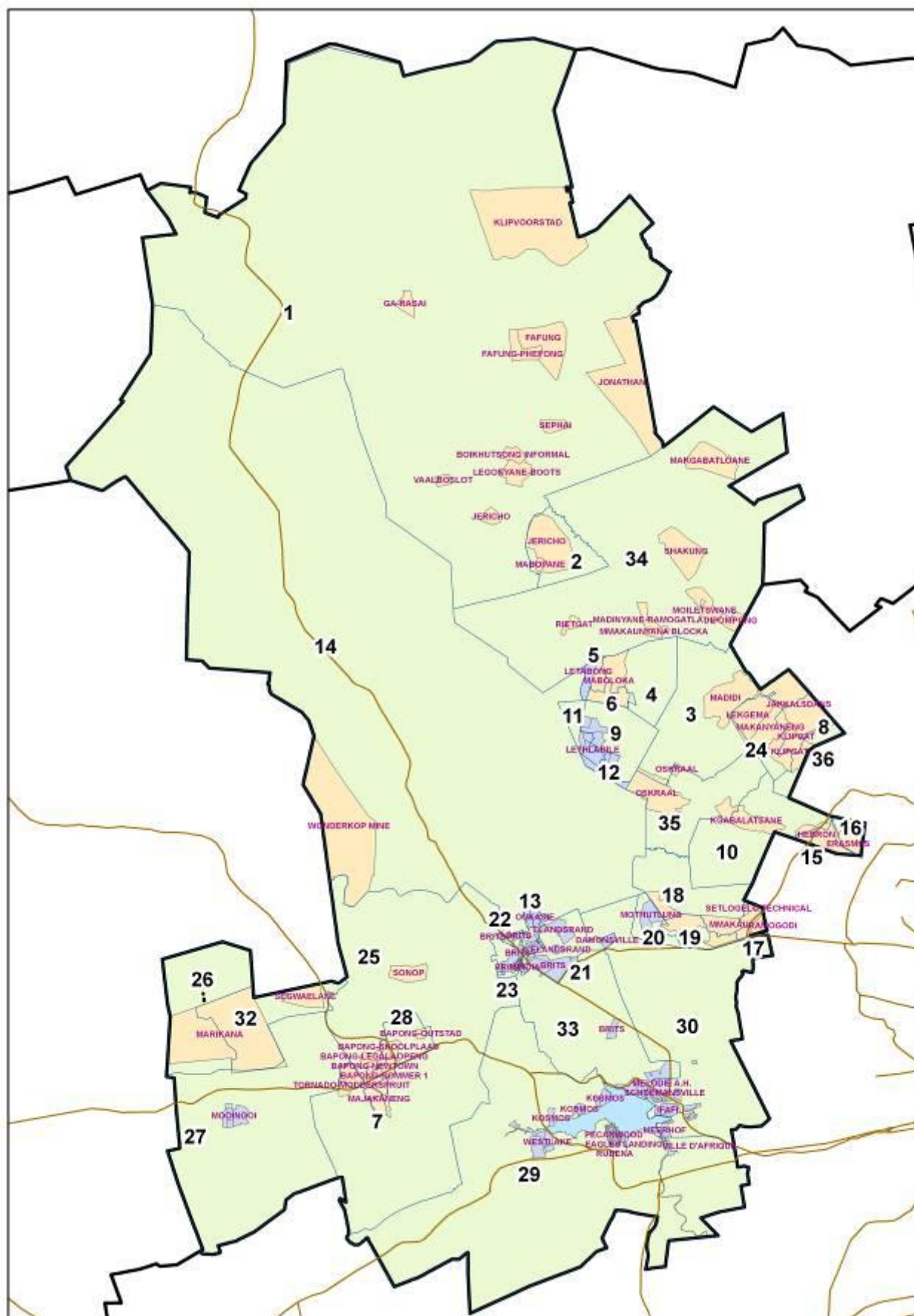
SECTION A - EXECUTIVE SUMMARY

A concise description of the Local Municipality of Madibeng is set out below.

- Madibeng is classified as a category B Municipality, functioning through the Executive Mayoral System. The Municipality was recently demarcated into 36 wards and the Municipal Council comprises of 72 Councillors, (of which 10 are members of the Mayoral Committee), with a full-time Speaker, Chief Whip and Executive Mayor.
- Madibeng consists of several urban and rural areas, villages, farm portions, as well as a proper established and serviced industrial area.
- One of the advantages of Madibeng is its central location in the North West Province, with Pretoria, Johannesburg, Rustenburg and Krugersdorp as bordering neighbours. As the neighbouring towns are easily accessible through road networks, residents are not confined to employment in the Madibeng jurisdiction alone, but can easily commute to workplaces in the cities and other towns.
- Madibeng can also be reached by train and has an airport for light aircrafts. The National and soon to be International Lanseria Airport is situated a mere 40 kilometers from Brits.
- Madibeng is characterized by diverse economy sectors, i.e. agriculture, mining, manufacturing and tourism. Mining is predominant with Madibeng being the world's third largest chrome producer which also includes the richest Platinum Group Metals Reserve (situated on the Merensky Reef). Granite is another mining component.
- The turf soil is ideally for vegetation and Brits is known for the big variety and quality of fruit and vegetables supplied to, amongst others, the Tshwane Market. Due to the industrial area, consisting of a wide variety of industries, manufacturing is viewed as one of the dominant sectors.
- The Municipality has implemented a Performance Management System whereby progress is monitored by the conducting of performance assessments on a quarterly, mid year and annual basis. Performance audits are conducted by both the Internal Auditors and Auditor General and the Performance reports are also published in the Annual Report
- During October and November 2013 individual Ward Level Public Participation Meetings, to reprioritize each ward's needs and projects, were conducted. The outcome of the results was discussed at the IDP Representative Forum Meeting held on 05 December 2013 and the Municipal Wide Needs were determined as follows:

Priority 1	Water and Sanitation
Priority 2	Electricity
Priority 3	Roads and Storm water
Priority 4	Social Services
Priority 5	Land and Housing and Spatial Development
Priority 6	Local Economic Development

The 2014/15 IDP and Budget Process Plan, which was used as framework in the reviewing process, was adopted by Council on 28 August 2013 per resolution A.0398.



SECTION B – SITUATIONAL ANALYSIS

1. TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

1.1 LOCATION & EXTENT

Madibeng Local Municipality (MLM) is one of the five local Municipalities within the Bojanala Platinum District Municipality (BPDM). Bojanala Platinum District Municipality is one of the four District Municipalities comprising the North West Province. The five Local Municipalities comprising BPDM are Madibeng, Rustenburg, Moses Kotane, Kgetleng-Rivier and Moretele.

MLM is located in the North eastern part of the NW Province and is bordered by the Rustenburg Local Municipality to the west, Moses Kotane Lm to the North West, Moretele LM and Tshwane Metro (Gauteng province) to the East, Mogale City (Gauteng Province) to the South and Thabazimbi LM (Limpopo Province) to the north.

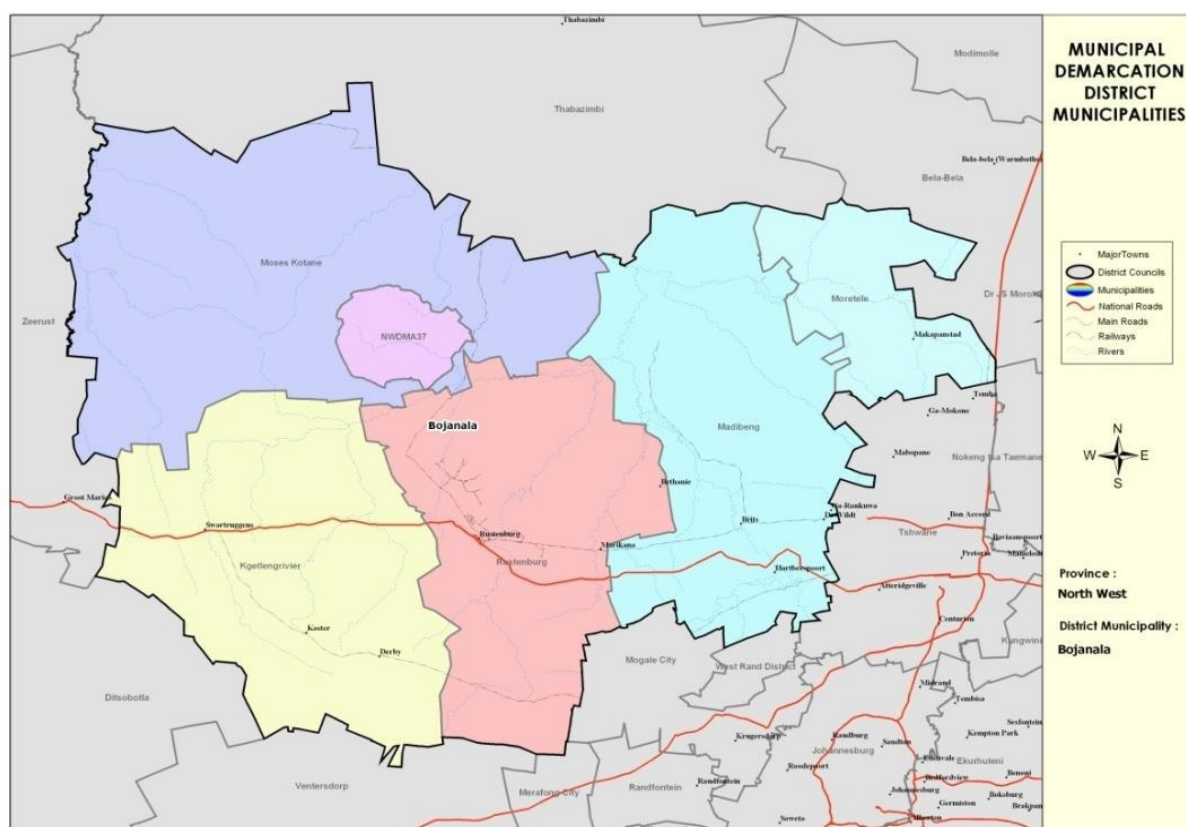
The MLM is situated 50 km from Pretoria (the capital of South Africa) and west of Tshwane Metro, and is accessed through the N4. MLM is also enjoying a central locational advantage with respect to Joburg Metro, Rustenburg and Krugersdorp which together with Pretoria are accessible through the primary road network connecting North West Province to Gauteng and Limpopo Provinces. It is strategically located in the North West province centrally between Pretoria (50 km), Johannesburg (80km) and Rustenburg (45km) and is positioned on the Heritage Route, linking the World Heritage Site with the Pilanesberg and Madikwe Game Reserves.

The municipality is located in a predominantly rural area with a limited revenue base serving an estimated total household complement of 100 000 households.

The MLM can be described as a predominantly rural Municipality stretching over 3812.48 sqkm and accounts for approximately 21% of the total area of Bojanala Platinum District area. In addition to limited urban development the MLM consists of , 43 Villages and 9 000 farm portions with a total of 36 wards.

The main urban centres are the Brits CBD, Hartebeespoort, Marikana and Mooinooi. The main townships are Letlhabile, Damonsville, Mothotlung, and Oukasie.

See Locality Plan



1.2 Socio Economic Profile

It is known for its diversified economy: agriculture, mining, manufacturing and tourism are the dominant sectors. Currently mining is predominant, and the Hartebeespoort Dam is the second most visited place after the Waterfront in Cape Town.

Level of education is low with only 27.60% of the population having higher education and 7.8 having no education at all. MLM is further characterized by low level of income, with 50.60% of the population earning below R800.00 per month. Unemployment is high at 30.40% of which youth unemployment (15-34) accounts for 38.2

The basic socio economic statistics are shown in the table below, as per Stats SA, 2011 Census

STATISTICAL DATA	Stats SA, 2011 Census
Population Size	477 381
Average annual Growth Rate	3.17%
Number of Households	160 724
Average Household Size	3.00
Gender Distribution: Male Female	53% 47%
Age Distribution/ Structure: 0-14 Years 15-65 Years Older than 65 Years	25.70% 69.20% 5.10%
Education levels - Persons Older Than 20 Years: No Schooling Some Primary to Secondary Schooling Grade 12 Higher	7.80% 57.30% 7.30% 27.60%
Employment Status - Persons 15 to 65 Years of Age: Employment Unemployment Youth Unemployment(15-34)	69.60% 30.40% 38.20%
Monthly Income levels: No Income Income up to R800 Income between R800-R 6500 Income above R6500	23.3% 27.3% 43.3 6.3%

Demographic Indicators

Further demographic indicators are as shown below:

Census 1996	Male	163 492	Total
	Female	156 482	319 974
Census 2001	Male	178 163	Total
	Female	169 415	347 578
Census 2011	Male	253 991	Total
	Female	223 390	477 381
Population Growth Rate (2001-2011)	3.17		

POPULATION DISTRIBUTION

Area (Km ²)	3839
Population Density (Pop/Km ²)	124.3

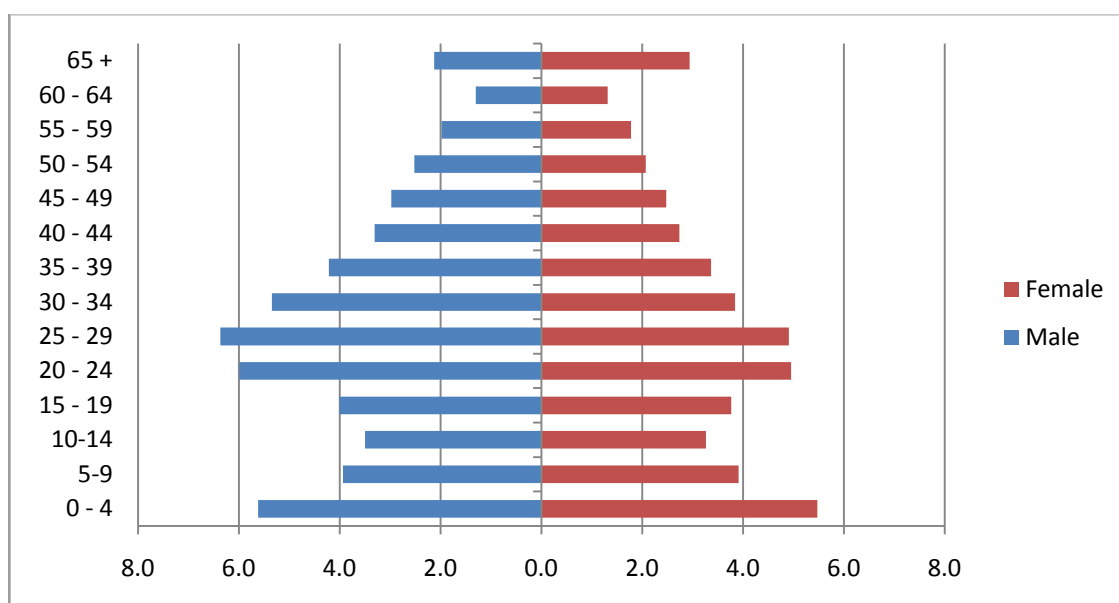
POPULATION COMPOSITION AND STRUCTURE

Young (0-14)	Male	62308
	Female	60380
Working Age (15-64)	Male	181515
	Female	148990
Elderly (65+)	Male	10168
	Female	14020
Sex Ratio (Males/100 Females)	114	
Dependency Ratio (<15+>65/(15-64)	0.44	

POPULATION GROUP

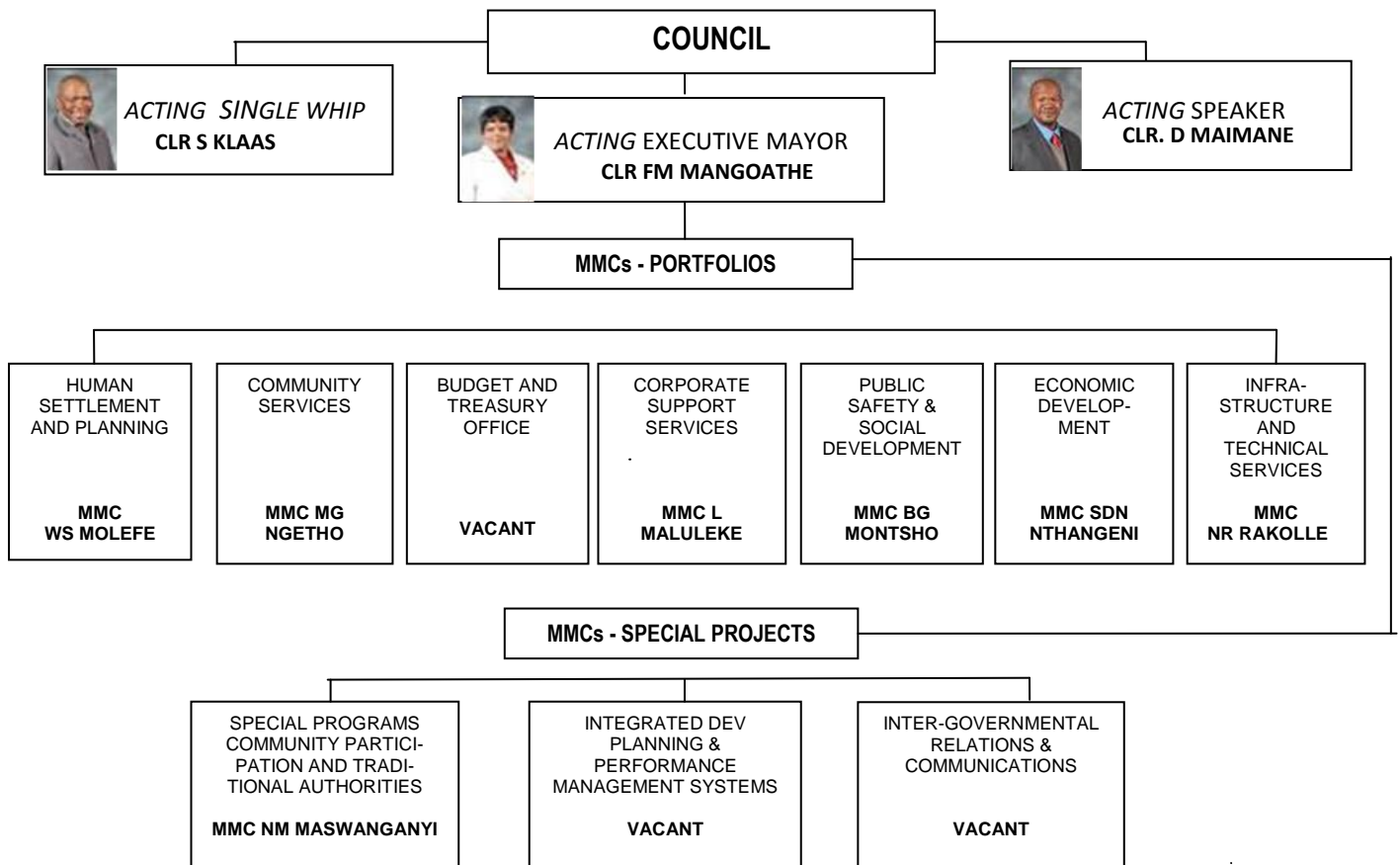
Population group	Male	Female	Total
Black African	227162	199030	426192
Coloured	2120	2172	4292
Indian or Asian	1501	944	2445
White	22041	20651	42691

PICTURE OF POPULATION PYRAMID

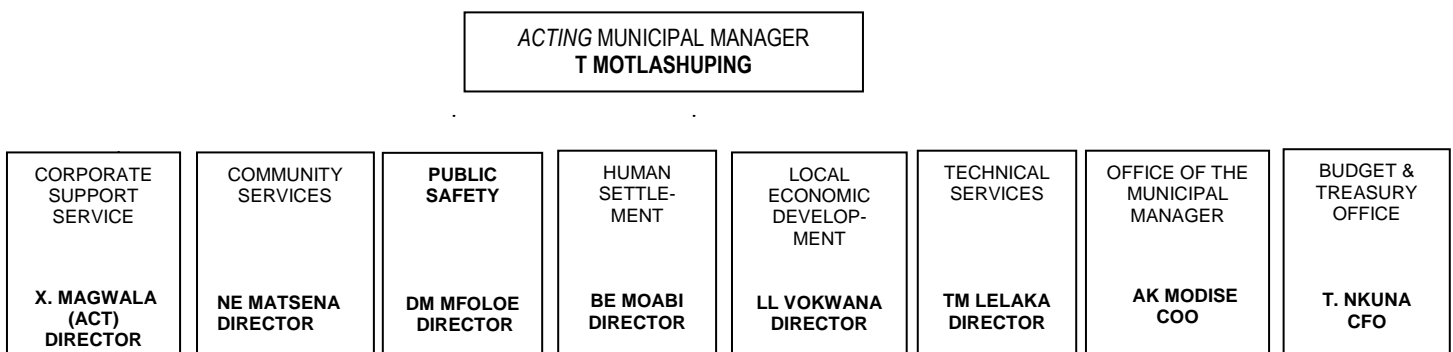


1.3 Political and High Level Organogram

1.3.1 Political Leadership of Council



1.3.2 Administrative Leadership of Council



1.3.3. Departments/Portfolios

DEPARTMENT/ PORTFOLIO	CORE FUNCTIONS	MEMBER OF MAYORAL COMMITTEE
Budget and Treasury Office	Revenue; Expenditure and Supply Chain Management; Budget and Risk Management	VACANT
Corporate Support Services	Human Resource Management and Training; Administration; Records, Secretariat, Legal and Information Technology Services	 <i>Clr. RL Maluleke</i>
Human Settlement	Housing, Land Administration, Town Planning; Building Control	 <i>Clr. WS Molefe</i>
Technical Services	Project Management Unit, Water & Sanitation, Electricity, Roads & Storm Water	 <i>Clr. NR Rakolle</i>
Community Services	Solid Waste and Environmental Management; Parks, Sports and Recreation, Arts and Culture and Transport Services	 <i>Clr. MG Ngetho</i>
Economic Development & Planning	Agriculture, Tourism, SMME	 <i>Clr. SDN Nthangeni</i>
Public Safety & Social Development	Security, Traffic, Clinics, Fire, Health and Disaster Management	 <i>Clr. BG Monthso</i>
Municipal Manager	Accounting Officer, Marketing and Communications, Internal Audit and Risk Management	
Chief Operating Officer	Support to the Executive Mayor, Speaker (Community Participation) and Single Whip including Fleet Management, Communications, IDP and PMS	

SPECIAL PROJECTS PORTFOLIO		
VACANT	 <i>Clr. NM Maswanganyi</i>	VACANT
Gender, Youth, Disability & HIV/Aids, Community Participation & Traditional Authorities	Intergovernmental Relations and Communications	Integrated Development Planning, Performance Management System,

1.3.4. Portfolio Committees

Council also has restructured the Sections 80 Committees to align with the Departments in terms of the adopted organizational structure

COMMITTEE		CHAIRPERSON
PC1	Financial Committee	MMC for Budget and Treasury
PC2	Corporate Services Committee	MMC for Corporate Support Services
PC3	Economic Development Committee	MMC for Economic Development and Tourism
PC4	Planning Committee	MMC for Land & Housing, Town Planning and Building Control
PC5	Community Services Committee	MMC for Solid Waste, Environment, Parks & Cemeteries
PC6	Social Services and Safety Committee	MMC Traffic, Security, Social Services, Fire and Disaster
PC7	Infrastructure Committee	MMC for Technical Services and Infrastructure
PC8	IDP, PMS, and Audit Committee	MMC for IDP, PMS, Audit and PMU
PC9	IGR and Communications Committee	MMC for IGR and Communications
PC10	Traditional Affairs and Special Programmes Committee	MMC for Traditional Affairs, Youth, Gender & Special programmes

1.3.5. Section 79 Committees


The following standing committees were established in terms of section 79 of the Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998)

COMMITTEE	CHAIRPERSON
Demarcation Committee	Councillor SS Maletse
Municipal Public Accounts Committee (MPAC)	Councillor KS Ntshabele
Rules Committee	Councillor PB Makhongela

1.3.6. Traditional Authorities

The following Traditional Authorities are situated within the jurisdiction of Madibeng:

- Mmakau Tribal Office
- Baapo ba Mogale Tribal Office, Bapong
- Bakwena ba Mogopa, Jericho
- Bakwena Ba Mogopa Tribal Office, Hebron
- Batang Tribal Office Maboloka

TRADITIONAL LEADER SERVING ON COUNCIL MEETINGS

<p>Kgosi BE Mogale Baapo ba Mogale Tribal Office, Bapong</p>

1.4. Administrative Structures

1.4.1. Roleplayers within Municipality

- Madibeng Council
- Mayoral Committee
- Portfolio Committee's
- Ward Councillors
- Municipal Manager
- Tribal Authorities
- Community Development Workers
- Officials

1.4.2. Staff Complement

JOB DESCRIPTION	NO. OF POSITIONS		
	FILLED	VACANT	TOTAL
Municipal Manager	1	0	1
Directors	7	1	8
Managers	26	1	27
Professionals and Technical Personnel (Post level 4-6)	132	125	257
Artisans and Skilled Personnel (Post level 7-9)	164	88	252
Other Personnel(Post level 10-16)	302	146	348
General Workers (Post level 17)	513	268	781
Total	1145	629	1774

1.4.3. Departmental Equity Information

Department	No of Females				No of Males				Total No. of Position
	B	W	O	•D	B	W	O	•D	
Office of the Municipal Manager	4	0			5	0			19
Community Services	169	16			222	14	1	4	572
Infrastructure and Technical Services	146	10			211	2		3	461
Economic Development and Planning	38	0			17	2			34
Corporate Support Services	27	3		1	21	3			70
Budget and Treasury Office	36	2			30			1	131
Total	420	31	0	1	506	21	1	8	1287

•D = Disabled Persons

1.4.4. External Role Players

- Residents and Communities
- Stakeholders consisting of the following sectors:
Agriculture, Banking, Business, Health, Housing, Land, Mining, Transport & Water. Municipalities within Bojanala Platinum District Municipality region, CBO's and Support Groups, SAPS, Trade Unions & Youth Forums
- District Municipality
- National and Provincial Government
- Professional Service Providers

1.4.5. Organizational Arrangements

In developing the IDP and review, the following IDP participatory structures are active:

- Ward Level IDP Community Participation meetings.
- Community Based Planning programme.
- IDP Representative Forum meetings.
- IDP Budget and Steering Committee Ward Level meetings
- Provincial IDP Managers Forum

1.4.6. Adopted Batho Pele Principles

- Consultation
- Service Standards
- Access
- Courtesy
- Providing Information
- Openness & Transparency
- Best Value
- Redress

1.4.7. Internal Audit Committee

Madibeng Municipality has a functional Internal Audit Committee. The Audit Committee was established in December 2004 , and the current committee was appointed

by the Council in November 2011. The Audit Committee comprises of four independent non-executive members, viz:

-
- Mr. HB Mathibela
- Mr. MA Mmaphetho
- Mr. LZ Fihlani
- Adv. FJ Van Westhuizen
-

Mr. EK Ndlve, who was appointed as Chairperson, passed away during the month of May 2012

Council has approved for the advertisement of the position of Chairperson of the Audit Committee. The advertisement was done through the City Press and Sunday Times newspapers the closing date of which was the 13th September 2013. A report has been completed and will be forwarded to the Municipal Manager for his comments and for presentation to Council and the next sitting. Audit Committee Meetings are held quarterly, with the authority to convene additional special meetings as circumstances require, ensuring that the Audit Committee meets its objectives.

1.4.8. The following Internal Policies, Plans & Bylaws were adopted and implemented:

NAME OF POLICY	DEPARTMENT	ADOPTION DATE	RESOLUTION NO.	REVIEWED	STATUS
Acting Allowances	Corporate Support Services	01/04/2011	ADM.0223	Yes	Adopted
Amendment of Standard Electricity By-law	Human Settlement	15/12/2010	ADM.0177	Yes	Adopted
Anti- Fraud and Corruption Policy	Office of the Municipal Manager	07/04/2009	A0897	Under review	Under review
Audit Committee Charter	Council	02/2012	A.0213		Adopted
Building Control By-Law	Human Settlement				Draft – Under review
Career & Succession Planning	Corporate Support Services	24/08/2010	ADM.0053	New	Adopted
Cellphone Policy for officials	Corporate Support Services	None	None	None	To be reviewed
Civic Funeral Policy for serving Councilors	Corporate Support Services	01/04/2011	ADM.0223	Yes	Adopted
Communication Policy	Chief Operating Officer	-	-	No	Draft at PC for consultation
Communication Strategy	Chief Operating Officer	28/08/2012	A.0232	2013/14	Adopted
Control of Informal Settlements By-Law	Human Settlement				Draft – Under review
Council Street and Assets Renaming Policy	Chief Operating Officer			No	To be developed
Disability Policy	Chief Operating Officer	31/05/2012	A.0197	No	Adoptd
Disciplinary Policy guidelines	Corporate Support Services	15/12/2010	ADM.0135	New	Adopted
Employee Exit	Corporate Support Services	24/08/2010	ADM.0053	New	Adopted
Employee Assistance/ Wellness Programme	Corporate Support Services	15/12/2010	ADM.0135	New	Adopted
Employment Equity	Corporate Support Services	N/A	N/A	New	Drafting
Events Management Strategy	Chief Operating Officer			No	To be developed
Experiential Training	Corporate Support Services	No	No	No	Draft to be adopted next financial year
Fire Services By-Law	Chief Operating Officer				Draft – Under review
Fraud and Corruption Prevention Plan	Office of the Municipal Manager	07/04/2009	A0897	Under review	Under review
Funeral Arrangements, attendance of memorial services	Corporate Support Services	01/04/2011	ADM.0223	Yes	Adopted
Gender Policy	Chief Operating Officer			No	Draft
Grievance Policy guidelines	Corporate Support Services	15/12/2010	ADM.0135	New	Adopted
HIV/AIDS in the Workplace	Chief Operating Officer	30/05/2013	A.0328	Yes	Adopted
Internal Audit Charter	Office of the Municipal Manager	02/2012	AC 0213		Adopted
Internal Audit Manual	Office of the Municipal Manager	Not adopted by Council	N/A	10/2010	To be revied and adopted
Internal Audit Methodology	Office of the Municipal Manager	Not adopted by Council	N/A	19/11/2009	To be adopted
Internship & Volunteering	Corporate Support Services	N/A	N/A	New	Drafting
Labour Relations	Corporate Support Services	15/12/2010	ADM.0135	New	Adopted
Language	Chief Operating Officer			No	Draft
Library By-Law	Community Services				Draft – Under review
Medical Surveillance	Corporate Support Services	01/04/2011	ADM.0223	Yes	Adopted
Memorandum of Understanding: Madibeng and the Traditional Council	Office of The Executive Mayor	Not yet adopted	N/A	New	Drafting
Municipal Land Alienation Policy	Human Settlements	28/08/2007	A0618	New	Adopted
Occupational Health & Safety	Corporate Support Services	24/08/2010	ADM.0053	New	Adopted
Operational Manual of Land Alienation Policy	Human Settlements	07/04/ 2009	A.0910	New	Adopted
Outdoor Advertising By-Law	Community Services	15/12/2010	A.0171	Yes	Adopted
Overtime	Corporate Support Services	15/12/2010	ADM.0135	New	Adopted
Performance Management Policy	Chief Operating Officer	31/05/2012	A.0192	Yes	Adopted

NAME OF POLICY	DEPARTMENT	ADOPTION DATE	RESOLUTION NO.	REVIEWED	STATUS
Performance Management Framework	Chief Operating Officer	31/05/2012	A.0192	Yes	Adopted
Policy on Council Houses	Human Settlements	09/11/200	A.0318	Under review	Drafting
Policy on Ward Committees	Office of the Municipal Manager				
Public Participation Policy	Chief Operating Officer			No	Draft
Recruitment & Selection of Personnel and Procedures	Corporate Support Services	24/08/2010	ADM.0053	Yes	Adopted
Remuneration Framework & Scarce Skills Allowance	Corporate Support Services	N/A	N/A	New	Drafting
Risk Management Policy	Office of the Municipal Manager	Adopted	A.0215	July 2012	Adopted
Risk Management Strategy/Framework	Office of the Municipal Manager	Adopted	A.0215	July 2012	Adopted
Rules of Order By-Law	Corporate Support Services	30/08/2005	A.0366	Currently under review	
Sexual Harassment	Corporate Support Services	01/04/2011	ADM.0223	Yes	Adopted
Staff & Skills Retention	Corporate Support Services	24/08/2010	ADM.0053	New	Adopted
Street Trading By-Law	Strategic Management and LED	24/11/2009	A.1073		
Study Aid Policy	Corporate Support Services	No	No	N/A	Withdrawn from Council
Travelling and subsistence allowances	Corporate Support Services	01/04/2011	ADM.0223	Yes	Adopted
Ward Committee By-Law	Chief Operating Officer			No	Draft
Ward Committee Funding Model	Chief Operating Officer			No	To be developed
Waste Management By-Law	Community Services	30/09/2008	A.0809		
Water & Sanitation By-Law	Water and Sanitation Infrastructure				Draft – Under review
Workplace Skills Plan	Corporate Support Services	No	No	No	Draft to be finalized by 30 June 2011
Youth Policy	Chief Operating Officer	07/12/2011	A.0072	No	Adopted
Acceptance of Grants, Donations, Sponsorships and Gift Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Asset Management Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Bad Debts Write Off Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Budget Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Cash Management and Investment Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Consumer Care Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Credit Control and Debt Collection Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Credit Control and Debt Collection By-Law-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Deposit Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Disposal Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Gender Policy	Chief Operating Officer	30/05/2013	A.0330	New	Adopted
Indigent Households Subsidy Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Language Policy	Chief Operating Officer	30/05/2013	A.0305	New	Adopted
Leave Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	New	Adopted
Marketing and Communication Policy	Chief Operating Officer	30/05/2013	A.0307	New	Adopted
Overtime Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Payroll Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	New	Adopted
Performance Management Policy and Framework-2013/2014	Chief Operating Officer	30/05/2013	A.0304	New	Adopted
Petty Cash Policy	Chief Financial Officer	30/05/2013	A.0371	New	Adopted
Property Rates Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Renaming of Streets and Other Public Places Policy	Chief Operating Officer	30/05/2013	A.0306	New	Public participation process to be completed
Supply Chain Management Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Tariffs Policy-2013/2014	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted
Property Rates By-Law	Chief Financial Officer	30/05/2013	A.0371	Yes	Adopted

1.4.9. Organizational Structure

The High Level Design of the Organizational Structure was adopted by Council which includes Political and Administrative Leadership Structure.

1.4.10. Skills Development

Indicated below is an Executive Summary of the Madibeng Workplace Skills Plan.

Employment Category	RACE								TOTAL		TOTAL
	African		Coloured		Indian		White				
	M	F	M	F	M	F	M	F	M	F	
Legislators	27	28	0	0	0	0	5	2	32	30	62
Directors & Corp. Managers	14	6	1	0	0	0	3	0	18	6	24
Professionals	40	36	0	0	0	0	12	7	52	43	95
Technicians & Trade Workers	36	2	0	0	0	0	19	1	55	3	58
Community & Personal Service Workers	54	14	1	1	0	1	17	2	72	18	90
Clerical & Admin. Workers	66	76	1	0	1	0	5	14	73	90	163
Machine Operators & Drivers	52	0	0	0	0	0	1	0	53	1	53
Labourers	290	119	5	1	0	0	5	0	300	117	420
Apprentices	7	2	0	0	0	0	0	0	7	2	10
TOTAL	586	283	8	2	1	1	67	26	682	310	980

1.4.11. Established Forums in Madibeng

- The Business Consultative Forum, is constituted by delegates of Business Sector, Industrialists, Tourism Sector, Council Members, Mining Forum, Heads of Departments and the Municipal Manager. The Forum is chaired by the Executive Mayor and meets monthly.
- The Mining Forum is constituted by representatives of all mining houses, councillors and officials
- The IDP Representative Forum consists of IDP Stakeholders, i.e. representatives of the following sectors:
Agriculture, Banking, Business, Health, Housing, Land, Mining, Transport & Water. Municipalities within Bojanala Platinum District Municipality region, CBO's and Support Groups, SAPS, Trade Unions & Youth Forums, the District Municipality, National and Provincial Government, Professional Service Providers, members of communities and residents

1.4.12. Performance Review

To measure, monitor and evaluate the Municipality's performance the Council has adopted the Balance Scorecard System. The Key Performance Areas, Key Performance Indicators and Performance Targets, which form part of the 5 Year IDP, are being used as the basis for the review of the municipal PMS and Performance Contracts of Senior Managers. Alignment between the IDP, PMS and budget is done through the projects that form part of the performance targets.

1.5. Swot Analysis

OBJECTIVES	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Enhance quality of life of communities through social development initiatives	Poverty projects; Arts & Culture and sports projects	Lack of funding	Sustainability of projects, looking for external markets	Infighting in groups while projects allocated collapse
Manage HIV/ AIDS in order to ease prevalence reduce disease prevalence	Partnerships with Local AIDS Council	<ul style="list-style-type: none"> Staff capacity Roll out of ARV project 	Morale of Staff and Local AIDS Council	Lack of Funding
Provide Safe Environment to the community	CPF members awareness of the importance of involvement of Community in Crime awareness	Lack of participation by SAPS in the CCTV Camera Project	Strengthening of the Intergovernmental Relations with the SAPS Cluster Commanders	<ul style="list-style-type: none"> Crimes committed and still eminent are not responded to by SAPS SAPS loses cases in court due non-availability of CCTV footages
	<ul style="list-style-type: none"> The establishment of Traffic Satellite Offices in Hartbeespoort & Letlhabile Subsidised vehicles with GP Registration plates stopping vehicles within the NW Madibeng Area 	Implementation of Satellite offices restrained due to lack of funds	High Visibility deter criminal offences	Occurance of high number of vehicle accidents within Madibeng area of jurisdiction
Provide a clean and healthy environment	Partnership Swedish University & North west, Air monitoring station at Damonsville	<ul style="list-style-type: none"> Vehicle Capacity Staff Capacity Permission be with-drawn for landfill site 	Joint Venture companies by BPDM & NW & Municipality	<ul style="list-style-type: none"> Disease Spread Injuries to Personnel Civil Unrest
Promote integrated human settlement	Council has approved proposal for Integrated housing project: Sunway village	Availability of land	DDLG & H support initiatives by municipal integrated housing development	<ul style="list-style-type: none"> Land unavailable Land invasion Eviction
Land Use Management	The municipal-wide land use scheme is under way and is soon to be finalized	The host of diverse uncoordinated land use management information. Non-functional or poor support systems i.e. IT	Support by the Provincial government and rationalization of the scheme process.	Illegal land uses that go unchecked and rob municipal revenue.
Promote and support LED	<ul style="list-style-type: none"> LED serves: all spheres of Economic Dev: Agric, Tourism, SMME's and Investment marketing. Strategies are in place to inform Policies and implementation in economic development: Tourism Master Plan LED: Strategy Agric Dev Strategy 	<ul style="list-style-type: none"> Capacity and skill amongst staff to enhance excellent performance. Lack of proper integration with sector depts. Limited development budget. Lack of travelling allowance. 	Strategic Position of Madibeng between 3 cities: agric markets, investment attraction. Diverse agricultural potential & production. Mining & Industries for local employment. Wide range of MME's (Tailors, upholsters, jewelers etc). Opportunity for income generation. Land availability for all spheres of economic development. 3 dams for tourists attraction: Vaalkop with crocodile production, Hartbeespoort dam & Borakalalo Klipvoordam	<ul style="list-style-type: none"> Crime, esp. at the farms and tourists attraction places. Lack of enough electricity Industrial competition esp. Rosslyn. Global drop in minerals agric and industrial products demand. Land claims without proper post settlement plans

OBJECTIVES	STRENGTHS	WEAKENSSES	OPPORTUNITIES	THREADS
Achieve positive employee climate	Current tool available to be utilized	Lack of management support to the tool	Availability of data on the current situation and staff willingness to contribute to change	Lack of feedback on the current trends with respect to employee relations issues, voluntary resignations, successions concerns, etc. Ensuring the right people in the right positions
Achieve Employment Equity	Employment Equity Draft plan in place	Lack of support from management and stakeholders	Legislative provisions on the Equity in place to enforce implementation of the Act	Lack of participation by stakeholders
Achieve Workplace Skills Development Plan Targets	Workplace Skills Plan available	Lack of management support and participation. No budget, therefore implementation is impossible	Skills Audit data available	Management support to ensure that training budget is approved
Improving the culture of discipline amongst the employees	Training in relevant fields of study to enhance performance and self motivation.	Lack of passion, knowledge and skill in different economic development practices.	<ul style="list-style-type: none"> Willingness of staff to learn. Punctuality amongst others. 	Lack of implementation of the policy to retain quality staff.
To promote public and stakeholder participation in matters of local government	IDP Rep Forum Ward Level Public Participation	Some venues used for Ward Level Public Participation not suitable due to lack of services	Utilization of Community Development Workers. Increasing interest in IDP related matters	<ul style="list-style-type: none"> Meeting timeframes Lack of Internal Communication. Community members boikoting WLPP Meetings
Municipal planning	Proper framework (legislation and policy) for planning	<ul style="list-style-type: none"> Planning not always aligned or integrated. Lack of sufficient skill and capacity 	Communities willingness to participate in the planning	Poor service delivery and community demonstrations
Promote Good Governance	Implementation of workplace skill plan (training & development)	Slow policy development and review. Ignorance of legislative compliance and policy	<ul style="list-style-type: none"> Review of the organizational structure. Positive attitude and ability to transform 	Adverse Auditor general reports or disclaimers
Recruit and retain staff	Recruitment policy in place	<ul style="list-style-type: none"> Internal processes might delay the implementation of policies.. Stakeholder participation and support 	Management support on the process	Management commitment to the process
To maintain sound and sustainable financial management	Compiled Fixed Assets Register. Assets management. Adopted Financial and Investment Plan. Updated Financial policies, supportive financial system	<ul style="list-style-type: none"> Lack of fully capacitated staff in some units, do not meet the required competency levels. Internal controls not adhered to 	implement the project financing and investment plan curbing of over expenditure	Non compliance with legislation requirements.

OBJECTIVES	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Improving the culture of discipline amongst the employees	Training in relevant fields of study to enhance performance and self motivation.	Lack of passion, knowledge and skill in different economic development practices.	Willingness of staff to learn. Punctuality amongst others. Dedicated and committed staff members boost the ego of LED	Lack of implementation of the policy to retain quality staff.
Enhance and maximize revenue	Installed receipts vending machines Implementation of the new valuation roll from the 1 st July 2009	Non existence of revenue collection/ enhancement strategy. Revenue Enhancement strategy exists and implementable.	Revenue enhancement strategy. Implementation of the credit control & debt collection. Credit Control & debt collection policy is implementable	Growth in the debtors' book due to non-payment. Loss of income. Enforcement of Credit Control measures to enhance revenue
Promote financial accountability	Submission of monthly and quarterly financial reports. Cash flow management. Compliance with legislation requirements	Non-adherence to monthly projected expenditure. Constant financial system failure (network) Lack of record keeping management	Regular updates on legislative requirements Review of financial policies. Offsite information storage facilities	Lack of offsite financial information back-up. Unskilled staff. Overriding of policies. Corruption and fraud activities.
To provide basic municipal services (including street lighting) in accordance with approved budget and set targets	Provision of funds from: -MIG -DWAF -Loans from DBSA -Bulk contributions from the private developers - Mines providing funds - Legislation - Integrated Development Plans - Budgets	<ul style="list-style-type: none"> -Lack of trained staff - No equipment -Poor quality raw water - Aging infrastructure -Over expenditure - Cable theft -Contractors not reaching their target - Water & Sanitation Master plans not yet approved - illegal connections - Lack of By-Laws - Delegated powers unclear - Political interference - Unserviceable infrastructure (old tar roads and vehicles) - Lack of transport - Lack of skilled labour - Unwillingness to fill vacancies - Miscommunication of the procurement & strategy - Appointing suppliers that has no capacity - Appointing service providers that has no/ lack capacity - Unused management tools due to lack of training eVenus drawing programmes, etc.) - Lack of Roads & Stormwater management plans - More funding for water and sewerage projects versus roads & stormwater - Lack of cash flow due to non-payment 	<ul style="list-style-type: none"> - Reduction of backlog - Minimizing illegal connections - Legislation - Budget - Policy - Management tools - Drawing tools - MIG funding or external funding - Elections 	<ul style="list-style-type: none"> -not complying to minimum standards - collapsing of Service delivery -Pollution -Political interference - Negative perceptions - Unstable political climate - Elections - Vacancies

OBJECTIVES	STRENGTHS	WEAKENESSES	OPPORTUNITIES	THREADS
To provide and promote access to free basic services in accordance with available resources & set targets	Provision of funds from: -MIG -DWAF -Loans from DBSA -Bulk contributions from the private developers - Mines providing funds -Legislation -MIG funding -Capital budgets -Corporate loans -PPP -MSP -Mining industries	-Lack of trained staff - No equipment -Poor quality raw water - Aging infrastructure -Over expenditure - Cable theft -Contractors not reaching their target - Water & Sanitation Master plans not yet approved -illegal connections - Poor contract management - No Roads & stormwater Management Plans	- Reduction of backlog - Minimizing illegal connections - Available legislation - Policy documents	-Not complying to minimum standards - Collapsing of service delivery -Pollution - Political instability - Elections - Vacancies
To upgrade (including capital infrastructure development) and maintain existing municipal services in accordance with set targets, standards and norms	Provision of funds : -DWAF(Refurbishment allocation) -Drought relief allocation. -BPDM allocations -Mines providing funds	- Contractors not reaching their target - Theft of material	- Reduction of stress on infrastructure - Minimising water leakages	-not complying to minimum standards - collapsing of service delivery -Pollution
	- MIG funding - Capital budgets - Corporate loans - PPP - MSP - Mining industries	- Focus of funding is more on water and sewerage projects - Lack of promotion/ elevation of roads and stormwater projects - Lack of own plant & Machinery - Appointed contractors lack capacity - Appointed contractors deliver inferior quality projects - Over spending on projects	Register more projects	- Political instability - Elections - Vacancies

1.6. Organizational Risks

Listed below is the Top 10 identified Organizational Risks

Risk No.	Department and Division	Risk Category	Municipal KPA/ Strategic Objective	Departmental Operational Objective	Risk Description	Inherent Risk Rating	Residual Risk Rating
1	All Departments & Divisions	Financial Management	Financial viability and management	Integrated municipal planning, monitoring, evaluation and financial improvement in line with set targets, norms and standards	Financial mismanagement and poor financial reporting	25	13
	Budget and Treasury Office - Budget and Financial Management	Revenue	Financial viability and management	Sound and sustainable financial management	Poor revenue generation and collection	25	13
2.	All Departments & Divisions	Service Delivery	Service Delivery and Infrastructure development	To provide basic municipal services in accordance with approved budget	Backlogs in delivery of basic services (water, electricity, sanitation, roads, waste, etc)	25	13
	All Departments & Divisions	Contracts and Projects	Service Delivery and Infrastructure development	Effective project management	Non-timeous completion of projects (projects rollover)	20	16
	All Divisions	Governance	Financial viability and management	Integrated municipal planning, monitoring, evaluation and financial improvement in line with set targets, norms and standards	Insufficient by-laws	20	16
3.	All Departments & Divisions	Expenditure	Financial viability and management	Effective and efficient management of overtime payments	Invalid overtime payments	20	16
4.	Town Planning and Housing & Land Administration	Human Settlement	Service delivery and infrastructure development	Promotion of integrated human settlement	Unavailability of serviced and land suitable for human settlement	20	16
	All Departments & Divisions	Service Delivery	Service delivery and infrastructure development	To regulate access to basic services in an equitable manner	Proliferation of informal settlement	20	16
5.	All Departments & Divisions	Disasters	Service delivery and infrastructure development	Disaster prevention and response	Disasters	20	16
6.	All Departments & Divisions	Human Resource Skills and Capacity	Municipal transformation and development	Filing of critical vacant positions	Vacant critical posts	20	16
		Compliance	Good Governance and public participation	Prevention of irregular appointments	Non adherence to organizational structure and staff budget in appointment of personnel	20	16
7.	All Departments & Divisions	Compliance	Good Governance and public participation	To ensure administrative systems are in line with applicable instruments, legislation, policies and procedures	Non adherence to municipal calendar	20	16
8.	All Departments & Divisions	Records and Information	Linked to multiple/all municipal KPA's	Promotion of good governance and a culture of accountability	Poor record keeping	20	16
9.	All Departments & Divisions	Infrastructure	Service delivery and infrastructure development	Provision of municipal services	Inadequate infrastructure	20	10
	All Departments & Divisions	Infrastructure	Service delivery and infrastructure development	Provision of municipal services	Inadequate infrastructure maintenance	20	10
10.	All Departments & Divisions	Compliance	Good Governance and public participation	Safe and healthy working environment	Non-compliance with OHS legislation and regulations	20	10



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

REPORT OF THE AUDITOR-GENERAL TO NORTH WEST PROVINCIAL LEGISLATURE AND THE COUNCIL ON THE MADIBENG LOCAL MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I was engaged to audit the financial statements of the Madibeng Local Municipality, which comprise the statement of financial position as at 30 June 2012, the statements of financial performance, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information as set out on pages xx to xx.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2011 (Act No. 6 of 2011) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. My responsibility is to express an opinion on the financial statements based on conducting the audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing. Because of the matters described in the basis for disclaimer of opinion paragraphs, however, I was unable to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion.

Basis for disclaimer of opinion

Property, plant and equipment

4. I was unable to obtain sufficient appropriate audit evidence for property, plant and equipment of R1 598 080 209 (2011: R1 409 835 640) disclosed in note 3 to the financial statements due to significant shortcomings in the asset register and differences between financial statements and asset register. I was unable to confirm the existence, completeness, valuation and rights of property, plant and equipment by alternative means. Consequently I was unable to determine whether any adjustment relating to property, plant and equipment in the financial statements was necessary.
5. SA Standards of GRAP, GRAP 17, *Property, Plant and Equipment* require that the useful life and residual value of an asset shall be reviewed at least at each reporting date. Contrary to this requirement the municipality did not perform a reassessment of useful lives and residual values. I was unable to perform alternative procedures. Consequently, I was unable to satisfy myself as to the valuation of assets of R1 598 080 209 (2011: R1 409 835 640) as disclosed in note 3 to the financial statements or the accuracy, occurrence, completeness, classification and cut-off of the depreciation expense of R37 825 405 (2011: R 37 843 086) as per the statement of financial performance.



disclosed in the statement of financial performance and note 22 to the financial statements. I was unable to confirm the occurrence, completeness, accuracy, classification and cut-off by alternative means. Consequently, I was unable to determine whether any adjustment relating to other revenue in the financial statements was necessary.

Expenditure

10. I was unable to obtain sufficient appropriate audit evidence for bulk purchases of R317 871 122 (2011: R287 304 373) and contracted services and general expenses of R138 707 363 (2011: R130 479 633) as per the statement of financial performance. I was unable to confirm the occurrence, accuracy and completeness of this expenditure by alternative means. Consequently I was unable to determine whether any adjustment relating to this expenditure in the financial statements was necessary.

Capital commitments

11. I was unable to obtain sufficient appropriate audit evidence to verify the commitment amount of R96 518 597 (2011: R0), disclosed in note 35 to the financial statements. I was unable to confirm occurrence; obligations; completeness; classification; accuracy and valuation of commitments by alternative means. Consequently, I was unable to determine whether any adjustments to commitments in the financial statements were necessary.

Cash flow statement

12. The municipality did not classify outflows from repayment of other financial liabilities in accordance with GRAP 2, *Cash Flow Statements*. The municipality classified repayment of financial liabilities as inflows instead of outflows in the cash flow statement. Consequently, cash inflows and cash and cash equivalents are overstated by R95 571 954.

Cash and cash equivalents

13. I was unable to obtain sufficient appropriate audit evidence to verify existence, valuation and right and obligations of cash and cash equivalents of R39 368 849 as disclosed in note 11 to the financial statements. I was unable to confirm the existence, rights and obligations, valuation and allocation of cash and cash equivalents by alternative means. Consequently I was unable to determine whether any adjustment relating to cash and cash equivalents in the financial statements was necessary.

Contingent liabilities

14. SA Standards of GRAP, GRAP 19, *Provisions, Contingent Liabilities and Contingent Assets* requires the municipality to disclose any events not wholly in the control of the municipality and that give rise to the possibility of an outflow of economic benefits. The municipality did not disclose contingent liabilities amounting to R13 849 166. Consequently, contingent liabilities disclosed in note 36 to the financial statements are understated.

Irregular expenditure

15. Section 125(2)(d)(i) of the MFMA requires disclosure of all material irregular expenditure. I was unable to obtain sufficient appropriate audit evidence for awards of R 17 579 725 (2011: R424 621 756) made in terms of the municipality's supply chain management policy. In addition, irregular expenditure incurred of R 71 342 777 due to payments made in contravention with the municipality's supply chain management policy was not disclosed in note 42 of the financial statements. Consequently, I was unable to determine the understatement of irregular expenditure.
16. The municipality disclosed irregular expenditure amounting to R 8 277 931 for the current



financial period as per note 42 of the financial statements. The irregular expenditure disclosed does not meet the definition of irregular expenditure as per *Municipal Finance Management Act of South Africa, 2003 (Act No.56 of 2003)*. As a result irregular expenditure disclosed in note 42 of the financial statements is overstated by R 8 277 931.

Unauthorised expenditure

17. The municipality disclosed unauthorised expenditure amounting to R 18 287 459 for the current financial period as per note 40 of the financial statements. The unauthorised expenditure disclosed does not meet the definition of unauthorised expenditure as per *Municipal Finance Management Act of South Africa, 2003 (Act No.56 of 2003)*. As a result unauthorised expenditure disclosed in note 40 of the financial statements is overstated by R 18 287 459.

Prior period errors

18. I was unable to obtain sufficient appropriate audit evidence to determine that all requirements of SA Standards of GRAP, GRAP 3, *Accounting policies, changes in accounting estimates and errors* was adhered as disclosed in note 37 to the financial statements. The municipality's system did not allow the performance of alternate audit procedures. Consequently, I did not obtain all the information and explanations I considered necessary to satisfy myself as to the presentation and disclosure of the prior year errors. I was unable to determine the effect of this limitation on the other account balances and classes of transactions contained in the financial statements.

Accumulated surplus

19. Limitations placed on my audit relating to expenditure, revenue transactions and adjustments made to the accumulated surplus in prior years have not been resolved. In the absence of sufficient appropriate audit evidence to substantiate these transactions and adjustments included in accumulated surplus stated of R1 112 890 523 (2011: R934 564 255), I was unable to verify the completeness, valuation and allocation by alternative means. Consequently I was unable to determine whether any adjustment relating to accumulated surplus in the financial statements was necessary.

GRAP disclosures

20. The municipality did not disclose in the financial statements new SA Standards of GRAP that have been issued, that are not yet effective and that were not applied as required by SA Standards of GRAP, GRAP 3, *Accounting Policies, Changes in Accounting Estimates and Errors*. This fact and the known or reasonably estimable information relevant to assessing the possible impact that application of the new Standard will have on the entity's financial statements in the period of initial application, was not disclosed in the financial statements.

Material losses

21. The municipality did not include particulars of material losses in the notes to the financial statements as required by section 125(2)(d)(i) of the MFMA. I have not determined the correct amount of distribution losses as it was impracticable to do so

Disclaimer of opinion

22. Because of the significance of the matters described in the basis for disclaimer of opinion paragraphs, I have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion. Accordingly, I do not express an opinion on the financial statements.

Emphasis of matters



information (FMPPi).

33. The reliability of the information in respect of the selected programmes / objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).
34. The material findings are as follows: concerning the usefulness and reliability of the information.

Usefulness of information

35. Section 41(c) of the Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) requires that the integrated development plan should form the basis for the annual report, therefore requiring the consistency of objectives, indicators and targets between planning and reporting documents. A total of 35% of the reported indicators and 53% of objectives are not consistent with the indicators and objectives as per the approved integrated development plan. This is due to the lack of adequate performance management systems.
36. The National Treasury FMPPi requires that performance indicators be well defined and verifiable and targets be specific, measureable and time bound:
 - A total of 75% of the indicators relevant to the basic municipal services and municipal infrastructure were not well defined in that clear, unambiguous data definitions were not available to allow for data to be collected consistently.
 - A total of 75% of the indicators relevant to the basic municipal services and municipal infrastructure were not verifiable in that valid processes and systems that produce the information on actual performance did not exist.
 - A total of 53% of the targets relevant to the basic municipal services and municipal infrastructure were not specific in clearly identifying the nature and the required level of performance.
 - The required performance could not be measured for a total of 53% of the targets relevant to basic municipal services and municipal infrastructure.

This was due to the fact management was aware of the requirements of the FMPPi but did not receive the necessary training to enable application of the principles.

Reliability of information

37. The National Treasury *Framework for managing programme performance information (FMPPi)* requires that the indicator be accurate enough for its intended use and respond to changes in the level of performance. A total of 25% and 45% of the actual reported indicators relevant to basic services and municipal infrastructure were not accurate when compared to source information. This was due to a lack of monitoring procedures for the recording of actual achievements by senior management.
38. The National Treasury *Framework for managing programme performance information (FMPPi)* requires that documentation addressing the systems and processes for identifying, collecting, collating, verifying and storing information be properly maintained. I was unable to obtain all the information and explanations I considered necessary to satisfy myself as to the completeness of the actual reported performance relevant to 50% and 40% of basic service. This was due to the institution's records not permitting the application of alternative audit procedures.

Additional matter

39. I draw attention to the following matter below. This matter does not have an impact on the predetermined objectives audit findings reported above.

Achievement of planned targets

40. Of the total number of 187 planned targets, only 132 targets were achieved during the year



under review. This represents 29% of total planned targets that were not achieved during the year under review. This was mainly due to the fact that indicators and targets were not suitably developed during the strategic planning process.

Compliance with laws and regulations

41. I performed procedures to obtain evidence that the Municipality has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the *General Notice* issued in terms of the PAA are as follows:

Budget

42. Expenditure was incurred in excess of the limits of the amounts provided for in the votes of the approved budget, in contravention of section 15 of the MFMA.

Annual financial statement and performance report

43. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements identified by the auditors were not adequately corrected, which resulted in the financial statements receiving a disclaimer audit opinion.
44. The annual performance report for the year under review does not include a comparison with the performance of previous financial year as required by section 46(1) (b) of the MSA.

Expenditure Management

45. The accounting officer did not take reasonable steps to prevent unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA.
46. Money owing by the municipality was not always paid within 30 days of receiving an invoice or statement, as required by section 65(2)(e) of the MFMA.
47. Irregular expenditure was not recovered from the liable person, as required by section 32(2) of the MFMA.
48. An adequate management, accounting and information system was not in place which recognised expenditure when it was incurred as required by section 65(2)(b) of the MFMA.

Revenue management

49. An adequate management, accounting and information system was not in place which accounted for debtors and receipts of revenue, as required by section 64(2)(e) of the Municipal Finance Management Act.

Asset management

50. The accounting officer did not take all reasonable steps to ensure that the municipality had and maintained a management, accounting and information system which accounts for the assets of the municipality as required by section 63(2)(a) of the MFMA.
51. An effective system of internal control for assets (including an asset register) was not in place, as required by section 63(2)(c).

Liability management

52. An effective system of internal control for liabilities was not in place, as required by section 96(2)(b) of the MFMA.
53. A management, accounting and information system which adequately accounts for liabilities was not in place, as required by section 96(2)(a) of the Municipal Finance Management Act.



audit. This was mainly due to the inability of management to address the prior years' audit findings and staff in the finance section not understanding the requirements of the financial reporting framework.

Governance

65. Although the municipality had a functioning audit committee and internal audit, recommendations by internal audit and audit committee to address internal control deficiencies were not adequately implemented by the municipality.

Auditor General

Rustenburg

30 November 2012



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2. MUNICIPAL FINANCIAL VIABILITY

The financial strategies of a municipality should recognize the Constitutional and legislative mandate of local government in respect of developmental local governance (budget alignment to IDP priorities), as well as various financial reforms applicable to local government (viz. implementation of MFMA, GAMAP/GRAP etc.) – which now forces a paradigm shift in respect of municipal financial planning and management.

Madibeng Local Municipality is phasing a rapid development or growth, which essentially means that whilst there is infrastructure that requires continued maintenance and/or rehabilitation, there is a huge demand for new infrastructure to cater specifically for backlogs and previously under-served areas. This obviously requires significant resources, and as such Madibeng financial strategy has been determined based on the financial

In line with IDP Guidelines, the following financial strategies are identified and form part of the financial plan to achieve the desired objective, namely, financial sustainability and viability of Madibeng Local Municipality.

- The Council is committed to stringent budgeting policies and parameters through a budget that seeks to strike a balance between the development challenges of the poor areas and the need to maintain the infrastructure in established areas.
- The Council is also committed to ensuring that consultation on the budget takes place as widely as possible.
- To achieve balanced budgets on an affordable basis now and in future.
- The Council is further committed to levying affordable tariff increases and in this regard we have once again managed to achieve single digit increases in Rates, Electricity, Sewerage and Refuse Tariffs
- The Council expresses its will to allocate effectively the limited resources against the ever increasing demands by looking at ways and means of reducing costs and improving efficiencies to maximize resources.

2.1. Financial Analysis

The financial strategies of a municipality should recognize the Constitutional and legislative mandate of local government in respect of developmental local governance (budget alignment to IDP priorities), as well as various financial reforms applicable to local government (viz. implementation of MFMA, GAMAP/GRAP etc.) – which now forces a paradigm shift in respect of municipal financial planning and management.

Madibeng Local Municipality is phasing a rapid development or growth, which essentially means that whilst there is infrastructure that requires continued maintenance and/or rehabilitation, there is a huge demand for new infrastructure to cater specifically for backlogs and previously under-served areas. This obviously requires significant resources, and as such Madibeng financial strategy has been determined based on the financial management reforms principles

In line with IDP Guidelines, the following financial strategies are identified and form part of the financial plan to achieve the desired objective, namely, financial sustainability and viability of Madibeng Local Municipality.

- The Council is committed to stringent budgeting policies and parameters through a budget that seeks to strike a balance between the development challenges of the poor areas and the need to maintain the infrastructure in established areas.
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- The Council expresses its will to allocate effectively the limited resources against the ever increasing demands by looking at ways and means of reducing costs and improving efficiencies to maximize resources.

Long term financial planning places more emphasis on the analysis of the statement of financial position and ensures the municipalities are achieving decisions that have long term sustainability. The impact of this allows discussions around service cost and revenue over a sustainable period.

2.2. Financial Statements

All financial statements are based on the end of the financial year, which is 30 June 2013

2.2.1. Statement of changes in Net Assets

Figures in Rand	
Opening balance as previously reported	934,564,263
Adjustments	
Prior year adjustments	5 616 263 763
Balance at July 01, 2011	6 660 828 026
Changes in net assets	(239 187 365)
Total Changes	(239 187 365)
Balance at July 01, 2012	6 311 640 660
Loss for the year	(550 061 678)
Total Changes	(550 061 678)
Balance at June 30 ,2013	5 761 578 982

2.2.2. Statement of Financial Position

Figures in Rand	Note(s)	2013	2012
Assets			
Current Assets			
Inventories	9	4 507 495	4,916,835
Other financial assets	6	4 999 019	62,563,434
VAT receivable	10		14 980 977
Consumer debtors	11	57 683 314	276 922 295
Other receivables	8		1 812 289
Cash and cash equivalents	12	47 692 209	20 721 087
		114 882 037	381 916 917
Non-Current Assets			
Investment property	3	2 680 675 279	2 680 675 279
Property, plant and equipment	4	3 955 138 961	4 198 660 997
Heritage assets	5	10 100	10 100
Other financial assets	6	11 186 301	22 036 618
Other receivables	8		12 103 597
		6 674 010 641	6 913 486 591
Total Assets		6 761 892 678	7 295 403 508
Liabilities			
Current Liabilities			
Other financial liabilities	13		5 619 231
Finance lease obligation	14	662 841	580 718
Trade and other payables from exchange transactions	17	187 645 389	169 886 665
VAT payable	18	16 393 365	-
Consumer deposits	19	12 954 776	12,887,265
Unspent conditional grants and receipts	15	40 150 949	117 325 389
Bank overdraft	12	13 625 717	23 277 300
		271 433 037	329 576 568
Non-Current Liabilities			
Other financial liabilities	13	608 632 698	540 074 994
Finance lease obligation	14	58 053	720 894
Retirement benefit obligation	7	96 506 899	92 348 808
Provisions	16	23 683 009	21 041 583
		728 880 659	654 186 279
Total Liabilities		1 000 313 696	983 762 847
Net Assets		5 761 578 982	6 311 640 661
Accumulated surplus		5 761 578 982	6 311 640 661

2.2.3. Statement of Financial Performance

Figures in Rand	Note(s)	2013	2012
Revenue			
Property rates		174 982 000	164 654 270
Service charges	21	467 915 341	438 293 901
Rental of facilities and equipment		492 975	650 581
Interest received (trading)		54 910 149	43 272 638
Fines		1 22 690	453 207
Licences and permits		3 716 542	5 273 345
Government grants & subsidies	22	477 040 563	457 746 183
Agency fees		1 279 749	8 754 694
Other income	23	26 746 340	20 074 921
Interest received (investment)		16 424 130	10 738 501
Total Revenue		1 224 630 479	1 149 912 241
Expenditure			
Personnel	25	(267 815 020)	(228 695 097)
Remuneration of councillors	26	(22 992 032)	(19 769 000)
Depreciation and amortisation	30	(474 550 345)	(484 426 373)
Finance costs	31	(78 550 345)	(74 535 013)
Debt impairment	27	(399 181 348)	(98 662 111)
Repairs and maintenance		(32 356 399)	(8 356 396)
Bulk purchases	34	(336 677 021)	(329 088 853)
Contracted services	33	(78 973 597)	(43 709 102)
General Expenses	24	(88 164 739)	(109 122 018)
Total Expenditure		(1 779 239 576)	(1 396 363 963)
Operating deficit		(554 609 097)	(246 451 722)
Actuarial loss on post employment benefits		3 892 436	5 607 648
Fair value adjustments	28	654 983	1 656 709
Deficit) for the year		(550 061 678)	(239 187 365)

Cash flows from operating activities			
Sale of goods and services		966 469 213	586 881 598
Grants		477 040 563	457 746 183
Interest income		477 040 563	54 011 139
Other receipts		26 746 340	20 074 921
		1 541 590 395	1 118 713 841
Payments			
Employee costs		(290 807 052)	(248 464 097)
Suppliers		(572 327 091)	(585 616 538)
Finance costs		(78 529 075)	(74 535 013)
		(941 663 218)	(908 615 648)
Net cash flows from operating activities	35	599 927 177	210 098 193
Cash flows from investing activities			
Purchase of property, plant and equipment: Infrastructure		(230 766 670)	(207 792 130)
Purchase of property, plant and equipment: Movable assets	4	(262 562)	
Unbundling of Assets	4	(393 970 154)	(124 319 993)
Net cash flows from investing activities		(624 999 386)	(332 112 123)
Cash flows from financing activities			
Increase of other financial liabilities		62 938 473	42 077 314
Finance lease payments		(1 243 559)	(1 344 132)
Net cash flows from financing activities		61 694 914	40 733 182
Net increase/(decrease) in cash and cash equivalents		36 622 705	(81 280 748)
Cash and cash equivalents at the beginning of the year		(2 556 213)	78 724 535
Cash and cash equivalents at the end of the year	12	34 066 492	(2 556 213)

2.3. The Council's Support to Indigent Households

The Council has a policy whereby household with a combined income of less than R1600 subsidized for R130.00 with actual cost of service (including electricity) per household per month.

We summarize below amounts and number of households subsidized in the previous financial year.

Township	ACTUAL (R)
All townships	11,469,492
Total	11,469,492

2.4. Operating Budget

Local Municipality of Madibeng is characterized by huge backlogs in service delivery. Backlogs exist in all types of government services and encompass the services delivered by all levels of government. On local government level there are large numbers of households that do not have direct access to electricity, clean water, sanitation and infrastructure like municipal roads. This is still the case notwithstanding the progress government has made since 1994. To compound these problems the Municipality also faces the problem of the non-payment of services. The backlog in service delivery and the non-payment of services place inordinate pressure on the financial health of the Municipality. This has resulted in limited resources available to address or to respond to existing backlogs. Usage of available resources has limited our capacity to mobilize all of society in pursuit of our developmental objectives. It has hampered our efforts to prioritize resource allocations and to drive the implementation of government's objectives and priorities formulated by the municipality in its integrated development planning process

Factors that have been considered in compiling the budget are the following:

National Treasury guidelines was taken into consideration and including guidance on expenditures growth parameters which is set at 5.4% percent and related budget issues. The total expenditure of the proposed budget is based on 5.4% increase as allowed by the National Treasury. It must be noted that some expenditure items such as salaries and electricity will increase beyond the 5% and therefore effort to compensate for these extra ordinary increases are made from other spending areas. And can be summarized as follows:

- The multiyear Salary and Wage Collective Agreement for the period 1 July 2012 to 30 June 2015 was used to determine the salaries budget while waiting for the announcement of the final CPI for the relevant period. The agreement provides for a wage increase based on the average CPI for the period 1 February 2012 until 31 January 2013, plus 1.25 percent for the 2013/14 financial year.

In terms of the 2012 Medium Term Budget Policy Statement, municipalities were advised to provide for increases related to salaries and wages for the 2013/14 budget and MTREF as follows:

- ❖ Multi year salary wage collective agreement of 01 July 2012 to 30 June 2015
 - 6.85% (CPI of 5.6% + 1.25%) for 2013/14
 - 6.4% (CPI of 5.4% + 1%) for 2014/15
 - 6.4% (CPI of 5.4% + 1%) for 2015/16
- ❖ Payroll actual as at 28 February 2013
- ❖ Key positions advertised in March 2013
- ❖ Key positions to be filled in 2013/14 financial year

Once the final average CPI for the period 1 February 2012 until 31 January 2013 is available the necessary adjustment will be done in the before the budget can be presented to council for approval. In addition to the above the followings were considered during when preparing the salary budget:

The 2013/14 MTREF has been compiled taking into account the Macro-Economic Performance and Projections namely, headline inflation forecast and employee related costs.

Revenue Projections

The revenue projections have been compiled under the following assumptions:

- ❖ Considered 2011/12 actual collections @ 75%
 - ❖ Revised Water Tariffs @ 18%
 - Rand Water Tariff charge and possible increase @ 9.825%
 - City of Tshwane charges and possible increase @ 9%
 - Repairs and Maintenance Costs
 - Overhead costs
 - ❖ Electricity Tariffs
 - NT Guideline @ 8%
 - ❖ Inflation increase for other services @ 5.65%, 5.4% and 5.4% for 2013/14, 2014/15 and 2015/16 respectively.
 - ❖ Division of Revenue Bill 2013 allocations
- The income Sewerage, Refuse Removal and Rates is based on projected collection and proposed tariff increase of 5.6%.
 - Income from other sources is based on the projected collection and the proposed tariff increase of 5.6%.

2.5. Projected Budget for 2013/14 – 2015/16 Financial Years

Tabled 1: Summary of Projected Revenues and Expenditure

DESCRIPTION	Approved Budget 2012/13 R	Adjusted Budget 2012/13 R	MTREF		
			2013/2014	2014/2015	2015/2016
			R	R	R
Internal Operating Revenue	891 412 700	892 329 500	891 994 402	1 006 531 776	1 067 968 758
Grants and Subsidies	500 343 000	499 724 000	549 989 000	639 470 000	760 972 500
Reserves, unspent grant		69 336 169			
Total Revenue Budget	1 391 755 700	1 461 389 669	1 441 983 402	1 646 001 776	1 828 941 258
Operating Budget	1 181 179 700	1 182 096 500	1 219 454 167	1 394 141 949	1 548 305 714
Capital Budget	210 500 000	279 217 169	222 529 000	251 378 000	279 911 000
Total Expenditure Budget	1 391 679 700	1 461 313 669	1 441 983 167	1 645 519 949	1 828 216 714
Surplus/Deficit	76 000	76 000	234	481 827	724 545

Capital Expenditure

Capital spending is limited to capital projects prioritized in 2013/14 IDP of which funding has been confirmed. Any possible roll-over for 2012/13 (criteria for conditional grant funds applies and it outlined under 7.5 and 7.6 pages 16 and 17 of MFMA Circular 67).

2.5.1. Summary of Projected Revenues and Expenditure

2.5.2. Operating Revenues

Revenue Source	Approved Budget 2012/13 R	Adjusted Budget 2012/13 R	MTREF		
			2013/2014	2014/2015	2015/2016
			R	R	R
Property Rates	217 000 000	217 000 000	311 830 764	328 669 625	346 417 785
Service Charges:					
Electricity	373 000 000	373 000 000	368 677 175	398 171 349	430 025 057
Water	115 100 000	115 100 000	81 503 106	85 904 274	90 543 105
Refuse Removal	43 000 000	25 000 000	23 544 539	24 815 944	26 156 005
Sewerage	43 000 000	43 000 000	21 771 956	22 947 642	24 186 815
Surcharge	36 000 000	36 000 000			
Other Income	111 292 700	118 007 775	145 266 861	146 022 943	150 639 993
Less : Revenue Foregone	-28 980 000	- 121 513 000	-60 600 000		
Total Internal Operating Revenue	891 412 700	844 895 551	891 994 402	1 006 531 776	1 067 968 758
Grants and Subsidies	289 843 000	213 723 000	325 060 000	388 092 000	478 739 000
Total Operating Revenue	1 181 255 700	1 058 618 551	1 217 054 402	1 394 623 776	1 546 707 758

2.5.3. Proposed Tariff Increase Percentage

Description	Approved Budget 2012/13	Adjusted Budget 2012/13	MTREF		
			2013/2014	2014/2015	2015/2016
Property rates	0%	0%	5.6%	5.4%	5.4%
Electricity	16.5%	16.5%	8%	8%	8%
Water	20%	20%	18%	18%	18%
Sewerage	7%	7%	18%	18%	18%
Refuse Removal	20%	20%	5.6%	5.4%	5.4%
Surcharges	5%	5%	5.6%	5.4%	5.4%
Other services	7%	7%	5.6%	5.4%	5.4%

2.5.4. Operating Expenditure

Severe constraints were placed on the development of the Operating Budget; however Council was conscious to keeping increases in expenditure, in line with the macro limits imposed by National Treasury. Furthermore, the Council will as required by the Municipal Financial Management Act to produce credible and balance budget. The following funding choices were considered when prioritising the activities to be funded:

- ❖ Ensuring that drinking water and waste water management meets the required quality standards at all times;
- ❖ Protecting the poor by ensuring that the tariffs were affordable and the council should consider rebates on property rates to be levied.
- ❖ Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- ❖ Securing the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance;
- ❖ Expediting spending on capital projects that are funded by conditional grants;
- ❖ Ensuring that borrowed funds are invested in revenue generating assets as part of the capital programme

The operating expenditure budget for the medium term equates to R3.9 billion, constituted by R1.2 billion for 2013/14, R1.3 billion for 2014/15 and R1.4 billion for 2015/16. Total operating expenditure has increased by 2% against the 2012/13 Adjustments Budget, or by R24.8 million and by 2% against the 2012/13 approved budget, or 25.7 million.

Expenditure Items	Approved Budget 2012/13	Adjusted Budget 2012/13	MTREF		
			2013/2014	2014/2015	2015/2016
	R	R	R	R	R
Employee Related Expenses	225 203 700	255 983 341	298 900 608	319 933 768	353 279 856
Remuneration of Councillors	24 400 000	24 239 067	24 497 977	25 747 369	27 008 992
Bad Debts Provision	190 000 000	111 000 000	155 000 000	165 000 000	175 000 000
Depreciation	40 395 500	40 395 500	40 400 000	50 000 000	60 000 000
Repair & Maintenance	46 255 500	35 374 197	36 215 000	53 137 695	74 964 485
Interest : External Borrowing	38 000 000		13 742 978	24 549 929	34 201 125
Bulk Purchases	400 054 000	364 227 946	406 104 650	443 654 024	482 831 302
Contracted Services	83 410 000	87 285 000	118 850 000	113 204 400	103 755 926
Assistance to Indigents	15 000 000	15 000 000	16 000 000	19 816 000	25 512 495
General Expenses	323 461 000	106 740 617	97 235 445	107 798 096	119 286 525
Total Operating Expenditure	1 181 179 700	1 058 302 667	1 206 946 658	1 322 841 281	1 455 840 706

2.5.5. Capital Budget

Description	Approved Budget 2012/13	Adjusted Budget 2012/13	MTREF		
			2013/2014	2014/2015	2015/2016
	R	R	R	R	R
Municipal Infrastructure Grant	196 400 000	196 400 000	216 956 000	241 378 000	259 911 000
Municipal Infrastructure Grant(unsent)		45 776 510			
Expanded Public Works Programme	4 000 000	1 411 000	2 000 000		
Expanded Public Works Programme(unsent)		2 589 000			
Integrated National Electrification Programme	4 600 000	4 600 000	3 014 000	10 000 000	20 000 000
Provincial Grant(unsent)		2 800 000			
Internal Funding	5 500 000	25 640 659			
Total Capital Grants and Subsidies	210 500 000	279 217 169	221 970 000	251 378 000	279 911 000

- The budget allocation on water projects for the 2013/14 budget amount to R58.6 million, which represent 26.3% of the total capital budget.
- The budget allocation on Roads and storm-water projects for the 2013/14 budget amount to R57.6 million, which represent 25.8% of the total capital budget.
- The budget allocation on sanitation projects for the 2013/14 budget amount to R30.5 million, which represent 13.7% of the total capital budget.
- The budget allocation on electricity projects for the 2013/14 budget amount to R14 million, which represent 1.3% of the total capital budget.
- The budget allocation on solid waste management projects for the 2013/14 budget amount to R10.5 million, which represent 4.7% of the total capital budget.
- The budget allocation on community facilities projects for the 2013/14 budget amount to R62.3 million, which represent 27.9 % of the total capital budget

Prioritised projects feature under Section H on pages 155 to 160

2.6. Financial Plan

The focus here is to outline the role of forecasting as a critical tool of local government finance and to provide guidelines to strengthen local public finances in improving the financial management. In particular, proper financial management must: adequately control the total level of revenue and expenditure; appropriately allocate public resources among functional areas and programs; and, ensure that departments operate as efficiently as possible.

This Plan is prepared in terms of Section 26(h) of the *Local Government: Municipal Systems Act*, as amended, which stipulates that municipalities must prepare a financial plan as part of their Integrated Development Plan. The five-year Financial Plan includes an Operating Budget and Capital Budget, informed by the IDP priorities. It takes into account the key performance areas of the IDP. All programmes contained in the Budget are reflected in the IDP.

The key benefit of financial planning and budgeting is that it gives stakeholders the opportunity to stand back and review their organizational performance and the factors affecting operational requirements. These can include:

- ☐ greater ability to make continuous improvements and anticipate problems
- ☐ sound financial information on which to base decisions
- ☐ improved clarity and focus
- ☐ a greater confidence in your decision-making

In contrast with accounting records, which are retrospective, a financial planning or in simple terms budgeting is generally a projection of future revenues and expenditures. At a minimum, a financial plan is used to control financial transactions as well as a management and planning tool. Because local government provides services, forecasts are needed to plan for and control the receipt and expenditure of monies to meet these ends.

The Operating Budget Forecasts

Budget figures are broken down even further to provide operational expenditure information for the different programmes, departments (votes) or functions.

The Capital Budget Forecasts

On the capital side municipalities need to develop a coherent infrastructure investment plan, which sets out how they will achieve infrastructure targets, and mobilise public and private funding sources for this purpose. The development of integrated development plans and financial plans provides an opportunity for municipalities and other spheres of government to discuss and prioritise public investment in the area. The IDP is the basis through which the needs of the Municipality are identified and its priorities are set. The Capital Budget is allocated to covers the higher priority projects in the IDP.

Budgeting Target Forecasts

Municipalities require access to adequate resources and budgetary powers to fulfil their assigned functions. Municipalities need to have access to adequate sources of revenue - either own re-sources or intergovernmental transfers - to enable them to carry out the functions that have been assigned to them. Municipalities should be encouraged to fully exploit these sources of revenue to meet their developmental objectives. They also should have

reasonable certainty of revenue to allow for realistic planning and should ensure efficient allocation of these financial resources.

Linking the IDP and the Budget

The general principle in constructing a municipal budget is that the developmental policy proposals that are contained in the IDP of the municipality must be costed and budgeted for. Having looked at the municipality's IDP, you may want to verify whether priority issues have also been budgeted for in alignment with the IDP documentation. This information should, at least to some extent, be found in the municipality's budget.

Alignment for the capital budget to the IDP occurred mostly at a project level and not necessarily at a strategic level. Having undertaken an assessment of spending patterns against IDP Priorities, it was found that the IDP and the Budget (Operating and capital) is actually more aligned to the IDP than originally expected. But, the allocation of the budget (operating and capital), is something that need to be addressed through the development of a prioritization/allocation model against IDP priorities aligned to financial strategies.

2.7. Financial Management Policies

Section 62 of Municipal Finance Management Act stipulates that municipalities are responsible for managing the finances, by ensuring effective, efficient and economic use of resources. Therefore proper financial management policies and procedures that can able financial planning, effective implementation of budget, reporting of actual expenditure and revenue and early introduction of necessary intervention measures will be critical in ensuring complete compliance with this legislative requirements.

Budget Policy

The purpose of this policy is to comply with Circular 14, 15, 19, 28 of the MFMA as well as Chapter 4 of the MFMA by providing a concise, easy to use document, that provides a brief overview of the budget process and budgeting principles by constructing guidelines against which to measure outcomes, to ensure that the municipal budget and budget process will enhance transparency, accountability and effective financial management.

Rates Policy

This policy document guides the annual setting (or revision) of service charges and tariffs. It does not make specific tariffs proposals. Details pertaining to the applications of the various service tariffs are contained in the municipality's schedule of tariffs and rates published in the Provincial Gazette, which must be read in conjunction with this policy.

Credit Control and Debt Collection Policy

To ensure that all monies due and payable to the municipality for rates and the services rendered are collected;

- Outline credit control and debt collection policy procedures and mechanism;
- Provide for conditions pertaining to the supply of services and the discontinuation thereof;
- Provide for mechanism whereby accounts or meter readings services are queried or verified and for written objections;
- To make provision for indigent support;
- To provide for mechanism where irrecoverable debt are written off; and
- To provide for penalties for non compliance with the credit control and debt control management policy;
- To provide for incentives & disincentives in order to ensure cost-effective collection process; and
- To provide for measures to ensure that enforcement of payment must be prompt, consistent and effective.

Cash Management and Investment Policy

This policy prescribes the manner in which the Municipality must conduct its cash management and investments. The policy further prescribes the obligations and the accountability of the municipality as a trustee of public funds that cash resources are managed as effectively as possible by ensuring that such funds are invested with great care. The investment policy aims through effective cash flow management program embedded on legislative provisions at gaining the highest possible return without undue risk during those periods when funds are not required.

Indigent Policy

The purpose of the indigent policy is to ensure:

- ◊ The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council; and
- ◊ To provide procedures and guidelines for the subsidization of basic service charges to its indigent households, using the Council's budgetary provisions received from Central Government, according to prescribed policy guidelines.
- ◊ The Council also recognizes that many residents can simply not afford the cost of full provision and for this reason the Council will endeavor to ensure affordability through setting tariffs in terms of the Councils Tariff Policy, which will balance the economic viability of continued service delivery; and determining appropriate service level.

Supply Chain Management Policy

The policy spells out significant reforms for the procurement of goods and services in the municipality. This framework modernizes financial governance in the municipality and improves accountability and transparency for the award of municipal bids. It further establishes key procedures to enhance projects and budget implementation whilst minimizing fraud and corruption in the bidding process, and preventing and minimizing possible conflicts of interest.

Conclusion

Madibeng is currently fully reliant on grant funding to address the huge backlog in infrastructure. The taking up of loans for capital funding is also problematic due firstly to the affordability of loans given the municipality's current debt level, but also given the current collection level of the outstanding debtors. This then also impacts on Council's ability to address revenue allocation for previously unserved areas from internal resources.

3. LOCAL ECONOMIC DEVELOPMENT

3.1. Division: Local Economic Development

The Local Economic Development Division, which is under the portfolio of Economic Development, Tourism & Agriculture comprises the following 3 categories or sectors of economy:

- Business Support and Investment,
- Agriculture and Nature Conservation; and
- Tourism.

3.1.1. Enterprise Support and Investment Unit

The SMME Support Unit within the Department of Economic Development, Tourism and Agriculture provides support to SMME's within the Madibeng Municipal area. The SMME sector is contributing largely to the economy of Madibeng and it needs to be supported for the growth of the sector.

The unit links all Government SMME support services to Madibeng businesses. These services include Non financial support, financial support and capacity building, provided by Government, Non Governmental organisations and private sector. These are SEDA, NYDA, SEFA, NWDC, NEF, IDC, Financial institutions, NDA, IDC,DTI, Provincial Departments, Bojanala District Municipality, SETAs, Business forums, SARS, etc.

Services that the unit renders in partnership with other stakeholders includes but are not limited to the following:

- Information dissemination, advice and referrals, regulatory requirements, business assessments, training and capacity building, branding and design, tender information and advice, import and export training, trade information, access to funding, mentorship, assisting businesses on matters related to the tax, etc

There are empowerment programmes which are targeting youth, women and people with disabilities that are also provided by the unit.

The co-operative sector is a growing sector within Madibeng and already has a forum established. There are more than 100 registered co-operatives in Madibeng and about 20% are operational. The main challenge identified is the insufficient financial resources.

The street trading sector is also contributing largely to the economy of Madibeng. The Municipality managed to provide the Tom Street Hawkers pavilion which is presently fully occupied and the Wonderkop hawker's pavilion which has been completed and traders will be accommodated. The industrial park is targeting the SMME's in the manufacturing sector. They are managed within the centre management unit within the Department. The Madibeng Business support centre is presently accommodating the Municipal Department of Economic Development, Tourism and Agriculture.

TYPE OF TRAINING/WORKSHOP	TOTAL NO. OF SMMEs & CO-OPERATIVES	FINANCIAL YEAR
New Venture Creation learnership; Business management training, Co-operatives Incentive Scheme workshop, NWDC funding workshops, Cooperatives registration workshop, Youth Entrepreneurship awareness workshop, Women Entrepreneurship awareness workshops, Women Business Start-up workshop, NEF and Business Today SMME training sessions, W&R SETA Small Business training	400	2011/2012 and 2012/2013

3.1.1.1. The Investment Unit

The unit deals with the attraction and retention of investors within the Municipality. It also deals with the mining sector on issues of the social labour plans. Other functions include marketing of local products through the trade information within the DTI together with the Provincial Government Departments, District Municipality and other stakeholders such as Invest North West. All of these institutions work on strategies and incentive schemes for the attraction and retention of potential investors within Madibeng and the North West Province as a whole.

3.1.1.2. LED Strategies, By-Laws & Policies

The following Strategies and Action Plans are aimed at enhancing the opportunity that cuts across all the economic sectors: Agriculture, Tourism, Retailers and all kinds of small businesses. Madibeng has a lot of potential in all of the natural resources that enhance tourism and agriculture. The only challenge is the aging infrastructural conditions which are receiving attention from the relevant Departments.

The Investment Incentive Scheme is in the process of being reviewed and is aimed at attracting both foreign and domestic investors into Madibeng so as to grow the local economy.

Currently there is an LED Strategy that was adopted by Council in 2008 which is undergoing some review in order to be aligned with the Provincial Growth and Development Strategy as well as the National Development Plan and all other relevant policy imperatives.

The following strategies and action plans are still in the planning phases except for the Street Trading By-Law that has been adopted by Council:

- The Reviewed LED Strategy
- The Industrial Development Strategy
- The Business Dialogue Event
- The Economic Outlook of the Municipality
- The Review of Investment Incentive Scheme.
- The Informal Trading By-laws

3.1.2. Agriculture and Nature Conservation Unit

Agricultural production within the Local Municipality of Madibeng is supported by the following government organizations:

Bojanala Platinum District Municipality; Department of Agriculture and Rural Development; Department of Rural Development & Land Reform; Department of Social Services; Department of Health; Department of Economic Development, Environment, Conservation and Tourism; National Department of Agriculture, Forestry & Fisheries; Hartebeespoort Irrigation Water Users Association; National Emerging Red Meat Producers Association; African Farmers Association of South Africa; LandBou Unie; SEDA; Hartebeespoort Metsi-a-me Dam Remediation project (Conservation of irrigation water)

3.1.2.1. Protection of High Potential Agricultural Land

The Agriculture and Nature Conservation Unit started the financial year of 2007/08 with a general survey of all agricultural activities in Madibeng. The Madibeng farming community was then classified into three categories with different development needs; the commercial sector farmers, the emerging farmers and those that belong to household food security producers.

An Agricultural Forum was launched in June 2007 to serve as the delegation body for the Bojanala Platinum District farming community. Two chairpersons from Madibeng farmers were appointed, one for the commercial and the other for the emerging farmers. That will serve as an instrument of communication between the farmers and the government.

3.1.2.2. Madibeng Agricultural Development Strategy

The Local Municipality of Madibeng, Agricultural Development Strategy outlines the importance of optimum usage of agricultural resources in a sustainable manner. However, agriculture (LED: Division) is an unfunded mandate within the Local Municipality. It is impractical to plan and implement all of the conservation, land use, soil and water management without integration with other Divisions, Departments and other Sector Departments

Most of the land in Madibeng comprises of turf, a highly agricultural potential soil. It is a challenge within the Local Municipality as to how best to prioritise. Demographic trends of the communities escalate tremendously, in such a manner that it is difficult to provide houses without backlogs, using agricultural land.

Dependency on an integrated action weakens the impact since stakeholders have their mandates as well. To state an example in the protection of high potential agricultural land; the Housing and Land Administration Division has a mandate to provide communities with houses.

The other challenge is that of the mining industry. Projections have shown that there are lots of minerals in Madibeng. Major focus is on job creation and economic development, than on potential soils. Mining also depletes underground water and that may result in the area degradation. High unemployment rates, poverty, high population growth and the

nature of the Municipality dominated by rural areas; immediately directs the difficult prioritisation to make, which is not in favour of the Conservation of Natural Resources.

Communal Land use Strategy

Chapter four of the Local Municipality of Madibeng Agricultural Development Strategy, outlines the Agricultural Conceptual Framework. It comprises all relevant stakeholders and with recommended integration strategies. Amongst all, management of natural resources is indicated as one of the most critical:

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

3.1.2.3. Proactive Land Acquisition Strategy

The Minister reaffirmed during the National Land Summit of 2005 that one of the measures that need to be in place “to ensure that land and agrarian reform moves to the new trajectory that will contribute to the higher path of growth, employment and equity by 2014” is the “introduction of proactive land acquisition by the state for targeted groups in the land market. The implementation of the Proactive Land Acquisition Strategy (PLAS) will contribute to the higher path of growth, employment and equity by 2014. While the PLAS was approved “in principle” in July 2003, it arrived with a Ministerial proviso that a management (implementation) plan be developed prior to the implementation of the Strategy. The PLAS dealt with two possible approaches: needs based approach and a supply-led approach but essentially focusing on the state as the lead driver in land redistribution rather than the current beneficiary-driven redistribution. The document was re-looked at in view of the Land Summit recommendations and the approaches were deemed to be similar (only the state’s entry point was different) as both approaches advocated the dominant role of the state. These approaches have therefore been streamlined into one approach: State-driven Proactive Land

Acquisition. The PLAS document outlines an implementation framework that is formulated for the revised approach, taking into consideration the new direction/trajectory that the Department of Rural Development and Land Reform plans to take post Land Summit and in terms of the Accelerated Shared Growth Initiative (ASGISA. (Ref. PLAS, 2006)

3.1.2.4. Commercial Farming Sector

It is dominated by well established farmers who have knowledge, experience and the means to produce. They serve as the pride of Madibeng because they contribute to the economic development through food production at a close range, as well as jobs creation. The agricultural plant products include vegetables, fruit, field crops and flowers. The animal products are broilers, dairy products and beef. Pork and egg production are still limited in Madibeng. They receive Technical Support from the Government Development Sectors. Most of the Commercial producers are linked to markets all over the country and some even export their produce.

3.1.2.5. Emerging Farming Sector

These include the new Land Reform beneficiaries as well as the farmers in the communal areas of Madibeng. It must be recognized that Madibeng is dominated by the resource poor rural villages. Agricultural production there is limited to small scale production of environmentally controlled projects. These include chickens, small scale vegetable gardens and pigs for income generation. However, culturally livestock like cattle, sheep, goats, horses and donkeys are kept and also need some care. These generate income in limited levels. They need water, grazing and medication. All of these are catered by Government Development Sectors.

3.1.2.6. House-hold Food Security

These projects are supported mostly by the Department of Social Services and technically by all agricultural development sectors. They are meant to produce food just in small quantities to address the house-hold needs. That is small food-plots in the back yards, few layers for breakfast eggs and some cows for milk production. All of these need financial support for sustainability. All government sectors have a responsibility to address this for a balanced community diet.

3.1.2.7. How Government Agencies Support Agriculture in Madibeng Local Municipality

- The Local Municipality of Madibeng, Department of Economic Development and Planning; LED: Agriculture and Nature Conservation Unit attends to the technical needs of the farming community.
- The Community Safety Department in the Local Municipality also supports community development projects.
- Bojanala Platinum District Municipality supports the Local Municipality Office with the farming needs
- The Provincial Department of Agriculture and Rural Development have Local Agricultural Development Offices in Brits and at Mothotlung to serve the farming community. There are also Farmers Support Units offices in the following villages that are based at ground level to be closer to the communities: Lotlhakaneng, Jericho, Madidi, Bapong and Brits.
- The Department of Rural Development and Land Reform has offices in Brits and as stated earlier addresses the agricultural land issues. It has both the land administration officers and the field officers.
- The Department of Social Services also assists with community development projects that include agriculture.

3.1.2.8. Agriculture Projects for a 3-Year Cycle

Ward No.	Settlement Area	Project	Budget		
			2012/2013	2013/14	2014/15
1	Jonathan	Purchase of crop production inputs	500 000	500 000	500 000
2	Jericho	Purchase of crop production inputs	1 000 000	1 000 000	1 000 000
32	Segwaelane	Large Scale broiler (chicken) project	500 000	400 000	
25	Karreepoort	Purchase of production inputs for crop farmers	100 000	50 000	
25	Sonop	Production of Indian Leafy Vegetables	500 000	100 000	
34	Moiletswane	Erection of cattle handling facility	200 000	30 000	100 000
34	Letlhakaneng	Rata Tlhago Production of fruit & Vegetables	200 000	200 000	
34	Dipompong	Large Scale broiler project	500 000	500 000	500 000
2	Jericho	Windmill repair for cattle water supply	-	15 000	
1	Valboschloot	Purchase of diesel engine for cattle water supply	24 000	-	-
25	Bokfontein	Phakamisa Project of hydroponic ot tunnel vegetable production	800 000	500 000	

Implication of LED strategies and plans is still a challenge that makes LED not to be seen as a comprehensive approach to develop the local economy but is mostly viewed as a mere separate economic project.

TYPE OF TRAINING/WORKSHOP	TOTAL NO. OF SMMEs & CO-OPERATIVES TRAINED	FINANCIAL YEAR
Agricultural trainings: Soil Preparation, Profile and yield estimates; Cattle and Grazing Management; Cow Herd Management; Weaning & castration of livestock, Supplementary Livestock Feeding/ Drought Feeding Management ; Broiler Production Management and Marketing; Crop Production and Crop Management; Cattle Management and disease control; Pigs production, & piggery establishment.	500 farmers and Cooperatives	2011 /12 & 2012/13

Conclusion

In conclusion, sustainable resource use, optimum production, capacity and skill can help to uplift agricultural production in Madibeng. Stakeholder integration and agricultural strategy developments can help to address economic development, income generation and household food production.

The implementation of Madibeng Agricultural Development Strategy is delayed by limited financial resources, even from relevant stakeholders, poor agricultural infrastructure, especially on farms acquired through land reform, lack of equipments and machinery.

3.2. Tourism Unit

The Madibeng Local Municipality is strategically situated between the three big cities, Johannesburg, Pretoria and the fastest growing area in Africa, Rustenburg. The Hartbeespoort is the hub of tourism, the gateway to the North West province. Most of the people pass at Hartbeespoort going to Sun City during weekends.

Madibeng is rich in culture and heritage, the area need massive marketing in this area to increase the length of stay of tourists in the area. Madibeng is predominately rural and there is opportunity for rural tourism development.

3.2.1. Madibeng Tourism Master Plan

The development of the Tourism Master Plan was an effort on the part of the Madibeng Municipality to set out a shared vision and strategic direction for the development and growth of the tourism industry in Madibeng Municipality, to ensuring the cooperation and involvement of all tourism role players and local communities, to the benefit of the tourism industry and the economy of the Municipality as a whole.

3.2.2. Youth In Tourism Development Program

Tourism Unit in partnership with the National Department of Arts and Culture, National Archives Division is conducting training for local unemployed youth in Oral History. The target is to collect the history of Five (5) Madibeng Tribes and heritage sites. They train youth in research, data collection and editing. The intention of the program is to document the data collected and distribute it in the form of a booklet.

3.2.3. Marketing and Branding

The development of tourism brochure and participate at the tourism exhibition. The exhibition serves as a platform to expose the Madibeng Local Municipality as a preferred tourism destination and afford the product owners an opportunity to forge business relationship with their counterparts both local and international. Signage is a challenge in Madibeng. Tourism signage needs to be erected in all strategic points in the area.

3.2.4. Tourism Associations

The tourism association is the structure that comprises of the tourism business owners. The aim of the structure is for the players in the industry to market and develop tourism in the area as a collective. The Municipality needs to support these structures because they contribute towards the growth of the local economy and job creation. The Harties Tourism Association is active in promoting and marketing tourism in the area.

3.2.5. Tourism Educators Forum

Madibeng has an active Tourism Educator's Forum which was launched by the Municipality in 2011. The forum members are tourism educators from local schools and officials from Department of Education. It is presently the only Educators Forum in the North West.

3.2.6. Tourism SMME's linkage

The Unit link the emerging product owners with the well establish product owners to transfer the skills. The duration of the training is determined by the individual needs, because there is theory and practical. After the training there is monitoring.

3.2.7. Capacity Building

The Tourism Enterprise Partnership and the CATHSETA are conducting an accredited training for the tourism SMME's.

35 Tourism SMME's were training and issued with certificate in the following:

TYPE OF TRAINING/WORKSHOP	TOTAL NO. OF SMMEs & CO-OPERATIVES TRAINED	FINANCIAL YEAR
Legalities and Compliance; Marketing in Tourism; Tourism Channels; Business Administration; Communication in Tourism ;Quality Assurance & Customer Care; Human Resource; Service Excellence ;Customer services; Legalities and Compliance; Marketing in Tourism ; Tourism Channels; Business Administration; Communication in Tourism; Quality Assurance & Customer Care; Human Resource; Service Excellence ; Customer services; Oral History	100	2012/2013 & 2013/14

POTENTIAL EXISTING LIST OF PRODUCT DEVELOPMENT

Heritage Sites	Historical background	The type of assistance required	Locality	Budget
Mmakau Heritage	<p>The Mmakau heritage is the century tswana settlement site situated at the Swartkoppies mountain on the farm Hoekfontein 432 JQ.</p> <p>The Hoekfontein sites cover an area of about 1000 hectares. This is most probably one of richest late Iron Age sites in South Africa.</p> <p>The reconstruction of the site includes historic houses, stone circles, stone walls chief's fireplace, tswana traditional houses etc.</p>	<p>Renovation of the cultural village. Roads construction, electrification and water supply.</p> <p>Construction of phase 2 of the project.</p> <ul style="list-style-type: none"> • Interpretation centre • Museum • Administration block • Kiosk / restaurant • Ablution block 	Mmakau	R10 Million
Shakung Wonder Rock	This stone was originally from one firm in Rosslyn, and it was removed from the firm site due to construction. It was then relocated to Shakung it called the speaking rock, one person is able to talk to the rock and it responds only to him.	Develop a braai area and kiddies park near the wonder rock.	Shakung	R100 000.00
Tlhogokgolo Hill	This is an ancestor's mountain; there was a clay pot that was always on top of the mountain full of water. If you are not clean enough you would not be able to climb the entire mountain. You would climb to a certain extend. This was also a spot where traditional healers came to speak to their ancestors and where shrubs for traditional medicines were picked up. Di Kgosi of the village would also go to the mountain to pray for rain.	Park, hiking and horse riding trails. Develop braai area	Bapong	R 2 Million
Majakaneng Trails	Un developed hills with potential for tourism attraction.	Park, hiking and horse riding trails. Develop a braai area.	Majakaneng	R 500 000
Dinaletsana Hill	The hill has eye catching and unique caves, the view shows that those caves were build and decorated during the times when stones were tender, footsteps are still visible. And they were used meeting place for chiefs. The place has a lot of potential and would attract many tourists, and create jobs to near communities.	Develop chalets; a park; hiking trails, braai areas and information centre.	Jericho(Rooivaal)	R1 million

3.3. Mining Sector

There are more than 45 mines identified in Madibeng/Rustenburg area, and in some areas the identified places are within the community residents which are a standing problem at the moment, but so far close to 10 mines are given rights. A list of identified areas will be forwarded to the Municipality as soon as internal matters are sorted out by the Department of Mineral and Resources. According to the Mining Charter, basically most of the identified mining areas must commit with Social Labour Plan (SLP) within the communities, which include

- Infrastructure
 - Job creation
 - Community development
 - Skills development and
- ♣ The other concern was from the department of Agriculture that the mining operations especially open cast mining and to a lesser extent underground mining with the added concentrator and smelter are continually destroying and changing agricultural land to non- agricultural land.
- ♣ However these land use related issues will be investigated in accordance with the terms of reference included in section 7.5 of the Scoping report.

3.4. Manufacturing Sector

There are few companies invested at Madibeng and creating jobs for the community of Madibeng. Some of these companies were awarded land through the Investment Incentive Scheme, which attracted investors and due to the development in Madibeng. The following companies will be employing from Madibeng community as follows:

- Motor industry/ Auto motive dominates the industrial scene
- Madibeng contributes most of Bojanala manufacturing
- 28.8% sectoral contribution of GDP in Madibeng area
- Global financial crisis: decline of auto industry threatens jobs

Poverty Alleviation Programme Dealing with Data Collection for the Purpose of Billing Preparations

Listed below are the areas and the total individuals who benefited through poverty alleviation programme, collecting data from different areas as well as hand delivery of the consumer accounts rejected by the post office with an objective to obtain the correct postal details from the account holders. (See the attached list of documents).

Beneficiaries of Poverty Alleviation-Mayoral Programme

AREA	AMOUNT	TEAM LEADER'S AMOUNT	MONTH	NUMBER OF BENEFICIARIES	TOTAL
Sonop	4 600,00	1725	July	5	6 325,00
Rankotea	2 100,00	2100	July	1	2 100,00
Lethlakaneng	4 600,00	1725	July	5	6 700,00
Oskraal	10 350,00	1725	July	10	12 075,00
Mothutlung	4 600,00	1725	July	5	6 325,00
Lethabong	10 350,00	1725	July	10	12 075,00
Jericho	16 100,00	3450	July	16	19 550,00
Majakaneng	20 700,00	3450	July	20	24 150,00
Bapong	10 350,00	1725	July	10	12 075,00
Mmakau	20 700,00	3450	July	20	24 150,00
Madidi	16 100,00	3450	July	16	19 550,00
Letlhabile	4 600,00	1725	July	5	6 325,00
Oukasie	6 900,00	1725	July	6	8 625,00
Modderspruit	11 500,00	2100	July	11	13 600,00
Oukasie	25 300,00	0	July	22	25 300,00
TOTAL					198 925,00

4. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

HOUSEHOLD SERVICES AS PER CENSUS 2011

	2001	2011
Average Number Of Rooms	3.78	3.65
Formal Dwelling (%)	61.1	59.2
Average Household Size	3.5	3.0
Female Headed Households (%)	35	30.3
Access To Pipe Water In The Yard (%)	38.0	45.7
Access To Pipe Water In The Dwelling (%)	13.7	22.2
Usage Of Electricity For Lighting (%)	69.7	81.0
Electricity Usage For Cooking (%)	52.2	75.64
Access To Sanitation - Connected To Sewer (%)	22.5	27.2

4.1. Water and Sanitation

The provision of water and sanitation services is the responsibility of a Water Services Authority (WSA). The MLM is a WSA in terms of the Municipal Structures Act (Act 117 of 1998) and is therefore responsible for providing water and sanitation services to all residents within its area of jurisdiction in an economical, efficient, sustainable and equitable manner.

The MLM is informed by the Water Services Act (Act 108 of 1997) which makes provision for access to, the planning of as, well as the management of water services (water and sanitation) and infrastructure. The National Water Act (Act 36 of 1998) relates to the management and protection of South Africa's water resources, including shared waters with neighbouring and inclusive countries. The MLM falls within the Crocodile (West) and Marico Water Management Area with the most prominent water resources being the Crocodile River and the Hartbeespoort Dam, Rooikoppies Dam and Klipvoor Dam.

Overview : Water Services¹

Demographics		
Item	Description	Comment
Total population	445,635	Projected to grow at 3.1 % per annum. The unemployment rate is 41.7 %.
No. of household consumer units	102,060 - Free Basic Water (All consumer in Madibeng receive Free Basic but subject to the current policy review)	Projected to grow at 3.1 % per annum. The number of households considered poor (income less than R1 100 per month) is 66 %.
Level of service		
Water backlog (households)	14,834 <ul style="list-style-type: none"> Lack of leverage and funding to respond to demand Lack of alignment of planning between municipality and private sector 	Current projects to address the backlog 300m capital injection to address the backlogs
Supply and demand		
Water demand	57,700 MI/year (158)	Projected to increase at 10% per annum. An additional supply of 19 232 MI/year (52.9 MI/day) will be required by Year 5 to meet the demand at the current rate of loss.
Water supply Total of all the water scheme	35,703 MI/ year (98 MI/day)	Water supply is provided by Rand Water, Magalies Water, boreholes and a few private treatment plants. The supply includes 1,340 MI/year supplied to the mines by Madibeng. MI/day)
Paid consumption	28,105 MI/year (77 MI/day)	Improved metering, billing and revenue collection is required to increase payment for water.
Total losses	29,595 MI/year (81 MI/day)	Includes physical (leaks) and managerial (unauthorised connections, unbilled connections, uncollected revenue) losses.
Percentage loss	51%	Anticipated to decrease by 10% per annum to 26 % at Year 5 through well managed leak repair programs and strategies to reduce unauthorised connections and improve metering, billing and revenue collection.
Treated effluent returned to resource	4,497 MI/year (12.3 MI/day)	Projected to increase at 10% per annum.

¹ Water Service Delivery Plan, 2012

Households Water

Level of Service	No. of Households
No Formal Water Infrastructure	16173
Total Below RDP Water Households	16504
No Formal Water Infrastructure Households	4621
Piped water inside dwelling Households	44325
Piped water inside yard Households	31820
Distance Below 200m Households	16014
Distance greater than 200m Households	8863
Borehole Households	2961
Spring Households	32
Rain-water tank Households	345
Dam/pool/stagnant water Households	250
River/stream Households	128
Water vendor Households	1828
Other Water Households	2039
Total households	217394

Overview : Sanitation Services

Level of Service	No. of Households
Total Below RDP	42855
Flush Toilets Connected to sewerage system	44405
Flush Toilets connected to septic tanks	2444
Chemical Toilets	826
Pit latrine with ventilation	11735
Pit latrine without ventilation	37123
Bucket System	0
No Sanitation	4889
Total households	217394

Insufficient and Inadequate Infrastructure : Backlogs¹

Water	Sanitation
<ul style="list-style-type: none"> More than 80 % of the households have access to water services either bulk, full, intermediate, informal intermediate or basic supply. Out of the estimated 102,060 households 14 834 (15.4 %) of the households do not have access to basic water supply. The number of households with access to free basic water increased from 68 824 in 2004/5 to an estimated 75 706 in 2006/07. 	<ul style="list-style-type: none"> 52 300 (51%) of the households do not have access to basic sanitation services. RDP level of service (VIP) is at 9.5 % and > RDP at 39 %. 1.8 % are servicing themselves in terms of intermediate services. Of those with water borne sanitation, 83% of customers are serviced by Madibeng and an estimated 17% are servicing themselves using package plants. Approximately 9 700 VIP's / Envirolloos are in use in Madibeng but the majority of rural scattered areas only have a very basic sanitation system i.e. pit latrine or septic tank. Provision is made in the long term to assist these consumers with sanitation. The mine villages, hostels and offices and the forestry villages have access to water borne sanitation systems. The sewage is treated by private waste water treatment works, 33 septic tank systems or package plants.

Water Purification Plants¹

Brits Water Purification	Hartbeespoort Water Purification	Challenges
<p>The present design capacity of the plant is 60 MI per day and extracts its raw water directly from the Crocodile River downstream from the Hartbeespoort Dam. The current 60MI/d capacity was only planned to cater for the former Brits Council only.</p> <ul style="list-style-type: none"> Water Supply from Brits increased to previously marginalized areas <p>The water works is critically overburdened and has serious capacity shortfalls in terms of water quantity</p>	<p>The design capacity of this plant is 10 MI per day and extracts directly from the Hartbeespoort Dam. Over utilised</p>	<ul style="list-style-type: none"> Poor Raw Quality from the Dam Lack of bulk infrastructure to unlock development potential Mines disproportionate consumption of potable water Influx caused by the mines Lack of water reticulation infrastructure in predominantly rural and tribal areas Some areas cannot be developed due to shallow mining and environmental sensitivities Illegal land invasion/squatting Ageing Equipment at the works compromising quantity and quality Utilization of old and outdated Technology due to funding constraints

Water Schemes¹

Component	Description of the main functional tasks	Responsibility/Challenges
Brits Water Scheme	Supplies Brits, Sonop and Oskraal, Lethlabile, Madidi, Oukase	Madibeng
Hartbeespoort Water Scheme	Supplies Hartbeespoort area, Kosmos, Schoemansville, Xanadu Kommandonek, Meerhof and Melodie	Madibeng/DWAF
North East ODI1 Water Scheme	Supplies Kgabaletawane, Hebron, Erasmus and Klipgat	Sandspruit/City of Tshwane, Currently water restriction despite bulk account payments
West Water Scheme (West ODI2)	Supplies Segwalene, Modderspruit, Majakaneng, Bapong, Wonderkoppies, Western Plants and Barnardsvlei	Rand Water
Hartbeespoort South Supply Scheme	Provision of water the settlements in Kalkheuweil, Ville D'Afrique, Ille du Lac, Rubena, Pecan Wood, Eagles Landing, Kudala, Club Nautique, Bayshore, Lakeland, Kingfisher Village, Skeerpoort, Mount Cashan	Madibeng
Ward Scheme (Boreholes)	Rural settlements: Kwarriekraal West, Kwarriekraal South, Kwarriekraal, Klipvoorstad, Ga-Rasaii, Assen, Fafung, Jonathan, Sephai, Boikhutsong Informal, Boikhutsong Informal East, Legonyane, Ga-Tsefoqe, Koedoespoort North, Koedoespoort, Makkgabetswane, Ga-Moti, Garantlapane, Beestekraal	Currently Declared as a Rural Ward Awaiting Council Resolution

Existing Pump Infrastructure¹

Pump station site name	Reservoir / zone supplied	No. of pumps	Remarks
Raw Water Pump station	Brits Water Treatment plant	8	Parallel
Lethlabile Tower	Lethlabile Tower	1	Ns
Mothutlung	Mothutlung	3	Parallel
Brits Town	Brits Reservoir	5	Parallel
Mmakau	Mmakau Reservoir	3	Parallel
Elandsrand Pump station	Elandsrand	4	Series & Parallel
Bapong Pump station	Brits Bulk Supply	3	Parallel
Mothutlung	Mothutlung	3	Parallel
Mmakau	Mmakau Reservoir	3	Parallel
Total		36	

Hartbeespoort Infrastructure¹

Kommandonek WPP Pump station	Kommandonek Reservoir	Pumps	Parallel
Kosmos East Booster Pump	Kosmos East Upper	1	Parallel
Schoemansville WPP	Schoemansville & Karel streets	2	Parallel
Schoemansville Booster Pump	Schoemansville high level zone	1	

Wastewater Works¹

Brits Wastewater	Mothutlung	Rietfontein	Lethlabile
Brits Plant 8 MI/day plus new 6 MI/day Technology New Plant Modified UCT Old Plant Bardenpho Discharge Effluent to Crocodile River	Mothutlung 1 MI/d Technology Biofiltration Pond System Discharge Effluent to Kgowa Spruit	Hartbeespoort Plant (Rietfontein) 3MI/day plus new 4 MI/day Technology New Plant Modified UCT Old Plant Bardenpho Discharges to the Swartspruit	Lethlabile 3 MI/day Petro System Ramogathle Spruit

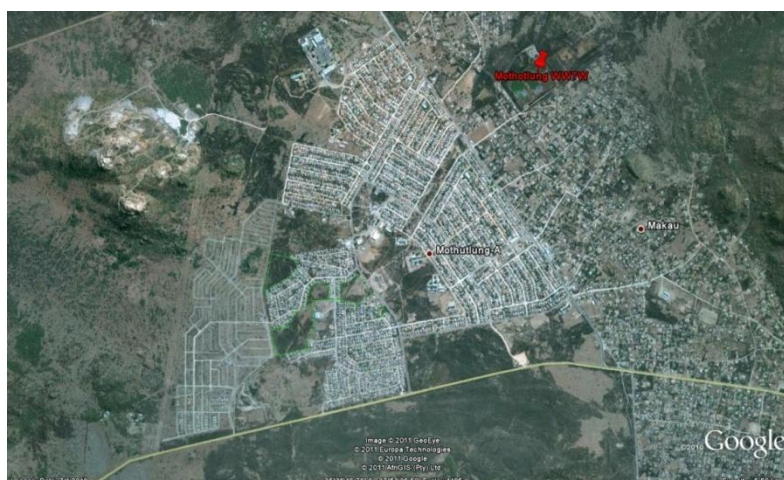
The wastewater treatment plant treats predominantly domestic effluent with the exception of Brits wastewater which treats domestic and industrial effluents. The municipality has secured grant funding for the rehabilitation of four wastewater system, i.e. bulk wastewater infrastructure as well as connector pumps stations. The objective is to upgrade the existing waterborne sewer system to meet the technical and operational requirements in order to render sewer services in a sustainable manner. All upgrade actions will be conducted in alignment with Green drop requirements.

The scope of the four wastewater treatment (Lethlabile, Brits, Rietfontein and Brits wastewater works, involves the upgrading of the electrical-, mechanical-, civil- safety- security- and communication instrumentation components. The rehabilitation is a multi-year implemented project

Brits Wastewater Treatment Plant

Mothotlung Wastewater Treatment Works

The Mothotlung Waste Water Treatment system serve the Mothotlung area of Madibeng as indicated on the map below.



Geographically, the area is situated 12 km south of south east of Brits, accessible through the R566 route, approximately 1.6 km towards the north of the R566.

Currently there are plans underway to upgrade the existing waterborne sewer system to meet the technical and operational requirements in order to render sewer services in a sustainable manner. Furthermore all upgrade actions will be conducted in alignment with Greendrop requirements.

The scope of this project involves the upgrading of the electrical-, mechanical-, civil-, safety-, security- and communication instrumentation components of the Mothutlung WWTW and associated pump station and sewer network. The critical bulk infrastructure components requiring upgrade have been identified.

Lethlabile Wastewater Treatment Works

The Lethlabile wastewater works has a design capacity of 3MI/d. The plant inflow quality is more of domestic nature being pumped from various sewer pump stations into the reticulation network. The treated effluent is discharged into Ramogathle Spruit.

Currently there are plans underway to upgrade the existing waterborne sewer system to meet the technical and operational requirements in order to render sewer services in a sustainable manner. Furthermore all upgrade actions will be conducted in alignment with Greendrop requirements.

The rehabilitation project involves the upgrading of the electrical-, mechanical-, civil-, safety-, security- and communication instrumentation components of the Lethlabile WWTW and associated pump station and sewer network. The critical bulk infrastructure components requiring upgrade have been identified.

Rietfontein Wastewater Treatment Works

The present design capacity of this plant is 2 MI per day with an extra 3 MI per day capacity. The plant inflow quality is more of domestic nature being pumped from various sewer pump stations into the reticulation network.

Currently there are plans underway to upgrade the existing waterborne sewer system to meet the technical and operational requirements in order to render sewer services in a sustainable manner. Furthermore all upgrade actions will be conducted in alignment with Greendrop requirements.

The rehabilitation project involves the upgrading of the electrical-, mechanical-, civil-, safety-, security- and communication instrumentation components of the Lethlabile WWTW and associated pump station and sewer network. The critical bulk infrastructure components requiring upgrade have been identified.

Currently there are plans underway to upgrade the existing waterborne sewer system to meet the technical and operational requirements in order to render sewer services in a sustainable manner. Furthermore all upgrade actions will be conducted in alignment with Greendrop requirements.

The rehabilitation project involves the upgrading of the electrical-, mechanical-, civil-, safety-, security- and communication instrumentation components of the Rietfontein WWTW and associated pump station and sewer network. The critical bulk infrastructure components requiring upgrade have been identified.

Hartbeespoort Town

Sewage Works

There is one water care works in the area namely Rietfontein Wastewater Treatment Works. The plant has a total design capacity of 5MI/d. Schoemansville, Ifafi, Hartbeespoort etc. use a water-borne system, which drains to Rietfontein Sewerage purification plant. Most of the private developments in the area use sewage package plants as sanitation system, i.e.: the southern and western side of the dam like Pecanwood, Westlake and others use package plants for sewerage.

South-Western Work Sewage Package Plant

The existing sewage treatment works at the south western corner of Caribbean Beach. The treatment works is not owned and maintained by the Municipality. The municipality as a Water Services Authority has the powers to ensure that treated effluent discharged complies to the laid down standard as prescribed in The National Water Act (Act 108 1998).

Southern Shore Sewage Package Plant

At present there is no municipal wastewater treatment works in the southern shore drainage area. The idea to incorporate the existing package plants and septic tanks of the development area is still under investigation.

Rural Areas and Villages

Water

Provision of water in rural areas and villages is divided into two, namely boreholes and water from the Brits Water Purification Works. Due to the capacity constraints in terms of quantity, some areas which are to be supplied from Brits Water Purification are water deprived. The demand is higher than supply which then means that some areas will be water deprived or experience low pressures from time to time. The water deprived area supplied with water through water tankering. This exercise is costly and overburdens the municipality. The process to upgrade the Brits Water Purification Plant should be fast tracked

Sewage

This areas use pit latrines as basic sanitation because they do not have water borne system. The sanitation backlog is still very high. In order for the municipality to provide basic sanitation services an estimated amount of R1billion is required to eradicate the backlog.

Sewage Pumping Stations

There are 32 sewage pumping stations in Madibeng. These pump stations are situated in Brits, Hartebeespoort, Mothutlung and Lethabile areas. Department of Water Affairs has refurbished ten (10) pump station in the Hartebeespoort area, and the municipality has secured MIG funding to rehabilitated the waster water connector pump stations around Brits, Lethabile and Mothutlung.

Water Service Development Plan

The Water Service Development Plan has been completed for 2011/2012.

List of Projects

Various sustainability projects have been identified and include upgrades to existing water and sewerage infrastructure as listed above. Not all identified sustainability projects have been funded.

The WSDP review and revision must reflect in the IDP projects list.

Project name	Ward/ Area	Water/ sanitation	Key issues to be addressed	Amount	Funding source	Year
WSDP review and revision						
Annual WSDP performance review	All	Water and sanitation	Assessment of WSDP implementation	R350,000	Internal	2012
WSDP Revision	All	Water and sanitation	Five yearly revision of WSDP	R350,000	Internal	2014

Provision of Water Services

The Municipality is a water services authority and provides 50% of water to consumers and the rest is provided by Rand water and Odi retail.

Water Priority	Water Need Description	Population	Households	Households with Access	%Diff
Definition 1	No Water Services	45853	9589		
Definition 2	Inadequate RDP Infrastructure Need: Extension	0	0		
Definition 3	Inadequate RDP Infrastructure Need: Upgrade	24536	5315	5315	
Definition 4	Inadequate RDP Resource Need	0	0		
Definition 5	Inadequate RDP Management Need: O&M	0	0		
Definition 6	Inadequate RDP Management Need: Refurbishment	0	0		
Definition 7	Inadequate Housing Interim Solutions	0	0		
Definition 8	Inadequate Housing Permanent Solutions	0	0		
Adequate:	Stand Pipe	236212	50636	50636	
Adequate:	Yard Connection	29015	7131	7131	
Adequate:	House Connection	120593	25602	25602	
TOTALS		456209	98274	88684	90.24%

Residential Consumer Units

Water Source	Water Level	Population	%	No of House-holds	Demand l/c/d
Unaccounted for	Not specified	2,341	0.42	429	ns
None own resources	Stand pipe Type 1 (<RDP)	24.536	5.4	5.511	10
Rural RDP	Stand pipe within 200m of all consumers Stand pipe-Type II (RDP)	211.308	46.5	47.458	25
Rural Low`1	Formal planned system	26.682	5.9	6.022	34.5
Rural Medium`2	Formal planned system urban yard connection	57.352	12.6	13.699	169
Specific`3		10.654	2.3	41	
Urban Low`4	Formal planned system-urban yard connection	57.352	12.6	13.699	169
Urban High`5	Formal full reticulation	62.033	13.7	14.000	210
Total		456,637	100	102,060	

1. Rural Low refers to 80% Stand Pipe Connection, 15% rural yard connection and 5 % rural house connection.
2. Rural Medium refer to 60% rural yard connection 20% rural house connection and 20% RDP Stand Pipe Connections
3. Specific means private (mines, Industrial areas etc.)
4. Urban Low refers to 75% urban house connection and 15% urban yard connection.
5. Full formal Reticulation refer to 100% urban house connection.

Water & Sanitation Projects

Project Name	Wards Benefitting	Budget: Financial Years			Funding Source	Progress
		2012/13	2013/14	2014/15		
Mmakau Water Reticulation	19	12 000 000			MIG	Design and Tender
Brits/Maboloka Bulk Water Pipeline	2,4,5,6,9,11, 12,14,34,35		20 000 000		MIG	Design and Tender
Water Supply Scheme	1	2 000 000	15 000 000	15 000 000	MIG	Fund Review
Klipgat Extensions Water Supply	24,8,36	25 000 000	5 000 000	5 000 000	MIG	Under Constructio n
Hebron, Kgabalatsane, Itsoseng,Rockville Water Supply	10,15,16	34 000 000	20 000 000	35 000 000	MIG	Under Construction
Maboloka Environment Water Supply	4,5,6	5 000 000			MIG	Under Construction
Sunway Village Bulk Sewerline	30	5 000 000			MIG	
Lethlabile Waste Water Treatment Works- Upgrade	9,11,12,34,	4 000 000	2 000 000	5 000 000	MIG	Design and Tender
Mothotlung Waste Water Treatment Works- Upgrade	20	1 500 000	2 500 000	2 000 000	MIG	Design and Tender
Rietfontein Waste Water Treatment Works	30	2 500 000	2 000 000		MIG	Design and Tender
Klipgat Sanitation Project	24,8,36	1 500 000	4 000 000	2 500 000	MIG	Under Project
Brits Sewerage Plant (Pump Station)	9,11,12,13, 21, 22,23	5 000 000	4 000 000	25 000 000	MIG	Design and Tender
Brits Purification Plant	All Wards	5 000 000	25 000 000	45 000 000	RBIG	Design and Tender
Refurbishment of Dwa Networks	All Wards	5 000 000			DWA	Design and Tender
Vip Toilets	3,8,25,27,29, 30	9 000 000	6 000 000		RHID	Under Construction
Brits Purification Plant	All Wards	5 000 000	25 000 000	45 000 000	RBIG	Under Discussion
Rehabilitation Of Boreholes	1,2,7,8,34	2 100 000			HERNIC	Under Construction

Bulk Wastewater Projects

Upgrading of Bulk Wastewater Treatment Plant	Integral Components	MIG Funding 2011/2012
Total MIG Allocated R63.08M	Budgeted 2011/2012 R5M	Expenditure to Date R3.2M
Brits wastewater	Refurbishment of wastewater and connector pumpstation	R35,5 M
Mothutlung wastewater	Refurbishment of wastewater and connector pumpstation	R6.0 M
Lethlabile wastewater	Refurbishment of wastewater and connector pumpstation	R6.5 M
Rietfontein wastewater	Refurbishment of wastewater and connector pumpstation	R15.7M

4.2. Electricity

Madibeng is a Local Municipality in the Bojanala district in the North West Province. It has about 102 000 households, 67 000 of which are served. Madibeng services 22 000 households in Brits, of which 16 000 are prepaid. ESKOM services 45 000 households in the mainly rural areas of which 22 000 receive free basic electricity subsidized by Madibeng's equitable share. For historical reasons, Tshwane currently supplies bulk electricity to Madibeng, and is also the service provider to about five thousand households in the Hartbeespoort area, serving the large residential developments, such as Pecanwood, Kosmos and Xanadu estates). This arrangement has not been formalized and a service level agreement must be completed.

The Electricity Division has 88 approved positions of which 32 are vacant.

There are four electricity supply points in the Local Municipality of Madibeng. These are located in Letlhabile, Brits Industrial area, Brits and Hartbeespoort. The capacities of these distribution points are as follows:

Letlhabile (20 MVA)

- Existing demand = 16 000 kva
- Available spare capacity = 4 000 kva

Brits Industrial (including Damonsville, Elandsrand and Oukasie)

A transformer capacity of 80 MVA of which one 20 MVA transformer is deemed as standby.

- Existing demand = 35 000 kva
- Spare capacity = 25 000 kva

Brits (including Primindia) (60 MVA) (60MVA Transformers the property of ESKOM)

- Existing demand = 35 000 kva
- Spare capacity = 25 000 kva

Hartebeespoort-Main Ifafi Substation(30MVA)

- Existing Demand = 18 MVA
- Available capacity= 2 MVA
- (25MVA transformer property of Tshwane)

Mothutlung is serviced directly by Eskom.

The total available electricity supply to the Brits Eskom Region (an area much larger than the former Brits Local Council Boundaries) is 570 MVA. The current demand within this distribution region is 477 MVA, which leaves an approximate spare capacity of 93 MVA.

Skeerpoort Area

Eskom is responsible for the distribution of electricity in the area of Skeerpoort.

The Rural Areas, Villages and Hartbeespoort

Eskom is the licensed supply authority for the rural area of the Brits and Odi I districts. The Brits town is the licensed supply authority within the area of jurisdiction of Madibeng, including the Hartbeespoort town.

Tshwane Metropolitan Council has taken over the former Western Gauteng Services Council, but it is within the Madibeng Licensed Area of supply. Negotiations are currently underway with Tshwane that those areas be supplied with electricity by Madibeng, such as Pecanwood, Kosmos and Xanadu.

Eskom is responsible for the provision of bulk supplies to all the licensed supply authorities mentioned above. Tshwane is responsible for the bulk supply to Hartbeespoort.

From available information it is estimated that approximately 30% in the Odi1 are serviced, involving mainly house connections in the urban areas. The smaller villages in the rural areas have the greatest backlog. Bojanala Platinum District Municipality and Eskom are responsible for electrification of villages within Madibeng outside the licensed area of jurisdiction.

The principal obstacles to improving access to energy sources in rural areas are limited distribution network and the high initial costs of extending it; the recurrent cost of conventional energy supplies; and the lack of information for poor people about alternative energy sources including possible sources of finance.

The main policy considerations currently under discussion include the following:

- Rural electrification drive for homes, schools, clinics, small businesses
- Policies to secure fuel wood supplies:
- Petroleum fuels:
- The development of rural service centres
- Other policies deal with the health and environmental impact of coal use, thermal efficiency of homes, the energy end-use efficiently of domestic appliances, financial assistance for equipment and bulk buying, improved dissemination of solar water pumps, and also solar heaters as a potential cost effective water-heating option.

Electricity Connections

LEVEL OF SERVICE	HOUSEHOLDS		
	MADIBENG	ESKOM	TSHWANE
Above RDP	26 800	45 000	8 000
Backlog	1 250	12 000	4 500
Total	28 050	57 000	12 500

Current Projects:

- Upgrade of Brits Municipal substation completed November 2012. SCADA system not finalized.
- Upgrading of De Kroon substation completed January 2013.

No. of Households With No Access to Basic Level of Services (Current Backlogs)

Service		Backlog (households)	Total Cost
Water including bulk		17 500	R90m
Sanitation including bulk		40 428	R188,2m
Electricity	Eskom	12 000	R120m
	Municipality	1 250	R14m

Indicate Capital Budget for the MTEF with regard to the following Services

Service		2012
Water		R118,500,000
Sanitation		R30,000,000
Electricity	Network Capital	R10 000,000
	Streetlights	R500,000

ESKOM Electrification Projects:

Area Description	Ward No	No of House-holds	Financial Year				
			2011/12	2012/13	2013/14	2014/2015	2015/16
Bapong		300					
Majakaneng X2		540					
Segwaelane		100					
TOTAL			940				
Kgabalatsane Phase 1		500					
Letlakaneng		500					
Maboloka		250					
TOTAL				1,200			
Kgabalatsane Phase 2		500					
Klipgat C		158					
Mothotlung X2 Phase 1		500					
Sunway Dev. Phase 1		500					
Refentse		168					
Mooi-nooi Phase 1	27	350					
Scheerpoort Phase 1		350					
TOTAL					2,526		
Mooi-nooi Phase 2	27	350					
Scheerpoort Phase 2		350					
Bokfontein		529					
Sunway Dev. Phase 2		500					
Mothotlung Phase 2		500					
Oukasie Proper		500					
Kgabalatsane Phase 3		753					
TOTAL						3,482	
Makgabetlwane		500					
Oskraal		200					
Regorigile		400					
Hebron		800					
Shamburg		1000					
Mabaloka		1000					
Damonsville		1000					
TOTAL							4,900

Free Basic Services

- ❖ 7 640 applications for free basic services were approved and only 13 applicants are still pending. The cost implication on the Municipality is R5 114 467. 76, plus R2m for free basic electricity. ESKOM area of jurisdiction ±20 000 house holds receive free basic electricity/month. Council funding from equitable share
- ❖ A total of 11 600 households now have access to the free basic services in Madibeng and 15% of the total is indigent.

Way Forward

- ❖ Feasibility study (Section 78 assessment) is being conducted for water services.
- ❖ Updating of the water and sanitation masterplan and compilation of electricity and roads masterplan in planning phase with DBSA.
- ❖ Water demand management, conservation and cost recovery strategy through the piloting of prepaid water meters, imposing restrictions on household irrigation.
- ❖ Augmentation of water supply by Rand Water in implementation phase. (59 megalitres day to be supplied in May 2009).
- ❖ Council made available R10 million for erecting a new 11KV substation and switchgear at Brits Municipal substation.
- ❖ Agreement signed with Eskom for the supply of third 20 MVA transformers.
- ❖ Council identified the need install fourth 20 MVA transformer at De Kroon substation at an estimated R 12,0 million.
- ❖ Establishment of Municipal service partnerships with mines.
- ❖ Lonmin: R25m over 5 years for water & sanitation within Greater Lonmin Community.
- ❖ Barplats: R1.7 million over 3 years for construction of VIP's.
- ❖ IFM-SA: Refurbishment of water supply infrastructure to Sonop/Losperfontein and appointment of millwright to assist with preventative maintenance
- ❖ DDLG&H to provide R10 million bridging finance through DBSA to address shortfalls on water and sanitation projects.
- ❖ If services are installed, municipality can claim funds from the Provincial Government

4.3. Roads and Stormwater

Length of Roads

Length of Tarred Roads in Rural Area

Area	Surfaced Roads (km)	Gravel Roads (km)
Brits	125	0
Lethlabile	56.5	44.5
Mothutlung	13.6	18.4
Damonsville	6	5,1
Oukasie	15	28
TOTAL	216.1	96.0

Area	Distance (km)
Itsoseng bus route	3.0km
Roma road	2.3km
Roma road ext	2.0 km
Maboloka	4.2km
Sofasonke	3.0km
Wonderkop	11km
Sephai (BPDM)	2.5km
Oskraal – Madidi	13km

Skeerpoort Area

The District Council is responsible for the maintenance of the road network in the area under the supervision of the Provincial Department of Transport. The main road network in Skeerpoort consists of 14.4 km of paved roads and 13.8 kilometers of gravel road.

Hartbeespoort Town

The length of surfaced and gravelled roads in the Hartbeespoort study area is depicted in the table below. Approximately 76% of all roads within this area are surfaced roads with 51km gravel roads in farm areas.

Length of Roads pertaining to Security Villages

Length of Roads in Hartbeespoort area

Area	Surfaced Roads	Gravel Road
Bokfontein	2230m	
Broederstroom	10560m	16060m
De Rust	19300m	4350m
Eagels Landing	1980m	
Glenogie	960m	
Hartbeesfontein	2240m	
Hartbeespoort	5240m	
Ifafi	12020m	
Kalkheuwel	5540m	220m
Kosmos	6760m	
Leeuwenfontein	22980m	4590m
Meerhof	6380m	
Melodie	12284m	
Rietfontein	5740m	16260m
Skeerpoort	1200m	
Schoemansville	24800m	
Syferfontein	1140m	9970m
Weldaba	5920m	
Welgegund	2480m	
Zandfontein	10040m	
Total	159794m	51540m

Private Estates, etc. in Hartbeespoort area

Area	Surfaced Roads
Magalies Estate	4 km
Pecanwood	8 km
Ifafi	4 km
Xanadu	6 km
Melodie	3 km
Hebron Cove	5 km
Ville De Afrique	4 km
Kosmos X6	2 km

The Local Municipality of Madibeng is responsible for the maintenance of the road network in the Hartbeespoort area.

Rural Areas and Villages

There are two development corridors impacting on the local municipality of Madibeng, which is of national importance and which form part of National Spatial Development Initiatives (SDI's). The first is the N4 route bisecting the southern parts of the study area and which forms part of the Platinum SDI.

Roads Maintenance and Fleet Management									
		Roads		Stormwater		Traffic		Railways	
		Tar (km)	Gravel (km)	Channels (km)	Bridge (each)	Paintings (km)	Sign (each)	Mechanical	Cleaning
Current	Unit	250	275	24	6	360	200	17.5	140000
	Budget	R1.1m	R3.5m	R413 258		R628 832	R160 026	R336 180	
Backlog	Unit	55	275	24	6	360	200	17.5	140000
	Budget	R7.5m	R5m	R500 000		R250 000	R200 000	R350 000	

Provincial Roads

- ❖ Segwaelane Bus Route
- ❖ Hebron Bus Road
- ❖ Jericho Bus Road

2011 PLAN: ROADS AND INFRASTRUCTURE

Gravel Roads	Paved Roads	Service Agreement	Capital Projects
- Grading and re-gravelling of gravel roads	- Patching of potholes - Stormwater maintenance - Road Markings - Maintenance of road signs - Maintenance of traffic lights	The municipality will enter into a service level of agreement with Department of public works. Plant, Materials, working equipments and personnel will be shared amongst the two organisations. The organisations will assist each other on (Potholes patching, road signs and markings, speed humps erections, grading and re-gravelling of gravel roads, crack sealing, re-sealing, building and maintenance of bridges, maintenance of traffic signs and paving)	- Upgrading of Itsoseng road (0.6km) - 17km Jericho to Makgabetlwane bus road -7km Shakung road -Oukasie Storm water -Mothotlung Storm water -Klipgat Storm water

New Projects

Projects	Allocation
Jericho to Makgabetlwane road – phase 1	R 5 million
Shakung road	R 5 million
Majakaneng bus route – phase 1	R 2 million
Itsoseng road – phase 1(completed)	R 300 000.00
Lethlabile road (completed)	R 7,5 million
Mothotlung storm water phase 1	R 3 million
Klipgat storm water phase 1	R 2 million
Oukasie storm water phase 1	R 3 million
Mothotlung cemetery road (completed)	R 2,4 million
Oukasie road X 5	R 5 million

Proposed Projects

Storm water	: Maboloka
Rehabilitation of road	: Brits
Surface	: Hartbeespoort
Resurfacing of roads	: Brits,Hartbeespoort,Oukasie,Mothotlung,Lethlabile and Damonsville
Construction of new roads	: Lethlabile Block I,Storm water – Block I and Oukasie Storm water

Challenges

It has been established that of the 330 kilometres of paved roads.

- 50% (150KM) need Rehabilitation which will cost R225 000 000-00
- 20% (66KM) need Reseal which will cost R39 600 000-00
- 15% (49.5 KM) need Light Reseal which will cost R1 485 000-00
- 15% (49.5) need Fog Spray which will cost R7 450 000-00

There is a need for additional funding for the rehabilitation of paved roads as some Roads accidents are primarily caused by conditions of the roads where potholes and uneven surfaces are capable of causing damage to property or fatalities.

4.4 The Expanded Public Works Programme (EPWP)

The Expanded Public Works Programme (EPWP) is one element within a broader government strategy to reduce poverty through the alleviation and reduction of unemployment. Phase I of the Expanded Public Works Programme commenced on 1 April 2004 and had the goal of creating 1 million work opportunities over its first five years. Phase II of the EPWP will be implemented over the 2009-2014 financial years with the aim of creating 2 million full time equivalent jobs (or 4.5 million work opportunities) by the end of the period.

The Expanded Public Works Programme (EPWP) has its origins in Growth and Development Summit (GDS) of 2003. The GDS agreed that public works programmes '*can provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities*'. The Programme is a key government initiative, which contributes to Governments Policy Priorities in terms of decent work & sustainable livelihoods, education, health; rural development; food security & land reform and the fight against crime & corruption. EPWP subscribes to outcome 4 which states "*Decent employment through inclusive economic growth.*"

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises. The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium-term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed.

4.4.1. EPWP Sectors

The EPWP creates work opportunities in four sectors, namely, Infrastructure, Non-State, Environment & Culture and Social, through:

- increasing the labour intensity of government-funded infrastructure projects under the Infrastructure sector,
- creating work opportunities through the Non-Profit Organisation Programme (NPO) and Community Work Programme (CWP) under the Non-State sector, and
- Creating work opportunities in environment and culture programmes in the Environment and Culture sector.
- creating work opportunities in public social programmes under the Social sector,
- The EPWP also provides Training and Enterprise Development support, at a sub-programme level.

4.4.2. EPWP Approach / Methodology

Based on the sector classification above, the EPWP cuts across all the Municipal Departments. Each department is required to make a systematic effort to target the unskilled and unemployed and developing plans to utilise their budgets to draw significant numbers of the unemployed into productive work, in such a way that workers are given an opportunity to gain life and job specific skills while they work to increase their chances of getting out of the marginalised pool of unemployed people.

4.4.3. Proposed Madibeng Local Municipality EPWP Programs

4.4.3.1. EPWP Coordination

Madibeng Local Municipality need a concerted effort to optimise its contribution in the National targets by increasing the creation of work opportunities and also tap into the R4.1 Billion that has been allocated for the wage incentive over the MTEF. The EPWP Unit in consultation with all departments is responsible for the overall EPWP facilitation and implementation for the Municipality

4.4.3.2. Establishment of EPWP Unit and the Steering Committee with the following responsibilities:

- Compiling an EPWP policy frame work
- Compiling an EPWP Management Plan Setting overall EPWP targets;
- dedicated labour intensive maintenance programs which have the potential to provide regular employment to large numbers of people.
- Skill development and training on the program
- Monitoring the implementation of EPWP projects against the KPI's; sector plans and targets;

4.4.4. Job Creation Targets and the EPWP grant Allocation

While the second phase is a continuation of the first phase in many ways, phase II introduces the following changes:

a- EPWP Phase II the created the primary output of the programme defined as the number of full time equivalent jobs (FTEs); This aims to significantly expand the number of temporary work opportunities and increased duration of these work opportunities offered to provide increased income to the poor and unemployed.

b- Locating clear political and administrative accountability for EPWP targets across all spheres of government and formally mobilising all spheres of government and public bodies to take ownership of, and contribute to the EPWP targets through the signing of intergovernmental protocols or agreements.

c- Introduction of tailor made EPWP incentives for different spheres and sectors. For provinces and municipalities:

A schedule 8 conditional EPWP Incentive Grant is a grant for Provinces and Municipalities - which is a performance based incentive paid for implementing Infrastructure; Environment and Culture programmes using EPWP principles and Guidelines; as a reimbursement of the cost of minimum wages for work created. Its intention is to increase work creation efforts by giving a financial Performance reward. The more work created, the higher the portion of the incentive reward is disbursed.

A schedule 5 Social Sector EPWP Incentive Grant is an allocation provided to public bodies implementing social sector EPWP programmes in line with an approved business plan. The intention is to provide funding to performing programmes to expand the coverage and reach of these social sector EPWP programmes and also expand the number of longer term work opportunities created to support these services.

4.4.5. The National Department of Public Works (DPW) has determined the incentive allocation for Madibeng Local Municipality Infrastructure/environment and culture/social programmes *which must achieve the following job creation targets to earn the incentive:*

4.4.6. For the 2013/14 financial year, 677 FTEs is the performance target for Madibeng Local Municipality, *which is the total number of FTEs that your department must endeavor to create in implementing Infrastructure/environment and culture/social programmes/projects for the 2013/14 financial year*

Sector	Focus Area	Project Name	Project Budget in 2013/14	Project Budget in 2014/15	Project Budget in 2015/16
Environment and Culture Sector	Parks and Beautification	Beautification of Entrances In Madibeng	R 600,000		R 600,000
Infrastructure Sector	Road and Stormwater System Development and Maintenance	Resealing and Paving Roads In Madibeng	R 1,7520,000	R 1,000,000	R 1,000,000
Infrastructure Sector	Other Economic and Social Infrastructure	Training and Development of EPWP CADET	R 200,000	R 50,000	R 50,000
Social Sector	Health	Home based care programme (HIV and the Aged)	0	R 50,000	R 100,000
Social Sector	Social Services	Early Child Development program	0	R 50,000	R 100,000
Infrastructure Sector	Road and Stormwater System Development and Maintenance	Rehabilitation of Madibeng Facilities (Repairs and Re-painting of community halls)	0	R 500,000	R 500,000
Environment and Culture Sector	Parks and Sidewalks, Cemeteries	Cleaning Program - Grass Cutting and Litter Picking	0	R 200,000	R 250,000
Infrastructure Sector	Road and Stormwater System Development and Maintenance	Cleaning and Maintenance of Roads and Stormwater In Madibeng	0	R 100,000	R 150,000
No Work Opportunities FET	Parks and Beautification		210	250	300

4.5. HOUSING AND LAND USE MANAGEMENT

STATISTICAL INFORMATION ON HOUSING AS PER CENCUS 2011

TYPE OF MAIN DWELLING UNIT	2001	2011
House or brick/concrete block structure on a separate stand or yard or on a farm	61.33%	51.70%
Traditional dwelling/hut/structure made of traditional materials	3.05%	0.72%
Flat or apartment in a block of flats	0.40%	1.26%
Cluster house in complex - Semi-detached house	0.38%	1.71%
House/flat/room in backyard	1.19%	2.76%
Informal dwelling (shack; in backyard)	7.15%	9.39%
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	25.76%	30.00%
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	0.46%	1.75%
Caravan/tent	0.26%	0.14%
Other	0.03%	0.56%
Total	100.00%	100.00%

Background

The housing function of the MLM is being performed in the Housing division which constitutes one of the three divisions comprising the Department of Human Settlements & Planning namely:

- Housing & Land Administration
- Town Planning and
- Building Control

The housing division is tasked to perform the following functions:

- Subsidy administration for low cost housing
- Provision of stands for middle income housing
- Provision of Title Deeds
- Management & Eradication of Informal Settlements
- Management of Municipal Rental stock
- Management & eradication of informal settlements
- Monitoring of housing projects
- Propose projects to provincial Human Settlement Department.

Madibeng is faced with high number of informal settlement according to North West informal settlement Atlas and we do not have immediate unit to deal with informal settlement issues like eradication, monitoring, data collection, patrolling officers to guard against new developments.

- Currently there are about 34 informal settlements which have about 18532 households and about 5000 backyard dwellers. The above are as a result of immigration because of mining in the area, farm eviction, beneficiaries that don't qualify mostly because they are working in the mines and mines don't provide housing for them and some have properties where they come from.
- There are about 9 blocked projects which are as a result of province not approving beneficiaries in time and these projects can accommodate about 2500 households.
- Illegal occupation of RDP houses which is because of untraceable beneficiaries who are not available to occupy their houses.
- There is a lot of mining activity in the municipal area and some are not cooperative when it comes to assisting the municipality in providing shelter for their employees.

The Human Settlement & Planning department is in the process of revising the current housing sector plan in order to strengthen its capacity to deliver on its mandate. The rental housing policy is also under revision. The main goals of the housing function as outlined in the draft HS Plan are as indicated in the table below:

Table: Housing goals and objectives

Goal	Objectives
1. Creation of sustainable settlements through integrated housing planning and delivery	1. Develop a land acquisition and release strategy 2. Incorporate housing sector plan into Integrated Development Planning process 3. Integration and alignment of housing planning and delivery with municipal SDF and other sector plans 4. Identify suitable areas for integration 5. Prepare infrastructure delivery plan linked to housing implementation programme 6. Identify focus areas for densification and "restructuring zones" 7. Ensure provision of supporting social and economic facilities
2. Improved Housing Delivery and increased range of housing options	1. Eradicate and complete blocked / incomplete projects 2. Enroll all housing projects with NHBRC 3. All contractors appointed to be registered with NHBRC 4. Establish a mechanism to grade the performance of contractors 5. Identify appropriate rental and social housing projects 6. Identify and implement appropriate projects in terms of financial intervention instruments
3. Upgrading/Eradication of Informal Settlements	1. Establish a policy framework and supporting programme to upgrade informal settlements. 2. Map and determine the extent of informal settlements. 3. Register all dwellings and beneficiaries in informal settlements
4. Economic development and wealth creation through Housing provision	1. Promote the creation of a greater mixed income residential market and a more functional property market (including R3500 to R7000 range). 2. Facilitate the establishment of a property information/ sales brokerage to enhance information flows in the low income/ affordable housing sector 3. Ensure involvement of emerging contractors/ previously disadvantaged groups in implementation of housing projects 4. Apply Expanded Public Works Programme Guidelines
5. Good governance and effective institutional capacity to support housing delivery	1. Develop housing delivery partnerships with NGO's and public stakeholders 2. Implement appropriate housing information and monitoring system 3. Implement an awareness and communication campaign 4. Training and capacity building of officials to further improve institutional capacity 5. Finalize municipal accreditation process

Source: Draft Housing Sector Plan

a. Status Quo & Backlog

b. 1 Housing profile

The housing profile below indicates inter alia, the following characteristics in Madibeng:

- The number of household has grown substantially in the past 10 years.
- Housing need has increased substantially as indicated by a combination of figures for traditional dwellings made of traditional materials: informal dwellings in back yards as well as informal dwellings or shacks in informal settlements.
- There is a substantial increase in informal settlements or families living in informal settlements.

Table Comparative Municipal Housing Profile (2001, 2007 & 2011)

HOUSING TYPE	No of Households			% of Households		
	2001 ¹	2007 ²	2011 ³	2001	2007	2011
House or brick structure on separate stand	55242	47217	83 100	58.0	49.0	51.70%
Traditional dwelling made of traditional material	3143	1253	1 163	3.3	1.3	0.72%
Flat in block of flats	571	482	2 031	0.6	0.5	1.26%
Town/cluster/semi-detached house	381	1156	2755	0.4	1.2	1.71%
House/flat/room in backyard	1524	3469	4438	1.6	3.6	2.76%
Informal dwelling or shack in back-yard	7905	7902	15 086	8.3	8.2	9.39%
Informal dwelling or shack in informal settlement	25525	27848	48 212	26.8	28.9	30.00%
Room/flat not in backyard but on shared property	667	2794	2 808	0.7	2.9	1.75%
Caravan or tent	286	385	229	0.3	0.4	0.14%
Workers hostel (bed or room)	0	3565	0	0.0	3.7	0.00%
Other	0	289	900	0.0	0.3	0.56%
TOTAL	95244	96361	160 722	100.0	100.0	100%

1= Statistics SA, Census 2001

2= Statistics SA, Community Survey 2007

3= Statistics SA, Census 2011

b.2 Housing Need & Backlog

According to States SA Census 2011, the total estimated housing backlog for the whole of Madibeng Local Municipality is approximately 64 463 units. Assuming a 5% annual growth rate, the housing demand for the 2013/14 financial year can be projected to 71 071 units for the 2013/14 financial year.

b.3 Informal Settlements

Based on the housing profile of Madibeng LM, the number of informal dwellings/ shacks has almost doubled in the past 10 years from 2001 to 2011, with an increase from 24 018 to 48 212 units. This implies that 30 % of the population of Madibeng is residing in informal settlements.

The following informal settlements are on record as existing in Madibeng according to the informal settlement atlas dated:

BOJANALA PLATINUM DISTRICT MUNICIPALITY: Madibeng Local Municipality									
FID No.	Name of informal settlement	No. of units	Land ownership	Upgrading initiative	Intervention	Current level of engineering services			
						Water	Sewerage	Access	Electricity
372-1	Noordkamp	144	Local Municipality of Madibeng	Relocate	New proposed area next to R511 of ± 30 ha for 1 500 units	Stand pipes	Pit latrines	Gravel	None
372-2	Clinic Section	67	Archdiocese of Pretoria church	Relocate		Stand Pipes	Pit latrines	Gravel	None
372-3	Phase 2	450	Local Municipality of Madibeng	Relocate		Stand pipes	Pit latrines	Gravel	None
372-4	Oukasie Ext 5	71	Local Municipality of Madibeng	Relocate		Stand pipes	Pit latrines	Gravel	None
372-5	No Name	6	Local Municipality of Madibeng	Relocate		Stand pipes	Pit latrines	Gravel	None
372-6	Oukasie Ext 5	83	Local Municipality of Madibeng	Relocate		Stand pipes	Pit latrines	Gravel	None
372-7	Oukasie Ext 4	125	Local Municipality of Madibeng	Relocate		Stand pipes	Pit latrines	Gravel	None
372-8	Oukasie Ext 4	248	Local Municipality of Madibeng	Relocate		Stand pipes	Pit latrines	Gravel	None
372-9	No Name	15	Boderon Trust	Relocate		Stand pipes	Pit latrines	Gravel	None
372-10	Phase 2	34	Local Municipality of Madibeng	In situ		Stand pipes	Pit latrines	Gravel	None

BOJANALA PLATINUM DISTRICT MUNICIPALITY: Madibeng Local Municipality									
FID No.	Name of informal settlement	No. of units	Land ownership	Upgrading initiative	Intervention	Current level of engineering services			
						Water	Sewerage	Access	Electricity
372-11	Phase 2	1,387	Unknown	Relocate	To area of FID 372-10	Stand pipes	Pit latrines	Gravel	None
372-12	Skierluk	574	Private	In situ	Areas to be combined and upgraded	Stand pipes	Pit latrines	Gravel	None
372-13	Newtown	443	Private	In situ		Stand pipes	Pit latrines	Gravel	None
372-14	Oskraal	642	Private	In situ		Stand pipes	Pit latrines	Gravel	None
372-15	No Name	726	Unknown	Relocate	To area of FID 12-14	Stand pipes	Pit latrines	Gravel	None
372-16	Damonsville Ext 3	203	Private	In situ		Stand pipes	Pit latrines	Gravel	None
372-17	De Kroon	207	Hernic Ferrochrome Pty (Ltd)	Relocate	Area next to settlement	Stand pipes	Pit latrines	Gravel	None
372-18	Rietfontein	139	Private	Relocate	Sunway Dev in process	Stand pipes	Pit latrines	Gravel	None
372-19	Marius	245	Izma Beleggings Pty (Ltd)	In situ	In process to purchase land	Stand pipes	Pit latrines	Gravel	None
372-20	Ten Room	72	Local Municipality of Madibeng	Relocate	Move people to FID 19 Marius	Stand pipes	Pit latrines	Gravel	None
372-21	Kosmos	91	Private	Relocate	Area identified at Sunway land	Stand pipes	Pit latrines	Gravel	None
372-22	Plastic View	47	Unknown	Relocate	To area of FID 372-23	Stand pipes	Pit latrines	Gravel	None
372-23	Bokfontein	1,107	Council land	In situ	Funding for additional land	Stand pipes	Pit latrines	Gravel	None
372-24	Geluk	762	Apostoliese Geloof Sending van Suid- Afrika/ Land claim	In situ once claim succesfull	Await lands claim outcome	Stand pipes	Pit latrines	Gravel	None
372-25	Regorogile	48	Apostoliese Geloof Sending van Suid- Afrika	Relocate	To area of FID 372-24	Stand pipes	Pit latrines	Gravel	None
372-26	Khalamtwana	1,125	Mines/ Land claim	In situ		Stand pipes	Pit latrines	Gravel	None
372-29	Mooinooi	55	Western Platinum Ltd.	Relocate	60ha of Land identified for relocation	Stand pipes	Pit latrines	Gravel	None
372-30	Mamba	57	Western Platinum Ltd.	Relocate		Stand pipes	Pit latrines	Gravel	None
372-31	Dithabaneng	118	Private	Relocate		Stand pipes	Pit latrines	Gravel	None
372-32	Matamong	126	Private	Relocate		Stand pipes	Pit latrines	Gravel	None
372-33	Malaeneng	126	Private	Relocate		Stand pipes	Pit latrines	Gravel	None
372-34	Sekolong	132	Woolies Prop Pty Ltd.	Relocate		Stand pipes	Pit latrines	Gravel	None
372-36	Skeerpoort	758							

Source: Own Compilation

The lack of a policy for managing land invasion has been identified as one of the top 10 risks facing the municipality and hence the Human Settlement & Planning Department has therefore prioritised the development of the policy for management of Informal Settlements and Land Invasion as one of the main tools to assist the municipality in the process of managing the existing informal settlements and preventing further invasion of land.

The department has developed the policy and the draft policy has been submitted to the legal department for thorough legal scrutiny, due to the sensitive nature and the complexity of issues surrounding issues of land invasion.

b.4 Rental Housing Stock

The Human Settlement & Planning is also responsible to manage the following municipal rental stock:

PLACE	NO OF UNITS
Brits	19 Units
Oukasie	4 units
Hostels	5 Units

b.5 Housing Programmes

The key housing programmes in Madibeng include the following:

PHP & Rural PHP-
 IRDP & IRDP Rural-
 RDP & Rural RDP-
 Project Linked-
 Consolidation-
 Social Housing-
 Formalization of rural areas-

b. Key Housing Issues

- Shortage of Land under municipal ownership.
- A high number of informal settlements
- Need for housing provision for the GAP market.
- Lack of finance to plan & service land for housing.
- Lack of Bulk services capacity
- Lack of inter departmental communication when it comes to planning
- Need for Housing Sector Plan Review
- Finalisation of Land Invasion Policy

The housing issues characterising this municipality are further outlined in more detail in the draft Housing sector plan as indicated in the table below:

Summary of key housing issues and challenges

<i>Spatial planning, densification and integration</i>
<ul style="list-style-type: none"> • A process of natural densification is taking place in settlements like Hebron and Bapong/Modderspruit. • Integration projects are actively being pursued in certain areas e.g. to link Oukasie and Brits. • Potential roles of mines in terms of housing delivery for employees. • Growth of settlements is mostly taking place adjacent to existing settlements. • Active integration between Brits and areas such as Oukasie and Lethlabile must be explored. • Need for increased focus on integration projects (e.g. Hartebeespoort area). • Identification of land in proximity to sources of employment is a priority.
<i>Land acquisition and release</i>
<ul style="list-style-type: none"> • Council has undertaken a land audit of council owned properties within the municipality. • The extent of council owned properties at appropriate locations are however limited in extent. Land owned by other provincial and national departments are thus also important and a register of all these properties need to be established. • Availability of and access to land for housing purpose in tribal authority areas remain a challenge. • There are a number of unresolved land claims in the Madibeng area which may influence the availability of land.
<i>Infrastructure provision</i>
<ul style="list-style-type: none"> • The availability and capacity of bulk services is one of the main constraints to housing delivery in Madibeng. • Housing provision should be integrated with relevant sector planning such as Water Services Development Plan. • The capacity of bulk services is also a constraint in the Brits and Hartebeespoort areas. • Under the provisions of the new Housing Code, services can only be funded from housing subsidies as an option of last resort.

<i>Informal settlements</i>	
<ul style="list-style-type: none"> A number of informal settlements have developed around mining operations. The management of informal settlements are currently being dealt with on an ad hoc basis. In areas where informal settlements have developed on council owned land (e.g. Bokfontein), the municipality will provide basic or temporary services. Alternatively, where informal settlements develop at inappropriate locations, the growth of these informal settlements are controlled and managed through the use of private security companies. Informal settlements are growing in areas of perceived employment opportunities such as the Hartebeespoort area. Appropriate in-situ upgrading initiatives should be explored where feasible (e.g. Oukasie). 	
<i>Provision of social and economic infrastructure and contribution to economic development and employment creation</i>	
<ul style="list-style-type: none"> Current housing planning does not include the provision of appropriate social facilities and interaction with relevant delivery agencies. The subsidy mechanisms available for the provision of social and economic facilities are not optimally utilized. Improved integration between housing planning and delivery and the provision of social services should be pursued through the Integrated Development Planning process. No quantifiable information is available on the impact of housing projects on employment creation in the Madibeng area and no monitoring of this aspect is taking place. A registered database of existing resources in the Madibeng area (e.g. skills, contractors, building suppliers, professional services, etc) should be established to ensure optimal involvement and benefits to local communities resulting from housing planning and development. 	
<i>Institutional aspects</i>	
<ul style="list-style-type: none"> A functional housing information and evaluation system is currently lacking within the municipality. There is a need for housing waiting list/demand database which could be continually updated and linked to the national system. This must be concurrent with National as well as provincial programme. Need for reliable information on informal settlements – possible integration with provincial initiative. There is a need to improve the integration of activities of the various spheres of government, specifically relating to the establishment and growth of informal settlements. The allocation of subsidies to local municipalities from the provincial budget does not seem to be based on a scientific method. There should be standardisation on the timeframes and horizons of different sector plans. 	

Source: Draft Housing Sector Plan

c. Delivery Indicators of the division

- % approved beneficiaries for different projects like Sunway Village, oukasie proper, oukasiex5 which will eradicating some informal settlements like Popo Molefe, 10 Room, Bokfontein, Marius etc
- Beneficiary complains resolved
- Untraceable beneficiaries at Mothutlung deregistered and replaced project proceeding to be finished.
- Title deeds issued

d. Current Planned Provision/Projects

Projects (budgeted for) 2013/14

NO	PROJECT TYPE	AREA/PROJECT NAME	NO OF UNITS	BUDGET
1.	RURAL PHP	Bapong	151	R8 252 150
2.		Mmakau	67	R3 661 550
3.		Hebron	0	0
4.		Lethlabile PHPp	28	R884 180
5.		Madidi	109	R3 898 400
6.		Maboloka	0	0
7.		Jericho	10	R546 500
8.		Jonathan	13	R710 450
9.		Klipvoorstad	9	R491 850
10		Kwarriekraal	1	R54 850
Subtotal			300	R18 499 930
11.	INFORMAL SETTLEMENT UPGRADING	Modderspruit	39	R2 131 350
Subtotal			39	R2 131 350

NO	PROJECT TYPE	AREA/PROJECT NAME	NO OF UNITS	BUDGET
12.	PROJECT LINKED	Hartebeespoort(Refentse)	12	R3 639 003
13.		Scheerpoort	700	R24 469 600
14.		Sunway development	1000	R31 149 200
15.		Oukasie ext 5(Phase 1)	15	R312 120
16.		Bokfontein	529	R18 223 312
17.		Oukasie ext 5(Phase 2)	15	R8 004 092
18.		Mothutlung Ext 2	998	R28 807 385
19.		Lethlabile Block 1-Phase 1	221	R5 640 905
20.		Lethlabile Block 1- Phase 2	437	R8 925 900
Subtotal			3 927	R100 364 132
21.	FORMALIZATION OF RURAL AREAS	Lethlakaneng	0	0
Subtotal			0	0
22.	CONSOLIDATION	Oukasie Proper	1054	R36 194 267
Subtotal			1054	R36 194 267
TOTAL			5 369	R182 060 064

Future projects

NO	PROJECT TYPE	AREA/PROJECT NAME	NO OF UNITS	BUDGET
1.	PHP/ RURAL PHP	Klipgat A, Ndlovu, Ngombeni, Jakalasdans & Bapong	500	R29 412 500
2.		Klipgat B & C	13 000	R764 725 000
3.		Madinyana, Moiletswane, Shakung & Shakunyaneng	200	R11 765 000
4.		Jericho Phase 2	50	R2 941 250
Subtotal			13 750	R808 843 750
11.	INFORMAL SETTLEMENT UPGRADING	Mooinooi area Informal Settlement Upgrading	1000	R58 825 000
		Bapong Informal Settlement Upgrading	500	R29 412 500
		Majakaneng Informal Settlement Upgrading	700	R41 177 500
		Wonderkop Informal Settlement Upgrading	750	R44 118 750
		Ward 30 Informal Settlement Upgrading	1000	R58 825 000
		Damonsvilee Informal Settlement Upgrading	500	R29 412 500
		Hernic ferrochrome Informal Settlement Upgrading	500	R29 412 500
		Sonop Informal Settlement Upgrading	500	R29 412 500
		Rockville, block e and Beverly hills Informal Settlement Upgrading	1000	R58 825 000
		Oskraal Informal Settlement Upgrading	600	R35 295 000
		Informal settlement upgrading Informal Settlement Upgrading	500	R29 412 500
Subtotal			78 550	R444 128 750
12	IRDP	Melodie & schoemansville	250	14 706 250
13.		Mapetla,Ramogodi & Ext, New Town & Polonia	350	R20 588 750
14.		Kgabalatsane	500	R29 412 500
15.		Rankotea	100	R5 882 500
16.		Maboloka Phase 2	100	R5 882 500
Subtotal			1300	R76 472 500

NO	PROJECT TYPE	AREA/PROJECT NAME	NO OF UNITS	BUDGET
17.	CRU	Hartebespoort	250	R14 706 250
18.		Hernic Ferrochrome Mine	250	R14 706 250
Subtotal			500	R29 412 500
19.	SOCIAL	Brits//Priminda Social Housing	250	R14 706 250
Subtotal			250	R14 706 250
20.	BY UP-GRADING	Oukasie Backyard upgrading pilot project	250	R14 706 250
Subtotal			250	R14 706 250
21.	RURAL RDP	Itsoseng & Erusmus	500	R29 412 500
22.		Lethlakaneng	250	R14 706 250
Subtotal			750	R44 118 750
23.	RURAL	Hebron Phase 2	250	R14 706 250
24.		Mmakgebetolane	50	R2 941 250
25.		Rural Farmworker Project	300	R17 647 500
Subtotal			600	R35 295 000
26.	IRDP/PHP	Rankotea	100	R5 882 500
27.		Maboloka ext 2	100	R5 882 500
Subtotal			200	R11 765 000
TOTAL			24 950	R1 467 683 750

Summarised Multi Year Implementation Programme

FINANCIAL YEAR	CURRENT PROJECTS		NEW PROJECTS		CURRENT & NEW PROJECTS	
	No of Units	Budget Estimate	No of Units	Budget Estimate	No of units/yr	Budget/Yr
2012/13	3091	R 108 464 042	0	R26 030 063	3091	R134 494 104
2013/14	1669	R75 399 472	250	R66 389 719	1919	R141 798 191
2014/15	600	R46 720 800	3190	R211 475 875	3790	R258 196 675
2015/16	0	0	5415	R314 125 500	5415	R314 125 500
2016/17	0	0	5250	R300 345 744	5250	R300 345 744
AFTER 2016/17	0	0	10 595	R549 307 850	10 595	R549 307 850
TOTAL	5369	R182 060 064	24 950	R1 467 683 750	30219	R1 649 723 814

Stalled/Blocked projects

There are 9 blocked projects which need to be unblocked. This will assist about 2000 households.

4.6 TOWN PLANNING AND BUILDING CONTROL

4.6.1 BUILDING CONTROL

Background

This division is one of the three divisions comprising the Human Settlement & Planning Department of Madibeng Local Municipality. The purpose of the division is to ensure that Madibeng keeps up its mandate to ensure that people can work and live in a safe, clean and healthy environment.

Furthermore this department has to provide an efficient system for managing development applications in a way that grows the rate base of the municipality.

The Building division is tasked to perform the following functions:

- Is to ensure that Madibeng keeps up its mandate to ensure that people can work and live in a safe, clean and healthy environment.
- To curb illegal building operations and in so doing create a healthy, clean and safe environment.
- To approve/disapprove building plans.
- To perform inspection on building under construction.(From the foundation until the final inspection)
- To issue occupation certificates to building that complies with the National Building Regulations.

a. Key Planning Issues

- The fines cannot be implemented because we currently do not have Peace Officers in the Building Control Division.
- Madibeng who are the custodians of the National Building Regulations and Standards Act 1977 (Act No 103 of 1977) as amended, and have an obligation to the public to curb illegal building operations and in so doing create a healthy, clean and safe environment.
- Civil claims which can be instituted against the Municipality because of the lack of training of personnel and also because they are not duly appointed to perform their tasks.
- Contravention notices are issued to the public for illegal building activities but summonses cannot be issued due to the fact that the Building Inspectors are not trained as Peace Officers.
- No back-up filing system this is very risky for the municipality.

b. Delivery Indicators

Below are our KPI's:

- BC#4: % Issuing of Contravention notices (illegal activities)
- BC#5: % Hearing of objections
- BC#6: % of inspections on buildings
- BC#7: % of Occupancy Certificates issued
- BC#8: % of Contravention Notices issued

c. Current Planned Provision/Projects

- Training of personnel to become Peace Officers
- Creating or Purchasing a back-up system for our files

d. Key Issues

- Lack of peace officers to collect fines
- Lack of back up filing system

4.6.2 TOWN PLANNING

a. Background

This division is one of the three divisions comprising the Human Settlement & Planning Department of Madibeng Local Municipality. The division has a municipal wide function of ensuring the creation of a conducive environment for planning and development through developing a common spatial vision which will direct all the development and capital investment decisions of both the municipality and private sector, in order to ensure an effective and well managed, sustainable and orderly use of land (land use management) in the Region.

The division deals in the co-ordination of and participation in Land Reform processes in the Region in order to assist in establishment of sustainable land reform programme or projects.

This division supports main job functions in the Development Division and to ensure a quality spatial planning and land use management service delivery, by:

- Resolving town and regional planning problems and investigating areas of uncertainty;
- Acting according to regional planning legislation and Council's policy and procedures regarding Land Use Management
- Attending public meetings and executing on site inspections to evaluate progress and to address the relevant short comings;
- Investigating and reporting problems to supervisor and commenting on new applications;
- Ensuring that land use comply with Council policy and legislation;
- Processing town and regional planning applications according to relevant legislation and policy;
- Operating within the framework of economical and structural development;
- Rendering a professional advice regarding town and regional planning activities;
- Evaluating site development plans and zoning applications;
- Compiling Municipal input / comment on development proposals within the Region in order to ensure sustainable use of land and resources;
- Collecting internal Departmental inputs on land use applications within other municipal areas, as administrated by other B municipalities and compiling a written report / comments;
- Participating in regional and local forums and committees related to land use management / planning and land use development;
- Taking part in internal development processes and projects from a land use planning and management perspective;

Furthermore this department has to perform the following functions:

- Provide an efficient system for managing development applications in a way that grows the rate base of the municipality.
- Law enforcement wrt Illegal Land Usage
- Formulation of Town Planning Policy
- Development and maintenance of Spatial Development Framework(SDF)
- Development and Maintenance Of Land Use Scheme(LUS)
- Efficient Geographic Information System(GIS)

a. Status Quo

The municipality has an outdated Spatial Development framework (SDF), which was approved by MLM council in 2009. The Madibeng SDF is now outdated due to changes in development trends, development pressure areas, development dynamics as well as development policies of other spheres etc. Attempts to effect the revision of the SDF in the current financial year failed due to non performance of the consultants appointed

Madibeng does not have a wall to wall Land Use Management Scheme that is in line with the current demarcation. Large tracts of Madibeng municipal area, especially the remote farm areas and the rural areas are out of the current planning schemes. The following outdated five different town planning schemes are currently in operation resulting in varying development norms and standards being applicable in areas the limited area covered by schemes:

- Brits Town Planning Scheme, 1958
- Peri Urban Town Planning Scheme, 1975
- Lethlabile Town Planning Scheme, 1990
- Hartebeespoort Town planning scheme, 1993
- Kosmos town Planning Scheme, 1999

Due to high development pressure in other parts of the town such as Hartebeespoort and the Brits CBD and immediate surrounds, there is a need to also develop Local SDF's to guide day to day decision making at a local level.

The shortage of bulk supply in other areas is limiting the development potential of Madibeng as well as its revenue base.

Existing policies include the following:

- Madibeng SDF, 2009
- Town Planning Schemes(1958 to 1999)

The following policies need revision:

- Madibeng SDF, 2009

The department needs the following new policies:

- Wall to wall Town Planning Schemes
- Filling station policy
- Cell Mast Policy
- Illegal land use by-laws
- Need for Hartebees LSDF
- Need for Brits CBD LSDF

b. Key Planning Issues

- Need for a functional GIS
- Need a filling System

c. Delivery Indicators

In addition to the up to date SDF & wall to wall LUMS, the following indicators characterise the planning function:

- Percentage Township Establishment applications approved to total submitted in the current financial year.
- Percentage rezoning applications approved to total submitted in the current financial year.
- Percentage subdivision & consolidation applications approved to total submitted in the current financial year.
- Percentage town planning enquiries resolved within 30 days.
- Number of illegal land uses issued with notices.
- Percentage of municipal decisions upheld by the Townships Board.

d. Current Planned Provision/Projects

The planning projects are currently not budgeted for. The currently running planning projects are being funded through grant funding provided by the Department Of Rural development & Land Reform(RD&LR)

PROPOSED PROJECT	COST ESTIMATE	FUNDERS	PROGRESS/STATUS
SDF Revision	R700 000	Department of Rural Development & Land Reform	RD&LR is in the process of terminating its contract with the appointed consultants so as to be able to appoint new consultants.
Wall to Wall LUMS	R800 000	Department of Rural Development & Land Reform	Application made-approval awaited
Hartebees Precinct Plan	R400 000	Department of Rural Development & Land Reform	PSP appointed & project in process
Brits CBD Precinct Plan	R400 000	Department of Rural Development & Land Reform	PSP appointed & project in process

e. Council Townships in process

TOWNSHIP NAME	BENEFICIARY INFORMAL SETTLEMENT	STATUS
Modderspruit	Tonado	There is an outstanding amount of rates and taxes being owed by the land donor which is being sorted out to enable the tabling of the application for Council approval.
Mooinooi	Mamba	Application has been received and being circulated. Internal comments awaiting to enable further processing of application.
itsoseng	itsoseng	Application has been received and being circulated. Internal comments awaiting to enable further processing of application.
Letlhakaneng	Letlhakaneng	Application has been received and being circulated. Internal comments awaiting to enable further processing of application.

f. Development Applications Processed

APPLICATION TYPE	No. RECEIVED 2012/13	No. APPROVED
Township establishment	15	4
Rezoning	34	43
Subdivisions	24	6
Special consents	29	15
Other	64	20

4.7. TENURE UPGRADING PROJECT

A total of 4 000 subsidies has been approved by Department of Land Affairs for tenure upgrading in Klipgat "A". It should be remembered not the whole of Klipgat was covered by this project due to land problems. It was therefore resolved to concentrate on beneficiaries currently staying on the state land as Klipgat "A" and proceed with negotiations with private owners for Klipgat "B & C" and submit business plans to the Department of Land Affairs thereafter.

The Klipgat "A" is completed and individual transfers are taking place. However the DFA Tribunal and Madibeng Local Municipality still has to sort out the issue around provision of services.

Acquisition of the entire share in the R/E of the Farm Klipgat 429 JQ is going to be a mammoth task as the property is held under many shares by different title deeds registered in the names of individuals. The following portions of land are also privately owned and negotiations to purchase and acquire them have deadlocked:

1. Portion 2 of the farm Klipgat 249 JQ is registered in the name of Mr. R F Ndlovu
2. Portion 12 (A Portion of Portion 3) and Portion 6 (a Portion of Portion 2) of the farm Klipgat 249 JQ are registered in the name of Mr. S. Ngobeni
3. Portion 45 is registered in the name of Mr. Mhlongo.

Several negotiations meetings for over a period of two years since 2006 were held with Mr. Ngobeni's family and Mr. Ndlovu's family regarding the purchase and acquisition of their plots. These plots are ideal for next phase of Klipgat formalisation because they are densely populated. Formalisation of the next phase of Klipgat is ideal and earmarked for Portions of land in Klipgat B as owned by Mr. Ngobeni, Mr. Ndlovu and Mr. Mhlongo in terms of the draft business plan of Urban Dynamics. As stated above, they are not willing to sell. The private owners on the said portions will be given a last opportunity to come with proposals for the suggested joint venture with the municipality regarding formalisation of phases of Klipgat. Should there be a deadlock on the negotiations the municipality will revert to legal recourses in order to fast track the formalisation.

Also in the formalisation of Klipgat B, there are two state lands, namely portion 48 and the R/E of Portion 1 of the Farm Klipgat 249 JQ. The municipality is in the process of engaging the Provincial State Land Disposal Committee (PSLDC) to alienate those portions in our favour. In Klipgat C South African Natural Trust is holding a share in the R/E of the Farm Klipgat 249. Acquisition of their share will have to be done also via PSLDC.

We have however in the meantime acquired the following portions in Klipgat in pursuit of formalization:

- 1/24th share in R/E of the farm Klipgat 249 JQ measuring 807.3071 H was transferred to Local Municipality of Madibeng on 23 May 2007 under title deed T82558/2007 from S M & D H Mahlangu.
- 1/48th share in R/E of the farm Klipgat 249 JQ was transferred on 15 June 2007 in terms of title deed T90073/2007 from T R Dumbutshena
- 1/48 share of R/E of the Farm Klipgat 249 JQ measuring has been transferred in the name of Local Municipality of Madibeng from L F & R M Masetla in terms of title deed T28266/2008.
- 1/48 share of R/E of the Farm Klipgat 249 JQ from Mrs. M Mahlangu has been transferred in the name of Local Municipality of Madibeng in terms of title deed T100429/2008.

In Klipgat C South African Natural Trust is holding a share in the R/E of the Farm Klipgat 249. Acquisition of their share will have to be done also via PSLDC.

The following service providers have been appointed to engage in formalization of other rural areas:

Bigen Africa for Land Tenure Services; and
Ndagano GIS & Projects as Consultants

4.8. Community Halls

Area	Staff	Floor Area	Facilities
Brits Town Hall	3	706	Hall with stage, side-hall, kitchen, bar, toilets
Oukasie	3	800	Main hall, 2 x smaller halls, kitchen, offices, library, ablution facilities
Damonsville	1	264	Hall, stage, meeting offices, kitchen, ablution facilities
Primindia	3	400	Hall, stage, meeting offices, kitchen, ablution facilities
Mothotlung	2	300	Hall, stage, meeting offices, kitchen, ablution facilities
Lethlabile*	3	600	Hall, office, kitchen, ablution facilities

Brits Town

There are six community halls available within the Brits town: Brits, Oukasie, Damonsville, Primindia, Lethlabile and Mothotlung. The sizes of these halls range between 264m² in the case of Damonsville to 800m² in Oukasie. The facilities available at each of these community halls are depicted in the table above.

Hartbeespoort Town

The Kosmos Community Hall requires additional parking to be able to function to its full potential. On the eastern side of the dam no formal community hall exists although the existing educational facilities serve the purpose fairly adequately. In future however, a larger and central facility may be required as the population and demand for such a facility increases. As far as provision of community halls is concerned, available information indicates that there are 9 villages with community halls outside the two towns of Madibeng.

In total there are 22 halls of which the following 14 are in the rural areas:.

- Elandsrand
- Fafung
- Ga-Rasal
- Itsoseng
- Kgabalatsane
- Klipgat
- Klipvoorstad
- Mmakau
- Mmkgabetlwane
- Mmupuding
- Modderspruit
- Moiletswane
- Rabokala
- Sephai

4.9. Cemeteries

Brits Town

The locations of cemeteries within the Brits town, as well as the facilities available at the respective cemeteries are outlined in Table below. There are six cemeteries within the Brits area, the lifespan of which ranges between 10-60 years. The cemetery in Mothutlung is expected to reach its capacity within the next 10 years. Overall it appears that sufficient capacity is available as far as cemeteries are concerned for the medium to long term.

Area/ Locality	Lifespan (years)	Size	No. of staff	Date opened	Facilities
Langberg	20	3.38	16	1970	Office, Ablution, blocks, Caretaker Home
Primindia	15	1.30	-	1979	Mosque
Damonsville	25	1.50	-	1990	Office, Tool room, Ablution block, 2 nd Office and 2 nd Ablution Block
Oukasie	40	2.80	3	1995	Office, Tool room, Ablution block
Lethlabile	10	3.0	6	1984	Ablution block, tool room, office Different burial blocks
Lethlabile new	50	30		2004	
Mothutlung	10	2.0	6	1985	Tool room, toilets
Modderspruit	5	3	0	2007	Office, Ablution blocks, tool room
Klipgat	50	30	4	2006	Office, Tool room, Ablution block Different burial blocks

* Fully utilized cemeteries: Oukasie, Brits, Lethlabile

The North West Department of Developmental local Government and Housing has allocated R1 million through the CMIP. The following areas are going to benefit from this project, Lethlabile, Klipgat and Maboloka.

Hartebeespoort Town

One cemetery is being used by the hartebeespoort community. The cemetery has been extended to accommodate the increased needs of communities

Skeerpoort Area

There is no official cemetery located in Skeerpoort. The residents in the area have to a large extent privatized cemeteries on their land where family burials are undertaken.

Rural areas and Villages

It is safe to assume that every community in the area of the Local Municipality of Madibeng has at least one cemetery

4.10. Recreation – Parks

Area	Total area of parks (m²)	No of Parks	No. Developed	No. with play equipment
Brits / Primindia	741 615	71	44	10
Damonsville	78 427			
Mothutlung	47 988	4	2	1
Oukasie	8 000	1	Phase I	1
Mabaloka	4000	1	Phase1	1
Madidi	4000	1	Phase 1	1
Lethabile	73 542	3	Phase I	Phase I

Hartbeespoort Town

The majority of the recreational needs of the area are being addressed in accordance with market mechanisms. Sporting facilities not related to water sports should however, be investigated further.

Skeerpoort Area

The provision of active recreation facilities in the Skeerpoort area is mainly limited to the facilities provided by the schools and tourism establishments in the area.

Rural Areas and Villages

The public open space areas within the various areas of Madibeng are to a large extent currently undeveloped. Very little information is available on the availability of sport and open space facility within the rural villages. It can be assumed that these types of facilities will mostly be provided on an informal basis in these areas.

4.11. Waste & Environmental Management

Waste & Environmental Management

Madibeng Local Municipality has a division dealing with waste and environmental management. The division has staff members comprising of the following positions:

- Manager : Waste & Environmental Management
- Coordinator: Environmental Management
- Coordinator: Waste Management
- Superintendent: Trade & Public Services
- Superintendent : Waste Disposal
- Environmental Specialist (x3)
- Supervisor : Household Waste
- Supervisor :Public Services & Street Cleaning
- Supervisor : Waste Transfer
- Supervisor : Waste Disposal
- General Workers
- Drivers (x13)
- Access Clerks (x4)
- Administrative Clerks(x2)

There are other positions in the organizational structure which are still vacant within the division. The posts indicated above are the ones that are filled

4.11.1. WASTE MANAGEMENT

Waste management services rendered by the municipality to the residents of Madibeng Local Municipality are:

- Household waste removal
- Business waste removal
- Bulk container service
- Street cleaning and litter picking service
- Cleaning of public ablution facilities
- Management and operation of Transfer Stations
- Management and operation of Landfill Sites
- Mobile chemical toilets service

Household and Business Waste Removal

The total number of service points for household waste removal is 36,585 and businesses are 1,276. The service areas and breakdown of service points is as follows:

Areas Served by Council		
Service Area	Domestic Waste	Business Waste
Brits	5 025	719
Oukasie	6 127	41
Damonsville	902	19
Sonop	398	12
Total Service Points	12 452	791

Areas Served by Private Contractors		
Service Area	Domestic Waste	Business Waste
Hartbeespoort	5 949	411
Lethabile	11 968	203
Lethabong	2 210	23
Mothutlung	4 023	37
Total Service Points	24 150	674

Level of Service	No. of Households
Waste Removal (weekly)	36 602
Backlog	30 275
Total	66 877

Bulk Container Service

The bulk containers service is rendered mainly to the industries and factories that generate huge volumes of waste (i.e. income generating service) and also placed at strategic points in townships to combat illegal dumping (i.e. non-income generating service). The total number of service points for income generating bulk container service is 226 and for non-income generating bulk container service is 62.

The municipality is currently faced with serious challenges regarding the extension of the bulk container service due to the serious shortage of bulk containers. This situation has led to the loss of income as most new businesses make use of private service providers.

Additional 150 bulk containers of various sizes (i.e. 100 x 6m³ and 50 x 9m³) need to be acquired as a matter of urgency so as to ensure expansion, effective and satisfactory rendering of the bulk container service.

Street Cleaning and Litter Picking

Street cleaning and litter picking is performed on a day to day basis. Due to congestion, street sweeping in the CBD of Brits town is preformed after hours and on weekends. The current overtime cost on this function necessitates that the overtime programme be reviewed.

Cleaning of Public Ablution Facilities

This involves the daily cleaning and maintenance of public ablution facilities at the following ranks: Bus Rank; Main Taxi Rank; Hyper Taxi Rank; Berhens Taxi Rank and Oukasie Taxi Rank.

Management and Operation of Landfill Sites

Hartbeespoort Regional Landfill Site is the only licensed and operational landfill site in the local municipality of Madibeng. The site is located between the towns of Brits and Hartbeespoort on the farm Anna Landbou Hoewe. All general waste collected within Madibeng is finally disposed off at the Hartbeespoort Regional Landfill Site. Rosespruit Landfill Site and Letlhabile Landfill Site were not permitted and as a result, have been closed.

The municipality is currently upgrading the Hartbeespoort Regional Landfill Site to ensure that it complies with all its permit conditions as well as all relevant legislations.

Problems emanating from the day to day management and operation of the site require that a thorough study be undertaken to determine the best method for the site.

Unserviced Areas

There is currently formal waste management service through Food for Waste rendered to some rural areas, villages, informal settlements. To ensure compliance with Section 24 of the Constitution, the municipality is in a process of fully extending the rendering of waste management services to some rural areas and informal settlement.

Recycling

The municipality should clearly indicate how it is going to put into effect its waste avoidance, reduction, 4.7. reuse and recycling as required by The National Waste Management Strategy.

Septic Tank and Mobile Chemical Toilets

There is currently huge demand for the emptying of Septic Tanks throughout the entire area of Madibeng and the supply and emptying of mobile chemical toilets at various informal settlements.

Waste Management By-Laws

The new Madibeng Waste Management by-law, was promulgated on 2 February 2009 and is being implemented throughout Madibeng area of jurisdiction.

- Bultfontein and Bokfontein received cleaning services for the services for the first time in 2006/2007 financial year. (Ward 29) R15 000
- A Draft integrated Waste Management Plan, was submitted for Council sitting on 30 September 2008 and was adopted (R260 000,00)

Current Projects

- A Food for Waste Program is currently running in conjunction with the Department of Public Works through which over 37 000 households are receiving domestic refuse collection services.

Integrated Waste Management Plan

The Integrated Waste Management Plan (IWMP) is incorporated under the Sector Plans on page 22 of this document. The IWMP is currently reviewed and the process is planned for completion by June 2014.

4.11.2 ENVIRONMENTAL MANAGEMENT

Bio-Physical Environment

Introduction

This section describes the status quo of the Madibeng Local Municipality in terms of the bio-physical environmental aspects that influence development progression. Specialists in the fields of geology, landscape character assessment, ecology, aquatic ecosystems, hydrology and wetland, agricultural and soil potential where requested to compile status quo reports in their respective fields. (Source: Madibeng EMF)

Climate

Rainfall

The study area consists of 30% dry lands, which is characterized by low annual rainfall and high evaporation rates. The mean annual rainfall is 481mm/annum. The region's temperatures are typical of the area located within the summer rainfall area, and these showers often occur as sporadic thunderstorms. Long term climate data for the province is available for weather stations at Pilanesberg and Mmabatho.(Source : Madibeng EMF)

Temperature

Situated in the Savanna biome, the study area is characterised by seasonal (summer) and relatively low and unreliable rainfall. The area falls within the Grassland and Savanna Biomes and therefore experiences extremely high summer temperatures and frost in winter (in some areas) contribute to the stressful conditions for plant growth. Average maximum temperatures in summer are above 30°C and winter typically has dry, sunny days and cold nights of temperatures lower than 3°C. (Source : Madibeng EMF)

Land cover

The land cover in the study area is represented in figure 4 and tabulated in Table 2 within MLM, EMF. The southern portion is more congested with land use activity than the central and northern sections. The majority of the study area is covered by open bush and sparse or secondary bushland, specifically in the centre and towards the northern extent. Urban environments are located along the southern portion of the site around the Magaliesberg Mountain Range and Hartbeespoort Dam and along the eastern portion of the study area, coinciding with the Tolwane River in the north-east where the development pressure is most prominent. Less than 5% of the study area is developed for mining purposes or residential typologies and currently within MLM, a very low spatial area is committed to conservation with other more economically profitable industries such as agriculture (cultivated land) dominating the landscape. Approximately 18 000ha of land is under irrigation with about 16 000ha from the Hartbeespoort Dam Irrigation Scheme and 4 000ha from the Crocodile River (Beestekraal/Atlanta Area) (LMM, 2008). (Source: Madibeng EMF)

Topography

A large degree of the north-western section is relatively low lying, with elevations lower than 1000 metres above sea level. The highest elevations are located in the southern and south-eastern sections of the study area, with contours ranging between 1500m and 1800m above sea level (Figure 5). This contributes to the varied landscape of mountainous terrain and plains. (Source: Madibeng EMF)

Geology

The study area grades from lithologies related to the Transvaal Supergroup in the South to the Bushveld Igneous Rock Complex in the north. The assemblages thus range from shale, quartzite and sedimentary rocks in the south and granite, Gabbro and other igneous rocks in the north. The dolomite and limestone formation indicated in the north-east and far south of the study area is of high risk with regards to founding conditions. Mudstone and shale are medium risk and quartzite is low risk. Any development will require a geotechnical investigation to determine fault lines and folding, especially the areas indicating the presence of dolomite, which will require a dolomite risk assessment.(Source : Madibeng EMF)

Vegetation

The Western Sandy Bushveld is found on the North western side of Madibeng. The Central Sandy Bushveld North Eastern tip and cutting through from the North Western to South Eastern part. Springbokvlakte Thornveld is found on the North Eastern part. Marikana Thornveld from the South Western right through to South Eastern part. Patches of Norite Kopies Bushveld in the South Western through to South Eastern part. Moot Plain Bushveld on the Southern part of Madibeng. Gauten shale Mountain Bushveld on the Southern part of the Municipality. Carltonville Dolomite Grassland in the Southern tip. There is one game farm towards the central north of the Municipality. More information on vegetation can be found on page 8 of Madibeng EMF.(Source: Madibeng EMF)

Protected Species (Trees/Plants)

The following trees/plants are protected species within the Madibeng Local Municipality :

(Morula Tree) *Schlerocarya Birrea*

(Mogotlho) *Acacia erioloba*

Natural Resources

- **Crocodile River**

The Following Dams are located within its sub-catchment, Hartebeespoort, Rooikoppies and Klipvoor.

It is a perennial river falling under order number 3. The river is found in the Bushveld Basin Surface. It is categorized as class C River. The river is critically endangered.

- **Roses Spruit River**

It is a Non-Perennial river. It is categorized as Class C River. The River is found in the Surface of Bushveld Basin.

- **Pienaars River**

The river falls under category or type B. It covers an area of 0.34m2 and it is 3.93 km long.

- **Tolwane River**

This river is a Perennial river falling under order 2 and Class 3. It flows in the Bushveld Basin surface area. It is endangered.

- **Magalies River**

Magaliesberg is a Perennial river Classified as Class C order 2. It flows in the Bushveld Basin surface area and it is critically endangered.

- **Skeerpoort River**

Skeerpoort river is Non-Perennial. It flows in the Bushveld Basin surface area and is classified as order 1 river. The river is critically endangered.

- **Maretlwana River**

Maretlwane River is Perennial. It is an order 1 river. It is in the Bushveld Basin surface area. The river is critically endangered.

(Source: EMF, Madibeng Local Municipality)

Magaliesberg Mountain Range

The Magaliesberg area is geologically unique and scenically beautiful, and on a world scales very rich in biodiversity and associated ecological interactions. A number of threatened flora and fauna species occur in the Magaliesberg, some of which are near endemics to the mountain. It also contains a number of unique habitats large enough to sustain characteristic vegetation types and species that need large areas to survive. The accessibility of the Magaliesberg also makes it extremely valuable for recreational and eco – tourism purposes. (Source: EMF Magaliesberg Protected Environment)

Madibeng Local Municipality takes pride in the Magaliesberg Mountain Range and therefore considers all available policies prior recommendations for any development in the area. EIA applications falling within the area are not encouraged by the Municipality.

Air Quality

In terms of Air Quality Management ACT, 39 OF 2004 (AQA), local municipalities are responsible for monitoring ambient air quality. To comply with the legislation, the municipality in partnership with DACE North West established an ambient air quality monitoring station. The station was established in Damonsville community centre and it will assist in improving ambient air quality in the area by managing the atmospheric pollution and recording data of pollutants. Air quality is also monitored using passive sampling and these sampling instruments are located at De Kroon, Mothotlung and Brits Industrial.

In terms of section 15 of AQA each municipality is compelled to compile and adopt an Air Quality Management Plan which must be included in the IDP. The act further requires that each municipality must designate an Air quality officer to coordinate matters pertaining to air quality management in the municipality and compile and adopt Air Quality Management by-laws.

The Madibeng Local Municipality has appointed an Air Quality Officer, but the Municipality has not yet compiled Air Quality Management Plan (AQMP). Fortunately, Bojanala Platinum District Municipality has adopted an AQMP that can also be adopted by Madibeng Local Municipality.

Madibeng Local Municipality has representative in the Provincial-Municipal Air Quality Officers Forum and attends quarterly meetings. The Municipality also participates in the Local Environmental meetings for Interested and Affected Parties coordinated by NAPCOF on quarterly basis. A data base of Industries has been developed and it is updated every quarter.

The predominant mining activities in the Madibeng area include the production of the following:

- Ferrochrome
- Vanadium Pent oxide
- Chromium
- Silica Sand used in the manufacturing of glass
- Stone quarries
- Granite quarries
- Platinum

Climate Change

Climate change arise as human activity degrades the natural environment by removing and destroying vegetation that serves as a sink for carbon gases and is one of the serious environmental problems that needs a serious attention.

Madibeng Local Municipality conducts climate change campaigns in various wards per quarter. Environmental forums are also established in various wards to represent the community and share climate change information. Climate change Workshops and Symposiums are conducted to disseminate awareness information on climate change, what causes it and how the people can contribute towards solving the problem of climate change. These activities are planned on quarterly basis.

Environmental Management Framework (EMF)

Environmental Management Framework is a legal tool that is used by Municipalities and departments to achieve sustainable development. EMF also shows and guide areas where development must take place and areas that are environmentally sensitive. The municipality in conjunction with the Department of Environmental Affairs and Tourism (DEAT) and the Department of Agriculture, Conservation and Environment (DACE) are developing an EMF. The Management Framework is completed but it is not yet adopted by the Council. Even if our EMF was compiled after the Spatial Development Framework was completed, the two documents were aligned.

Environmental Education and Awareness

This is a tool that is used to promote and empower communities on environmental issues within our jurisdiction. It is used to increase awareness on environmental issues and assist in developing the knowledge, skills, values and commitment necessary to achieve sustainable development. Through this program we support NGO's, Environmental clubs and schools to attend Environmental Education training, Camps and events.

The division implements a minimum of one clean-up campaign per quarter focusing mainly on areas that do not receive a weekly waste management service.

Environmental Impact Assessment

Environmental Impact Assessment is the evaluation of Impacts in relation to a particular development or its alternative and generating mitigation measure or strategies to help reduce the extent of the impact on the environment. The developments are identified as per the EIA regulations, 2006 GN 386 and GN 387. After the Municipality has been identified as the local authority, it is then given an opportunity to register as Interested and Affected Party. The reports are then submitted for comments. Within the Municipality, the comments are made and submitted within the stipulated timeframe with the guidance of available legislation / policies e.g. EMF and SDF.

By commenting on various development activities e.g. Scoping Reports, Environmental Impact Assessment Report and Environmental Management Program Report, it awards the office of Environmental Management an opportunity to ensure that various environmental features within the Madibeng Local Municipality are protected from the damage of development activities. In certain instances where they cannot be 100% protected, rehabilitation measures or plans may be suggested and employed after the activity.

Intergovernmental- Relations

Madibeng Local Municipality: Waste and Environmental Management is represented on Provincial Air Quality Forum and Waste Forum. The forums are coordinated by Department of Agriculture, Conservation, Environment and Rural Development (DACERD).

DACERD funded the Air Quality Monitoring Station in Damonsville and the Strategic Environmental Assessment for Hartbeespoortdam area.

Department of Environmental Affairs (DEA) funded Madibeng Environmental Management Framework (EMF) and DACERD had officials on the EMF project steering committee.

DEA upgraded Kosmos Transfer Station in Hartbeespoort.

Department of Education, North West Parks & Tourism Board and DACERD are part of Madibeng Environmental Stakeholders Forum which plans Environmental Outreach Programmes in Madibeng.

The Environmental Analysis of the Municipality

The municipalities are required to view environment as an important aspect which if not protected will be harmful to the health and wellbeing of its citizen and natural resources. More so that environmental matters fall within the legislative and executive competence of local government and should form part of the municipal developmental objectives.

The municipality has the responsibility to provide in its IDP document, a detailed analysis of their environment including amongst others:

- ❖ Climate and Air quality; temperature, annual rainfall, wind and air
- ❖ Habitat and biodiversity; natural resources(flora and fauna)
- ❖ Conservation; proclaimed parks/nature reserves and heritage resources, environmental capacity building, awareness and empowerment, cooperative governance and integrated planning
- ❖ Water resources; river networks, wetlands, ground and surface water resources(quantity and quality)
- ❖ National environmental legislations and policy documents that governs the environment

Over and above these there is a need in the municipal IDP document to define what environment and environmental management terms mean to the municipality with reference to the definitions provided by environmentalist and national legislations. The definitions thereof should not be narrowly limited to meaning the ecology or physical nature, e.g. water, air, fauna & flora, etc, thus excluding the other most important parts that give the environment its entirety.

An integrated environmental management is the code of practice that ensures that environmental considerations are fully integrated into the management of all activities to achieve desirable balance between conservation and development.

The DEAT Guideline on Strategic Environmental Assessment 2000, environmental management must be integrated and acknowledge that all elements of the environment to be linked and interrelated, and it must be taken into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.

The main focus areas are:

- Support to environment and sustainable development in the North West
- The Integrated Waste management Plan
- Air Quality Management Plan
- Environmental Impact Assessment for specific projects
- The spatial development framework
- Environmental toolkit for IDPs
- Capacity building for environmental management and sustainable development

Legislative Framework

In the process of transformation in South Africa, environmental management has also received guidance by way of different legislations that needs to be incorporated into planning and development by all spheres of government in order to achieve sustainable development. Hence, one of the principles of the National Environmental Management Act No.107 of 1998(NEMA) states that:

- Environmental management must be integrated, acknowledging that all elements of the environment are linked and interrelated, and it must take into account the effects of decisions on all aspects of the environment and all the people in the environment by pursuing the selection of the best practicable environmental option.

The other policy documents and legislations to be considered in relation to environment and environmental management include and not limited to the following:

The Constitution of the Republic of South Africa Act 108 of 1996:

Wherein Section 24 has made a provision that everyone has the right;

- (a) To an environment that is not harmful to their health and well-being and
- (b) To have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:
 - Prevent pollution and ecological degradation
 - Promote conservation, and
 - Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development

The National Environment Management Act No.107 of 1998(NEMA): provides for cooperative governance by establishing the principles and procedures of decision making on matters affecting the environment. NEMA serves as an enabling Act for the promulgation of legislation to effectively address integrated environmental management. Chapter 5 of NEMA makes provision for the relevant environmental management tools in order to ensure the integrated environmental management of activities. NEMA: Section 23 (2) (b) provides that the general objective of integrated environmental management is to “identify, predict and evaluate the actual and potential impact on the environment, socio-economic conditions and cultural heritage, the risks and consequences and alternatives and options for mitigation of activities, with the view of minimizing negative impacts, maximizing the benefits, and promoting compliance with the principles of environmental management. It further says that before any actions and decisions are taken in connection with such activities, adequate consideration must be taken.

Environmental Conservation Act 73 of 1989(ECA): provides for the effective protection and controlled utilization of the environment.

The **Local Agenda 21 (LA 21)** was identified as the potential and essential link of global problems to local solutions through a principle: “think globally, act locally” in order to fulfill sustainable development. Thus it recognizes that the municipalities as the sphere of governance that is closest to the people or communities that can effect tangible changes in attitudes and activities at a community level. LA 21, like local legislation, promotes integration of planning process with economical, social and environmental sustainability in order to achieve the goals of sustainable development that the present generation owes to the future generation.

Air Quality Management Act 39 of 2004: provides for the regulation of air quality in order to protect the environment by providing reasonable measures for the prevention of pollution and ecological degradation. Chapter 3 section 15(2) requires that each municipality must include in its IDP an air quality management plan.

Municipal Systems Act 32 of 2000: IDP should be aligned with environmental needs and targets (Chapter 5).Municipal services must be environmentally sustainable & must be regularly reviewed (subsections 4 & 73). Economical, efficient & effective use of resources, recycling of waste, & other appropriate environmental objectives should be encouraged (section 74)

Summary of Environmental Issues

This is just an illustration you may feel free to mention other specific environmental issues in your area.

Issue	Casual Factors	Required Interventions
Soil Erosion	Roads, Pathways, Mining and uncontrolled human induced veld fires	Conservation practices and thorough controls
Loss of Indigenous Vegetation	Cultivation, poor farming practices, alien plant invasion, ribbon develop-ment, poor catch-ments management, housing development, firewood harvesting	<ul style="list-style-type: none">• Education• Law enforcement; no development in areas currently not zoned for development unless effects have been considered under National Environmental Management Act: Listed Activity Regula-tion 386 & 387, including local and district EMP's
Air Pollution	Mining Activity	Monitoring & Compliance with Air Pollution Legislation
Agriculture	Poor farming practices	Capacity building Initiatives
Water Pollution	Alterations in the natural drainage patterns	Integrated catchments planning that will control activities likely to have negative impacts on water and estuarine systems
Urbanization of Rural areas	Lifestyle changes that are not sup-ported by adequate (if at all) social services in the rural areas,viz. waste management	Integrated Waste Management Plan

The Environmental Legal Register

The environmental legal register requires each municipality to work towards complying with environmental legislations hereunder. Municipalities are urged to take this register into considerations during their budgetary processes. The environmental legal register is done with the sole aim of reducing the environmental issues surrounding our communities and total protection of the environment for everyone including future generations. The following (but not limited to this) is the list of environmental legislations that informs the environmental legal register to comply with:

1. The National Environmental Management Air Quality Act, No 39 of 2004
2. The Integrated Waste Management Bill, November of 2004
3. The National Environmental Management Act, Act No 107 of 1998
4. Environmental Impact Assessment Regulations, 2006
5. The Environmental Conservation Act, No of 1999
6. The National Environment Management: Biodiversity Act of 10 of 2004
7. The White Paper on Integrated Pollution and Waste Management, 2000
8. The National Water Act No 36 of 1998
9. The World Heritage Convention Act
10. The National Waste Management Strategy Implementation
11. The National Environment Protected Areas Act
12. The Tourism Amendment Act
13. The National Heritage Council Act, Act No 11 of 1999

4.12. Educational Facilities

Statistical Information on Education in Madibeng - (Census 2011)

	2001	2011
Literacy Rate	81.8	89.0
Attending Educational Institution (%)	70.0n,	62.7
No Schooling (%) (20yrs +)	15.1	7.8
Primary Enrolment (%) (6-13yrs)	90.0	93.3
Matric Completion (%) (20yrs +)	20.9	26.7
Matric Pass Rate	See DoE report	
Completed Higher Education (%)	5.4	3.4

Private schools

Name	Area	Pupils	Classrooms
Academy for Christ	Brits	264	14
Light House College	Brits	262	14
Rabboni Christian School	Brits	503	27
The Mountain College	Hartbeespoort	137	6
Hartebeespoort	Hartbeespoort	934	28
General Hendrik Schoeman	Hartbeespoort	641	25

Skeerpoort Area

There are four primary schools located in the Skeerpoort area.

Rural Areas and Villages

The distribution of education facilities and the assessment in terms of the number of pupils per classroom exceed the pupil/classroom ratio of 40 pupils per classroom. The areas of the highest need appear to be concentrated within the village areas, where the average number of pupils per classroom for all schools is between 35 and 46 per classroom. The majority of the schools in these areas exceed the standard. The area, which appears to be best served in terms of classrooms, is the Odi I and Brits rural area village committees. These areas are fairly sparsely populated.

The pupil: teacher ratio for the secondary schools is 1:35. Based on the available information it does not appear as if these are a significant problem as far as this ratio is concerned.

List of Schools in Madibeng with needs of services:

Name of School	Emis No	Sanitation	Water	Electricity
Botlhabelo High	100210	No sanitation	Available	Available
Charles Mamogale Primary	100235	No sanitation	Available	No electricity
Dipompong Primary	100301	No sanitation	Available	Available
Frikkie Smith Intermediate	100378	No sanitation	Available	Available
Fumane Middle	100379	No sanitation	Available	Available
Goakganya	100443	No sanitation	Available	Available
Keitumetse Primary	100650	No sanitation	Available	No electricity
Khululusa Primary	100716	No sanitation	Available	Available
Lorato Primary	100925	No sanitation	Available	Available
Makanyaneng Secondary	101019	Available	No water	Available
Makgabetlwane Primary	101022	No sanitation	Available	Available
Makopye More Middle	101038	No sanitation	Available	Available
Micha kgasi High	101200	No sanitation	Available	Available
Mmamogwai Intermediate	101222	No sanitation	Available	Available
Moiletswane Primary	101305	No sanitation	Available	Available
Mothake Intermediate	104066	No sanitation	No water	Available
Motshwane High	101449	No sanitation	Available	Available
Motsile III Primary	101447	No sanitation	Available	Available
Nkoana Poo	101510	No sanitation	Available	Available
Obet More Special		No sanitation	Available	Available
Ramadikela Middle	101716	No sanitation	Available	Available
Ras Primary	101758	No sanitation	Available	Available
Refentse Primary	101796	No sanitation	Available	Available
Retlhatlositse	101844	No sanitation	Available	Available
Sekwati Primary	101943	No sanitation	Available	Available
Sephola Banatso	101967	No sanitation	Available	Available
Seiling Combine	101995	Available	Available	No electricity

4.13. Health Services

The municipality in collaboration with the sub district, has managed to plan, coordinate, support and supervise PHC services based on National and Provincial norms, policies and guidelines. However, the long waited integration of health services between the two authorities has become stagnant and therefore frustrating health workers. The process of functional integration has also suffered from some set backs.

The municipality still experience diseases and conditions that are associated with low socio-economic conditions such as malnutrition. This is more prevalent in rural and farming areas. On average, 167 children and 273 adults are admitted to a protein energy malnutrition scheme per quarter.

Governance Structures

Community participation is the cornerstone of the Primary Health Care system and also a legislative imperative. Various structures such as hospital boards, health forums and ward committees exist in order to facilitate community involvement on health issues that affect their daily lives. There is a plan to revitalize and strengthen these health forums.

Out-Reach Areas

Presently there are five mobile clinics that render primary health care services at farm areas, namely:

- Hartbeespoort mobile clinic
- Mothotlung mobile clinic
- Bapong mobile clinic and
- Letlhabile mobile clinic
- Jericho Mobile Clinic

Dental Mobile Clinic

The Dental mobile clinic serves at 18 farm areas, primary schools, Losperfontein prison and at clinics that has a Dental chair

- Letlhabile clinics
- Bapong clinic
- Segwaelane clinic
- Bethanie clinic
- Hospital Dental clinic
- Losperfontein prison to be included

The following primary health care centres, with trained nurses rendering services, are:

INSTITUTION		NO. PN	PHC TRAINED NURSE	SERVICES RENDERED
Maboloka	20,531	5	2	7 days
Fafung	3,778	1	0	8hrs
Hebron	12450	10	4	24hrs
Jericho	11,821	4	1	reduced to 7 days
Refentse	2104	1	1	8hrs
Mmakau	22,157	7	4	7 days
Buffelsdoring	2537	2	1	8hrs
Ikhutseng	18720	11	2	24hrs
Hartbeespoort	8,217	2	0	8hrs
Broederstroom	4,533	2	0	8hrs
Damonsville	6,115	1	0	8hrs
Hartbeespoort	8,217	2	0	8hrs
Madibeng Main	10,231	3	1	8 hrs
Sonop	4,582	2	0	8hrs
Bapong	17,106	5	1	7 days
Segwaelane	7,012	2	0	8hrs
Majakaneng	16,286	3	2	8hrs
Letlhabile	74,032	16	3	24hrs
Mothotlung	15,845	5	3	7 days
Rabokala	5,110	2	1	5 days
Kgabalatsane	13,262	2	0	5 days
Madidi	8,343	2	1	5 days
Wonderkop	13,393	6		5 days
Oukasie	12,904	4		6 days
Oukasie maternity	4,162	9	0	24hrs

A normal nurse's patient ratio is 1:38 but with the present situation the ratio is 1.54 resulting in prolonged patient waiting period at facilities.

Private Security

Not all clinics have private security or panic buttons. The security situation is reflected in the table below:

To be included in 24 hours security services:

- Maboloka
- Mothotlung
- Broederstroom + Panic button – Already 24 hours
- Majakaneng – Only at night, weekend and holidays

Clinic with night security only

- Segwaelane
- Refentse

Services Rendered: Brits Hospital

Before the makeshift hospital	Presently at the makeshift site
Casualty	Casualty
Out Patient Department	
General ward 36 beds	General ward 13 beds
Pediatrics 10 beds	Pediatrics 6 beds
Maternity 24 beds	Maternity 6 beds
X-ray	
Physiotherapy	Physiotherapy
Psychologist	Psychologist
	Pharmacy
ARV site	ARV site
Social worker	Social worker
Speech and hearing	Speech and hearing
Dietician	Dietician
Laboratory	Laboratory

Staff Structure

Number of functioning nursing personnel

- Registered Nursing: 24
- Enrolled Nursing: 14
- Nursing Auxiliaries: 14
- Support Staff: 86

Qualification of personnel

- Diploma in Nursing and Midwifery: 24

Additional Post Basic Nursing Qualification: 16

- Advanced Midwifery and Neonatal Nursing Science: 3
- Psychiatric Nursing (1yr): 6
- Clinical Nursing Science Health Assessment treatment and Care: 1
- Paediatric Nursing: 1
- Nursing Education: 2
- Community Health Nursing: 3
- Theatre Technique: 3
- Other: 3

Health Services Rendered

Type of Service: Level 1 health care

Functional hours: 24hrs: 24hrs, OPD, is 8hours services

Programme offered: General Medical & Maternal

Bed occupancy: 80%

Number of beds utilized per month: 66

Average number of patients seen per month: 4900

Adult: 3100

Children: 800

Referrals: 52

Deliveries (average): 258

Disease Profile

Common health problems:

- Respiratory problems: Upper and lower respiratory infection- asthma
- Gastro intestine problems: Gastro enteritis
- Gynae problems: evacuation, ectopic
- CNS problems: Head injuries
- Midwifery complications: Pregnancy induced hypertension
- Neonatal problems: Prematurely jaundice & Asphyxia
- Adolescence problems: Suicide, STI'S substance abuse, eating disorder
- Communicable disease (childhood & adult): HIV/AIDS, TB, Meningitis, Measels and Hepatitis

Team Work

- Inter professional / Multidisciplinary team work: Doctor, Nurses, Social Worker, Medical Support Service provider, AD Nursing,AD,CEO
- Referral system: Health Centers & Clinics to district hospital, hospital to George Mokhari, Rustenburg Provincial Hospital
- Community participation and involvement: Hospital Board, Community based Organizations
- Environmental health promotion: PHC Team, Inter-professional Team, referral System
- Revitalization process in progress, and 15 single quarters have been proposed.

Name of clinic	Private security	Panic button	Burglars	Security fence	Key lockers	Door lockers
Hebron	2	None	Inadequate	None	Available	None
Majakaneng	1	none				
Broederstroom	2	Yes- not functional				
Maboloka	2	none				
Mothotlung	2	none				
Makau	2	None	Inadequate	Available	None	Yes
Lethabile	3	Yes	Inadequate	None	Available	None
Ikhutseng	3	None	Inadequate	None	Available	None
Jericho	2	none	inadequate	None	Available	Inadequate
Wonderkop	2	None				
Bapong	2	None				
Segwaelane	01	None				
Refentse	01	None				
Moiletswane	01	None				

Rural Area that have Septic Tanks for Drainage

All clinics septic tanks are regularly drained but the service has been outsourced as there was a challenge of unavailability of the truck from Public Works. Some of the clinics are drained monthly and others yearly.

Name of Clinic	Location
Jericho	Jericho Village
Jericho Health Centre	Jericho Village
Maboloka	Maboloka Village
Bapong	Bapong Village
Majakaneng	Majakaneng Village
Segwaelane	Segwaelane Village
Kgabalatsane	Kganalatsane Village
Rabokala	Rabokala Village
Refentse	Makgabetloane Village
Buffelsdoring	Moiletswane Village
Madidi	Madidi Village
Ikhutseng	Klipgat
Hebron	Hebron Village
Hoekfontein	Mmakau Village

HIV/AIDS

The municipal area is also adversely affected by the high rate of HIV/AIDS. A recent study by the municipality reveals HIV/AIDS a prevalence rate of 45.5% which is quite high compared to the North West prevalence rate of 26.7%. This can attributed to a number of factors such as higher proportions of migrant workers (miners and farmers), high rates of poverty, unemployment and teenage pregnancies. There has been a growth in truck movement that move across municipal boundaries, which may pose its own problems.

- **Socio-Economic Impacts of HIV/AIDS Epidemic in the Municipality**

The epidemic is primarily in the economically active population (age 18 – 39), placing a disproportionate burden on an age group with critical social economic roles. Women experience more infections at an earlier age than men, with consequent greater loss of healthy years of life and greater share of burden of care

Mortality rate is increasing among the occupational groups within Madibeng municipality, leading to problems such as high rate of absenteeism, increased costs for care and treatment of workers and low productivity. Although there are no reports which determine whether the rate of excess mortality is due to AIDS or non- AIDS causes, there is a basis for concern. A recent visit to a hospital belonging to one of the largest mines in the province, which is located to the municipality, indicated a total of 159 deaths in one financial year from HIV/AIDS in mine workers. A representative of Brits Industrial Association has also expressed pressure felt by industries due to AIDS related deaths.

- **Local Response Towards HIV and Aids**

The Department of Community Safety, Social and Health Services within the municipality initiated poverty alleviating projects such as gardening, broiler, bakery of which the beneficiaries include people living with HIV/AIDS. These are income generating projects which are intended to contribute towards poverty reduction.

The following programmes have been introduced in an attempt to alleviate the scourge of HIV and AIDS and poverty the municipality:

- Social groups which are able unable to meet their food requirements (food provision).
- The child headed household, especially in the event of high incidence of HIV and AIDS (Care and Support).
- Providing Social Support to the youth in order redirect their energy away from Social crime.
- Formation of Local AIDS Council which is constituted by representatives from various government departments, business and Non Profit Organisations
- Groups who have been and wish to be involved in income generating projects
- Involving the disabled in all relevant objectives in increasing their accessibility to various programmes applicable them.
- Financial support to non profit organizations that deal with HIV/AIDS
- Development of Madibeng Local Municipality HIV/AIDS Policy and Strategy. The study conducted in the Municipality resulted in the development of HIV/AIDS policy and formulation strategy for the community of Madibeng. This will ensure that all multi-sectoral social upliftment programmes within the Municipality are properly planned, implemented, monitored and evaluated.
- Partnership with South African Local Government Association on decentralized response on HIV/AIDS
- Voluntary Counseling and Testing, Prevention of Mother to Child Transmission, Ante Retrovi-ral Treatment
- Interdepartmental Forum

Approximately 492 people living with HIV/AIDS receives social grants from the Provincial Department of Social Development. 41 people are involved in poverty alleviation projects such as vegetable gardens, poultry, carpentry, and bakery and offering home based care. The cooperate sector donate funds for provision of training to capacitate health workers to improve treatment and care.

Madibeng has 28 Non Governmental Organisations rendering the following HIV/AIDS related services:

- ♦ Social mobilisation and communication: awareness/promotional activities,
 - the distribution of promotional materials, social mobilisation through youth programmes and community outreach programmes , and
 - HIV/AIDS support groups, behaviour change programmes, programmes in schools,
 - Sexuality and abstinence education, training of child care and community workers.
- ♦ HIV/AIDS prevention programmes: life skill education, peer education, sexually transmitted infections management, HIV testing services, condom distribution, sexuality and abstinence.
- ♦ Continuum of care services: in- and out-patient care, home based care, providing medication, nutritional advice and support, support services for infected and affected people, emotional and spiritual support.
- ♦ Work place programmes: workplace awareness/prevention programmes, workplace support groups.

The Madibeng Local Municipality prides itself with Non Profit Organisations such as Maboloka HIV/AIDS Organisation (Mahaao), which is a community based organization that fights HIV/AIDS, founded on the principles of Human rights and confidentiality. It started in 1998 as a group of Directly Observed Treatment (DOT) Supporters for TB clients at Maboloka Clinic. The organization further developed into a Home Based Care programme which was registered in 2001 and a 28 bedded hospice was established in February 2004.

The organization runs the following programmes:

- Home Based Care
- Peer Education Project for youth
- Hospice Care
- People Living with HIV/AIDS support group.
- Door to door campaigns
- Anti Retroviral Viral Treatment
- Awareness Campaigns

Special Projects

The following Health projects require renovations:

Name	Scope
Shakung	Renovation
Jonathan	Renovation

New two roomed clinics:

Name	Scope
Kwarriekraal	New Clinic
Legonyane	New Clinic
Modderspruit	New Clinic

4.14. Fire and Disaster Services

Madibeng Fire and Emergency Services, located in the Brits town, is the main Fire Station with Letlhabile Fire Sub station serving the northern parts of the Municipality.

The strategic goal for fire and emergency services is to improve services and performance standards. The objective is to save lives and property and also provide humanitarian help.

Fire risk classification in Madibeng is as follows:

- | | |
|---------------|-----|
| • High risk | 21% |
| • Medium risk | 33% |
| • Low risk | 46% |

Taking into account the size of the area, and the population size, as well as the classification of risk within Madibeng and comparing it with the SABS prescribes, it is quite evident that there are gaps in service provision. SABS 090 - 1972: Code of Practice for Community Practice Against Fire prescribes that the response time from the nearest Fire and Emergency Services should at least be 12 minutes to the scene or within the radius of 50 km.

Human Resources

The station provides a 24hrs service, and therefore staff shortages bears much strain in rendering services in an effective and efficient manner. There are positions of strategic importance which are yet to be filled.

A total compliment of about (Twenty one) 21 well trained Firemen with minimum Fire Fighter II qualifications and one Station Officer will be required to render Fire and Emergency Services effectively in and around Maboloka, Letlhabile, Letlhakaneng and even Jericho. This will bring down the delay in response time from Brits with about 70%.

Volunteers

16 new volunteers were recently recruited to Fire and Disaster Management Services. The sixteen volunteers are presently divided between the main and substation. The Department is faced with a challenge to have these volunteers trained to at least Fire fighter level and be equipped with protective clothing.

Control Room

The Control Room is the most crucial part of Emergency Service. It should be well equipped and manned by qualified personnel. The control room operates 24 hours around the clock and most of the calls relate to complaints on water leakages, electricity failure, illegal dumping, etc., especially after hours. Our Control Room attendants are able to advise, assist or inform the relevant Department concerned of any inquiries.

Collaboration with other Agents

The municipality collaborates with the following agents in order to provide an effective fire services:

- ✧ NECSA which provided Fire fighting services to the former Hartbeespoort TLC areas. A services level agreement is being developed to be in line with the Municipal Finance Management Act.
- ✧ Western Platinum Mine is also servicing Mooiooi and the surrounding areas.

4.15. Sports and Recreation

The majority of active sport facilities in the Local Municipality of Madibeng are currently provided in Brits town.

There is no legislation that compels clubs to participate in their respective provinces. The majority of teams in Madibeng do not participate in league formations because National/ Provincial Federations of different sporting codes do not spread their wings wide enough to cover even the deeper rural areas.

The Madibeng Sport and Recreation Council (MASREC) has committed itself to attract Federations to this area. The municipality will give MASREC support to achieve its set aims and objectives.

The field of recreation is wider than sport itself. As recreation experts put it, there are more than three hundred ways of recreating, whilst South Africa has less than two hundred different sporting codes played. As a result, recreation should be given attention and preference because it does not have age limits.

Active Sport and Recreation Activities

Oukasie	
Property description:	Erf 750
Type of Sport:	Soccer, Tennis, Volleyball, Netball
No. of clubs using facility:	2
Type of facilities:	Soccer x2; Tennis x2; Volleyball x2; Netball x2
Damonsville	
Property description:	Erf 442
Type of Sport:	Soccer, Tennis
Type of facilities:	Soccer x1; Tennis x2
Letlhabile	
Property description:	Erven 4874, 3843, 1841
Type of Sport:	Soccer, Tennis, Netball, Basketball
Type of facilities:	Soccer x3; Tennis x2; Netball / Basketball x3
Brits	
Property description:	Ptn 704
Type of Sport:	Rugby, Cricket, Tennis, squash, Boxing, Karate, Wrestling, Archery, Gymnastics, Badminton, Korfbal, Bowls, Jukskei, Swimming & Soccer
No. of clubs using facility:	16
Type of facilities:	2x Rugby fields; 1x Cricket field; 1x Cricket & Rugby Field sharing; 1x Swimming pool; 2x sport Halls; 12x Jukskei Fields; 2x Bowling Greens; 8x Tennis Courts; 4x Korfbal Courts, 1 x Soccer stadium
Club Reg: 4 Primindia	
Property description:	427 J.Q.
Type of Sport:	Soccer, Cricket, Tennis, Swimming, Netball
Facilities:	1x Soccer Field; 1x Swimming Pool; 2x Tennis Courts; 2x Netball Courts
Klipgat	
Property description:	
Type of Sport:	Soccer, Basketball, Netball
No. of clubs using facility:	1
Facilities:	1 x Soccer Field, 2 x Combi-courts
Mothutlung	
Property description:	
Type of Sport:	Soccer, Basketball, Netball
No. of clubs using facility:	
Facilities:	1 x Soccer Field, 2 x Combi Courts
Hebron	
Property description:	
Type of Sport:	Soccer, Netball, Tennis, Basketball
No. of clubs using facility:	
Facilities:	1 x Soccer Field; 2 x Combi Courts
Modderspruit	
Property description:	
Type of Sport:	Indoor sport e.g. boxing, volleyball etc
Facilities:	Hall

Infrastructure Development in Sport and Recreation

Name of Project	Project Description	Project Amount	Project Status
Oskraal MSC	Hall indoor sport, retractable seating, offices, kitchen, parking and ablution facilities	R3 978 956.00	Construction
Madibeng Sport Stadium	Grand stand, Soccer field, change rooms security fence	R5 323 522.62	Construction
Mothotlung sport Centre (Phase 2)	Dressing room, clubhouse, high mast flood light	R526 547.00	Contractor appointed
Jericho Sport Centre	Soccer field, Ablution facilities, security fence, embankment and pensioner paypoint	R1 010 001.00	Construction
Elandsrand sport centre	Combi-courts, soccer field and hall for indoor games	R4 508 526.00	Phase 1 under constr
Mmakau MSC	Hall for indoor sport, retractable seating, two combi-courts & security fence	R9 697 720.00	Construction
Moiletswane Sport field	Community consultation phase	R1 317 025.00	Funding just approved

4.16. Libraries

The municipality has eight libraries, situated in Brits, Kosmos, Schoemansville, Jericho, Oukasie, Damonsville, Lethlabille, Mothutlung and Lethabong which is newly developed.

Currently the department is busy with the erection of a new Library at Lethabong funded by MIG and the Department of Sports Arts & Culture which will be handed over by December 2012.

Accessibility of information to communities, especially in remote areas of the municipality, is to be increased. As a result, a plan to reach out to communities and also market library services is being developed, The Department of Sports, Arts and Culture has embark on a campaign to encourage people to read, whereby each library has to conduct programs on weekly basis.

Since literacy is part of library the programs, there are more than 20 programs that are running in all the libraries in Madibeng. The program for the blind is up and running in the Brits library. We have pleasure in confirming disability internship programme that is going to run for a period of 12 months (15 April 2013 – 15 April 2014) The lead employer is Disabled People South Africa North West and Host employer is Department of Sport , Arts and Culture The main aim of this project is skills development and training of persons with disabilities.

Libraries are now using a new system called Brocade, which has been installed at Oukasie, Brits Lethlabille and Hartbeespoort, Damonsville, Kosmos and Mothutlung.

Library Facilities

Area	Members	Books	Average/monthly circulation	Average/member	Librarians
Brits	6423	33175	4720	0,73	1
Damonsville	803	3909	120	0,15	1
Kosmos	293	9425	277	0,94	1
Oukasie	469	7887	96	0,19	1
Hartebees	6232	26153	3642	0,58	1
Lethlabille	1364	8266	113	0,08	1
Mothutlung	599	6447	52	0,08	1
Jericho	143	2178	18	0,12	1

Lethabong Library which is newly built has been completed. There will be another library to be built in Hebron and a consultant has been appointed. It is anticipated that the contractor will be appointed this financial year

Guiding principles

1 Library for 10 000 citizens (short and medium term)

1 Library for every 15 000 citizens (long term)

4.17. Public Safety and Social Services

The municipality has strived to collaborate with several sectors in order to address social ills such as poverty, crime, ill health and others in order to contribute towards the improvement of social quality of life. The municipality works in partnership, with the Brits and ODI Service Point which renders the following services: *Restorative justice, Social work, Community Development and Social Security*.

Poverty Alleviation Projects

The municipality has committed itself towards poverty reduction measures. The office of the President has declared Maboloka as one of the nodal areas in the North West Province and the project is called poverty war- room. For the project to run meetings are held are to be held with sector areas, Social Development is secretariat and Municipality should chair the meetings. The aim is to address issues of Poverty in Maboloka. The Municipality is doing well in this area. The Bojanala District Municipality give support to the project.

The following areas have been upgraded :

Pay Point	
Dinaletsane hall - Rooivaal	Upgrade
Madidi	Upgrade
Ramogodi	Fencing, water point and toilets
Erasmus	
Dikgopong	
Mmakau East	
Mmakau West	
Madinyane	
Rabusula	
Vyseboshleogte	
Legonyane	
Jonathan	

Arts and Culture

The area is represented by numerous tribal, ethnic and language groups originating from all around South and Southern Africa, Europe and Asia, having grown up under and now living in a great variety of economic, social and political conditions and working in numerous different formal and informal occupations.

Arts and Cultural groups do exist in different communities and the amount of talent is immense in Madibeng. Given enough time, we could tap into this talent with a developmental approach and create careers and jobs for these artists. These artists are potential entrepreneurs and a relevant approach is imperative in developing this function.

With interest being shown by international tourism in South African society, tourism offers an ideal opportunity for this mixing pot of cultures to forge a common vision for the future built upon development that tourism can stimulate across all sectors of economic and social life.

The Arts, Culture and Heritage Foundation was launched at the Primindia hall on the 9 July 2005 after a series of plenary meetings which included community leaders and artists. The purpose of the formation of this structure is *inter alia* to encourage awareness and to consolidate community participation in the development of arts, culture and heritage.

The foundation serves as the mother body to all cultural bodies and associations that embody all art forms and categories. Five category associations that report to the foundation were also formed. These categories are Drama, Music, Arts, Fine Arts, Dance and Heritage. Chairpersons of these category groupings serve as the executive of the foundation which includes additional members and portfolio committee members.

Child Care Facilities

According to the Municipal Structures Act this area is the core of the municipality whereby social service has been busy doing the investigation as to regulate and monitor the service. It also forms part of the part of the Child Care Act No. 74 1983

Social Grants

Grants	Financial Year		
	01/04/08	01/04/09	25/01/10
Old age	9664	11450	21588
Disability	5421	6522	9596
War veteran	2	*	2
Foster Care	1181	1587	2550
Combination	35	53	65
Care Dependency	352	477	656
Grant-in-Aid	13	14	20
Child support	16324	23584	31889
Totals	32992	43687	66366

The municipality is responsible for the execution of all traffic, and security services within its area of jurisdiction and licensing services as a delegated function by the **North West Provincial Department Human Settlements, Public Safety & Liaison**. The municipality has realised that road accidents contribute to a large extent on mortality rates in the country, hence a plan to prevent or reduce road accidents was developed. This includes vehicle and driver fitness tests, addressing drunken driving and vehicle roadworthiness inspections. Areas have been identified with high traffic incidents and as a result, permission was sought to utilise cameras for traffic enforcement in these areas.

Functions and Responsibilities of Traffic and Security Division

The further functions of the municipality are:

- To promote road safety through education and communication, **this** function is by large provided by the Provincial **Department Human Settlements, Public Safety & Liaison**.
- To ensure that all schools have scholar patrols and are educated and maintained;
- Special attention is also given to street traders in the area. Regular meetings are held which have yielded positive results.

Traffic activities include roadblocks; speed-testing by camera and conventional methods; funeral escorting; and escorting of abnormal loads. **The Municipality bought a digital speed law enforcement camera to assist with speed law enforcement in high accident locations and where it's difficult to safely pull motorist off the roadway.**

Arrive Alive Campaign

The municipality is also actively involved in the Arrive Alive Campaign which was launched during 1997. Since embarking on this campaign it is clear that there is a significant reduction on road accident fatalities. This is also reflected in the amount of accidents that took place during the festive seasons.

The planning of this actions and day to day activities is based on the identifying of danger areas by means of accident reports.

The **Madibeng Local Municipality** is embarking on a campaign whereby special attention is being given to taxis and problems regarding this part of the traffic fraternity. Provide quarterly free Pre trip Road worthiness Inspection for Taxis.

Traffic Administration

The municipality still uses the TCS computer a system for the management of traffic cases such as capturing traffic fines and accident reports

Road Safety

- To reduce the number of fatal accidents by 50 per cent by **2016**
- To reduce the total number of accidents by 30 per cent by **2016**

Law enforcement

- To reduce the number of public transport operators operating without operating licenses by 50 per cent in **2016**
- To eliminate 50 per cent of un-roadworthy vehicles in five years time
- **The possibility the Administrative Adjudication of Road Traffic Offences (AARTO) will be roll out within the next 5 years**

Motor Vehicle Licenses

The municipality has the task to issue motor vehicle licenses as well as the registration of motor vehicles. This work is being performed for the Department of Transport for whom this Municipality acts as an agent.

Testing Station, Motor Vehicles / Drivers Licenses

The municipality is committed to the "Batho Pele" principles and provides quality services it can possibly achieve. The influx of learners from areas outside the municipal area is a challenge. As a result, extra classes were established and

officials work overtime in order to meet with the demand of high ingress of the people into the municipal area. Furthermore, a good working relationship with all driving schools is established to see to the smooth running of this aspect.

The National roll out of Computerise learner classes within the Municipal jurisdiction, which will eliminate the human errors and also possible fraud and corruption

Business Licenses / Outdoor Advertising

Outdoor advertising in this municipality is based on the South African Manual for Outdoor Advertising control model. Applications are approved in conjunction with Municipality's By Law for outdoor advertising. Applications for business licenses are received and processed after all departments involved have given their inputs in this regard. Proposals have been requested from interested parties to provide means of advertising through rectangular poster on street lamps for businesses to advertise themselves. This will improve scenery in towns and also bear some income to Council.

4.18. Transport

The Bojanala Platinum District Municipality vision is:

"To provide a safe, reliable, effective, efficient and integrated transport system (including operations and infrastructure) that best meets the needs of the people of Bojanala Platinum District Municipality at acceptable and affordable levels of service and cost in support of the municipality strategies for economic and social development whilst being environmentally and economically sustainable."

The following are the District Municipality Objectives to provide transport services:

- To reduce the average travelling time for people using one travel mode to 50 minutes
- To reduce the average travelling time for people using two travel modes to 85 minutes.
- To reduce overcrowding in public transport vehicles by providing more vehicles per route
- To limit 95 per cent of transfers to less than two

Transport and Land Use integration

- To integrate land use and transport, in particular public transport
- To incorporate the transport component of the next round of Integrated development Plans
- To support public transport by means of the spatial development framework of local municipalities

Non-motorised transport

To provide adequate facilities for non-motorised transport such as bicycles, walking and donkey carts, and subsequently to promote the use of these transport modes

Brits Town

Noth West Star and Thari Transport provide public transport service in the Madibeng area and mainly service commuters and learners to and from outside areas.

Extent of public transport operations

Public transport operations	Letlhabile	Oukasie	Primindia	Brits	Mothutlung
No. of taxis operating	118	45	270		
No. of buses operating	22				
No. of taxi ranks	1	1	1	3	
No. of bus terminus	1			2	1

Public Transport Activities	North West STAR	NW Department of Transport
Taxis	620	170
Buses	94	52
Bus terminus	1	1
Taxi ranks	4	8
No. of traffic officers (Brits)	16	16

- **Thari**

(i) Type of contract

The subsidised commuter services undertaken by North West Star's Thari operating unit in Mothutlung are operated under an interim contract, which commenced on 1 April 1997.

(ii) Scope of service

Services cater for passengers wanting to travel to Brits, Rustenburg, Ifafi / Meerhof and the southern, eastern, central and northern areas of Pretoria (including Rosslyn). Services are operated in both peak and off peak periods. The peak services carry goods loadings, while the off-peak services are mostly under-utilised.

- **Batswana Gare**

(i) Type of contract

The subsidised commuter services undertaken by North West Star's Gare operating unit in Mabopane are operated under an interim contract, which commenced on April 1997.

(ii) Scope of service

Services cater for passengers wanting to travel to areas within the North West Province and to the southern, eastern, central and northern areas of Pretoria. Services operating to Pretoria operate via the Erasmus Transfer Station and Mabopane Station where passengers transfer onto buses operating to Pretoria. Services are operated in both peak and off-peak periods. The peak services carry good loadings (in most cases buses are overloaded), while the off-peak services are mostly under-utilised.

Skeerpoort Area

Public Transport

Northwest Star provides a public transport service in the Skeerpoort area and mainly service commuters and scholars to and from the urban areas north-east of Skeerpoort. The pickup point for the taxi service is located in front of the filling station in Skeerpoort. A need has been expressed for a proper taxi rank in the area, especially regarding the payment of pensioners, which generate a high volume of taxi traffic towards the end of each month. Due to the rural nature of the Skeerpoort area and the low population densities, it is difficult to provide a cost effective public transportation system. As indicated above a bus transport system and a taxi system are currently provided.

Hartbeespoort Town

Public Transport

Thari Transport and, in some areas PUTCO, provides a public transport service in the Hartbeespoort area and mainly service commuters and learners to and from outside areas.

The route, which services the Hartbeespoort area, is the Brits, Hartbeespoort route. The pickup points are situated along a carefully planned route through the suburbs and have no bus terminus as such. Commuters wait at bus stops for their busses.

Several taxis also service this area with a waiting point in Scott Street. This is however no recognized taxi ranks

Railway line fell in disuse when Spoornet decided that the line is a burden due to maintenance cost. A private person however uses a small portion of the line from Pecanwood to Meerhof for weekend excursions with a motor trolley.

Public Transportation Operations.

Types of operations	Hartbeespoort
Number of taxi's operating	10
Number of busses operating	3
Number of taxi ranks	-
Number of bus termini	-

Rural Areas and Villages

The bus network in the rural areas and villages shows that the urbanized parts of the Madibeng, which is Hartbeespoort in the south through Mothutlung, Ga-Rankuwa, are well served by paved bus routes. Apart from these well-served areas, there are other important bus route corridors. The route northwards stretches from Brits through Letlhabile, Maboloka, Mainland, Jericho, and Sephai up to Fafung at the Klipvoordam. A paved route stretches from the Mabopane – Hebron - Erasmus area in the east through the villages of Kgabalatsane, Ramagoadi and Rabokala up to Letlhabile. The bus routes in the rest of the area consist of a gravel route system.

Amenities available at Madibeng taxi ranks according to municipal area (% of total)

Amenities	Number
Total No of Ranks	24
% Informal Ranks	88
% Electricity	13
% TA Office	17
% Toilets	21
% Shelters	13
% Pass Seats	13
% Hawkers	4
% Public Phone	29
% Water	21

Train Services

Commuter train services impact on the south eastern portion of the district. Commuter trains operate from De Wildt to three other stations in the district (Taillardshoop, Garankuwa and Medunsa) and thereafter to Rosslyn, and terminals at Belle Ombre and Bosman Street stations via Pretoria North and Hercules.

The line capacity (the maximum number of trains per section) is determined by the signalling system which, because it is outdated, acts as a constrain on the number of trains which can be run. For most of the lines in the Pretoria operating area, the practical peak hour line capacity is 18 trains per direction per hour on a typical double-line service, with 3 minute headways. The line capacity of the De Wildt to Wintersnest line is 18 trains per hour. However, because the De Wildt line joins the Mabopane/Wintersnest line, which also has a theoretical capacity of 18 trains per hour, the capacity below the junction between Wintersnest and Hercules (which is also 18 trains) thus effectively reduces the practical line capacity of the De Wildt / Wintersnest section.

Currently, there are 4 peak hour trains per day between Monday and Friday from De Wildt to Wintersnest and beyond and, likewise 4 trains in the reverse direction. In the longer two hour peak period there are 7 and 8 trains respectively. Over a 24 hour period, there are 22 trains between De Wildt and Wintersnest and 23 in the return direction. Accordingly, the headways on that section of line are 15 minutes. The line carries less than 1000 peak period passengers from BPDM into Tshwane and the capacity utilisation is, therefore, only around 25 per cent.

The train trip from De Wildt to Pretoria takes 60 minutes compared with 35 minutes by minibus-taxi. The tariff for train trips at 7c per km is considerably lower than for buses or taxis at between 15c and 20c per km. The single trip cost per ticket from De Wildt to Pretoria is R5 and this compares favourably with buses and minibus-taxis.

Comments received on Draft 5 Year IDP 2011/16

The following inputs were received from the Office of the Single Whip:

It is proposed that train services should be extended to Brits Town. This will implicate the upgrading and renovation of the Brits town station. National Department of Transport to include Madibeng in the BRT roll-out for Tshwane Metro in order to link Madibeng and Tshwane Metro. It is further suggested that Municipal buses be piloted in Madibeng urban areas.








Priority List for 2011


Project	Type	Project Amount	Road Length	Funding	Financial 2010/11
P35/1 Brits / Silkaatsnek	Rehabilitation	R12,230,400	14.00	NIG	R6,000,000
D1382 Mamogaleskraal / Krokodilpoort	Rehabilitation	R6,639,360	7.60	NIG	R1,289,360
D2284 Brits / Mmakau	Rehabilitation	R10,483,200	12.00	NIG	R4,162,684
D1088 Beestekraal / Tweerivier	Reseal	R3,125,000	12.15	NIG	R92,000
D343 Majakaneng/ Losperfontein	Reseal	R4,121,600	16.11	NIG	R92,000









- ❖ Municipality sourcing Government Grants to upgrade current bus/taxi ranks.
- ❖ R2.8 million was received from Vametco to develop Mothutlung taxi rank.
- ❖ Development of Madibeng Integrated Transport Plan.

5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

5.1. List of Ward Councillors

WARD NO	WARD CLR	DESCRIPTION OF AREA	LIST OF COMMITTEE MEMBERS
1	 RK MOGOTSI 073 521 9380	Mmasebolane, Kwariakraal, Atlanta, Fafung , Rasai, Klipvoorstad, Valboschloot, Rooiwal, Jonathan, Sephai, Legonyane, Mmupudung and Assen	Steven Moche , Regina Kedikilwe , Ester Mandiwana, Lobisa Mothibe, Hosea Letsebe, Jan Baloyi Mpolokeng Rankoane, Rebecca Monau Johannes Tsoku
2	 K MATLI 079 126 3702	Jericho	Thomas Komane, Themba Moyo Johann Mosane, Edith Mashishi Phillip Magalefa, Mpule Thema Dimakatso Nkutshweu Elizabeth Shito, Sannie Makhudu Rebecca Dasheka
3	 SDN NTHANGENI 078 766 2034	Madidi and Lekgema	Molefe Nthete, Dikeledi Dena Dikeledi Matome, Thabang Diale Elisa Mokoena, Gadifele Mooledi Stephens Kau, Raphuti Matseke Fikile Mpanza, Andries Malepa
4	 PA PHETLHE 074 626 8155	Maboloka: Bafokeng and Bataung	Motlalepule Ratele, Paulina Lekgetho Meriam Mofokeng, Nathaniel Mohale Martha Marasha, Kgadi Khumalo Lerato Motsepe, Isaac Motsapi Johannes Silomo, Moorosi Solomon
5	 NM MARINGA 076 938 5831	Maboloka: Bafokeng and Lethabong	John Kgathlane, Nteseng Sithole Peggy Bopape, Dorothy Tsolo Mmanteti Aphane, Girley Mamogale Thapelo Sambo, Tshepo Bosii John Marothodi, Mosia William
6	 BD MAHLAOLE 083 337 2286	Maboloka: New Stand, New Line, Thambo, Sasol, Edward and Checkers	Samuel Moleele. Susan Molefe Isaac Digabane, Johannah Gopang Royal Setloboko, Chimmia Bafana Danisile Maseko , Lobisa Masilo Tati Ngubegusha, Esau Masitha
7	 LL NKHOMA 072 210 6777	Majakaneng	Tabea Dikute, Priscilla Monegi Thabo Ncokanithobi, Maureen Kubeka Ishmael Madumo, Thabo Sengwane Emily Matlhatsi, Joseph Maphikundi Ezrael Majila

8	 DP MHLANGA 082 438 9049	Klipgat: Stakaneng; Jakalasdans, Msiza Village, Mboneni, Selepe, Ndlovu, Ngobeni	Sipho Kabini, John Mamogale Joseph Mabaso, France Masemola Tsholofelo Msiza, George Mkhwanazi Nelly Msiza, Josinah Morapedi Nelson Tsotetsi, Paulos Masimula
9	 FJ MOTEPE 083 598 8257	Lethabile: Block B, C, G and I	Mavis Ranoto , Nonki Dikobo Jabulane Skosana, Mashiachidi Tlou Mapule Mohlala, Tebogo Chitja Portia Mogale, Itumeleng Kgwete Johannes Moloi
10	 MM MACHETE 078 277 1338	Midas Square, Block E, Rockville, Micha-Kgasi View, Kagisanong View and Kgabalatsane	Malebo Ramagotu, Jaqueline Mabilezela Andrew Moeletsi, Khensani Thwala Morongwa Masilo, Francinah Maropeng Dipolelo Peega, Karabo Khutoane Fenky Phaloane, Japhta Poee
11	 S MONNAKGOTLA 072 258 6036	Lethabile: Zone 2, Zone 1, 5, 4 & 7, Zone 14, Block B Ext 1 & Ext 2	Amanda Lekota, Tina Matila, Lucas Makaepea, Morongwa Twabile, Johanna Kekana, Tumelo Babedi, Sheilah Mopai, Abinaar Pilane, Thamsanqa Mhlanga, Amon Mokhaba
12	 EE TANKE 082 345 9889	Lethabile Zone 2, Zone 6, Zone 8, Zone 10 and Block F	Julias Dube, Ruth Sereme Francis Malau, Frans Malebe Mokgadi Ramapuputla, Cathrine Ntema Nonhlanhla Hlengani, Simon Masango Itumeleng Masenya, Calvin Shandukane
13	 J SEFUDI 083 208 2956	Oukasie: Masenkeng, Block 6, Phase 1, Phase 3A&D and Phase 4	James Molekwa, Thapelo Molefe Jacob Motshegwa, Adelaide Hlatswayo Tebogo Phoka, Sarah Mashatola Tina Motlhabane, SP Sekoboane Jabu Pitse, Thako Maria
14	 ML MAKGALE 073 645 2667	Kleinfontein, Rashoop, Klipkop, Mamogalieskraal , Beestekraal, Snymansdrift, Pansdrift, Geluk, Rankotea, Kammeldrift and Sandrift	Kgotso Tau, Dora Mofulwane Justice Munyai, Peter Molefe Merriam Molefe, Reneilwe Modise Agnes Pilane, Ramaia Makgoba Stevens Legoete, William Pilane
15	 BG MONTSHO 082 426 2000	Hebron and Bevellyhills	Rebecca Seshabela, Assaria Motshego Deborah Phalatse, Jeanette Mogarabe David Pelle, Klaas Mofomme Matshediso Motsumi, Doris Ranta, Michael Pelle, James Ranto

16	 TPJ TSOTETSI 0083 229 38 24	Erasmus and Itsoseng	Amos Lekubu, Tshepo Maluleka Thobi Makhubela, Hendrick Moakamedi Mohlodi Popela, Obed Mareme Elizabeth Sereme, Rachel Cibe Dawn Maribe, Petrus Maluleka
17	 NJ MONTSHO 0072 887 9514	Mangopeng, Polonia. Ramogodi, Mapetla	David Ranotlo, Tshegofatso Moche Phillip Ncube, Robert Mogale Alina Mokgoko, Emily Tollo Mears Mokhine, Kwena Mokgoko Nthabiseng Maboye, Wonder Mohajane
18	 AM TSHIDI 0073 308 1393	Switch, Thetele, Ramolapong, Naledi, Block 7, Niniva, Central Mmakau, Ivory Park, Mashiapere and Newtown.	Joseph Segone, Mantwa Komane Karabo Mokoena, Rebecca Matemane Sikiba Mpyane, Barney Maobane Bonny Kotu, Mike Huma Bertha Radebe, David Nthite
19	 TS BOGALE 0071 781 0104	Selosesha, Tshwara, Springs, Channelview, Blackrock, Mathathaneng, Moumong, Dekroon, Moagi and Newtown	Martha Mokhine, Michael Sekele Patricia Motaung, Violet Motsepe Lunia Mohlala, David Diremelo Francis Mogase, Salome Kwadi Phillip Mohlala, Lucas Lekganyane
20	 S DAVIDS 0082 659 2023	Mothotlung	Tshepo Matjila, Dolly Seema Chimane Makobe, Tebogo Mongadi Betty Motlhosi, Baitse Katane Angel Digwamaje, Tshidiso Mokonote Molatlhegi Motlhasedi, Ernest Modingwane
21	 E MESO 0072 570 8642	Damonsville, Elandsrand and Oukasie: Vuka	Vennon Ramakulukusha, Kate Diale Agnes Hlongwane, Peter Marokana Lizzy Ramokgadi, Julia Khumalo Gadifele Sedumedi, Thomas Rasetlole Daniel Makamane, Mina Mpipi
22	 J PIETERSE 0072 388 0363	Oukasie: Greenside, Block 5, Phase 2, Phase 3B&C and Part of Brits	Nkele Ngozo, Johannes Dikobe Thabang Mfusi, George Setlhabane Phaney Molefe, James Maloney Kokie Du Preez, Christopher jv Rensburg
23	 EJ BARLOW 0078 193 0554	Brits, Primindia, Verwoedlaan, Ou Dorp	Janie jv Rensburg, Reino jv Resburg Gerhardt Delpont, Martin Malan Amir Soomar, HL Erasmus Antoinette Grobler, Hassim Mahomed

24	 JT MOABI 083 354 4801	Klipgat: Sofasonke, Ikageng, Phasha, Mashamplane and Ndlovu	Jeremiah Chauke, Lindiwe Mhlambi Kori Tau, Justice Khoza Hildah Mogane, David Monyela Frans Maboe , Magdeline Mathebula Tshepo Molema
25	 ME MOATSHE 083 229 3803	Bapong: Legalaopeng, Skoolplaas, Johan Mokolobetsi, Sonop, Bokfontein and Rooikopies	Jacob Malope, Deffni Makhaya Johanna Manganyi, Ongezwa Zitumane Andrew Mapulane, Otto Lekgakaza Margaret Mothobi, Laughter Selepe Ribone Matsimela, Brenda Makiwe
26	 S MPONGWANA 073 002 9314	Wonderkop : Motseng and Informal settlement	Emily Ludidi, Florence Mbulawa Melitta Ramoseeli, Qubezile Harban Liziwe Gunxwana, Morgan Raseu Nontando Majodina, Herma Kgomo Christina Sekomeng, Modise Diale
27	 MG NQETHO 073 159 1400	Stomhuis, Nkaneng, Tussen die Boom , Mooinooi, Machadam, Khamlwana, Masimong, Piekienienie Transkei, Maretlwane, Matamong, New Mine Malaeneng, Dithabeng, Mamba, Sekolong	Paulina Moilola, Kenneth Molefi Selina Ubisse, Foniah Motema Phumza Maliwa, Mzoxolo Mandi Mjongile Dlephu, Vuyiswa Mandi Mzimzi Sobapha, Joakim Ramorema
28	 GB BETHA 084 504 0361	Bapong: Oustad, No.1, Mesethheng and Majakaneng: Sgandaf	Jacob Madiba, Brenda Makhale Hendrick Masela, Sutana Tlapu Lesley Kgobane, Evelyn Modungwana Bons Moeng, David Marokane
29	 RB ELLIS 074 522 5967	Kosmos, Skeerpoort, Shamburg, Hartebeeshoek, Broederstroom, Sangiro and Magalispak	Amelia van der Walt, George Milanzi Jonas Ndou, Joanne Dippenaar Ingrid Laarman, Lehlogonolo Montshiwagae Pauline Motsatsi, Christina Malola
30	 GJ ROSSOUW 072 293 4448	Ifafi, Meerhof, Melodie, Rietfontein, Silkatzneke, De-Widt, Tenroom, Popo Molefe, Marius and Refentse	Samuel Maenetja, Mike Muhlana Mariska Grobler, Gerard Genis Johan jv Rensburg, Martha Mogoe Frederick Botha, Jan Muller Steyn Mphafudi, Frank Bonafede
31	 PB MAKGABO 082 338 0621	Modderspruit, Leokeng, CPA and Katlegong	Thabang Mokhine, Patrick Thubisi Robert Moyo, Samuel Nthebe Sophia Ngcobo, Eunice Mogapi Keneth Molotsane, Pule Mathikge Rapule Moeketsi, Rapula Smith

32	 PD MAMOGWE 073 336 9658	Wonderkop: Dikhibidung, Selokong, Skoonplaas, Maruatone and Segwaelane	Johannes Ngobeni, William Masilo Emily Ramokoka, Dorothy Mocheke Josephine Mogoahle, Tsepiso Maseko Victor Sibanda, Maria Mokomele Zwelomlungu Ngwane, Suzan James
33	 AG PEPLAR 082 342 2140	De Kroon, Multiplant, Shielingsfarm and schoemansville	
34	 HT PHALWANE 072 483 4458	Letlhakaneng, Madinyane, Dipompong, Shakung, Moiletswane, Mmakgabetlwane and Ramogatla	Abie Motsatsi, Annah Molope Rachel Maseko, Annah Moswane Sello Motsepe, Timothy Matlala Elias Kau, Flora Maleka Lizzy Rampatla, Mothipi Tlale
35	 JS MASINA 078 586 1468	Kgalatsane: Morolong, Centerville, Rampa and Ramohaudi, Skierlik, Oskraal and Rabokala	Peter Vukela, Mbolawa Modiga Tshepo Podile, George Nobela Lavious Dikeme, Herman Mogotsi Rose Kgasi, Daniel Ngoako Christopher Maubane, Petrus Velaphi
36	 IS RASEROKE 072 449 0548	Klipgat: Hillside & Ikageng, Fumane Ext , Selborn Side and Phutha View	Johanna Motshabi, Herman Ditshoke Lebogang Matlala, Petrus Molope Sarah Msane, Maria Mathebula Paulina Mgonene, Maggy Motloun Darky Nokoane

5.2 List of PR Councillors

									
1	2	3	4	5	6	7	8	9	10
									
11	12	13	14	15	16	17	18	19	20
									
21	22	23	24	25	26				

1. Clr RD Lekoane	8. Clr. CD Sekhoto	15. Clr.MP Tihopane	22. Clr. MW Motlhasedi
2. Clr. MZ Banda	9. Clr. P Maakane	16. Clr. SA Matome	23. Clr. SM Maunatlala
3. Clr. RNJ Breytenbach	10. Clr. WI Strauss	17. Clr.MB Ramapuputla	24. Clr. P Mantu
4. Clr. LJ Basson	11. Clr. I Nkosi	18. Clr.G Motlhokapudi	25. Clr. ETM Modise
5. Clr. TM Modiha	12. Clr. MS Moloji	19. Clr.II Padi	26. Clr. M Serero
6. Clr. EM Thabane	13. Clr. S Ngubegusha	20. Clr. PN More	
7. Clr. EDF Lourens	14. Clr. KS Ntshabele	21. Clr. P Maliwa	

Please note that the number that is shown under each photo, does not indicate the ward, but those of the councillors.

5.3. Integrated Development Planning Public Participation

5.3.1. IDP & Budget Process

The requirements of Sections 25(1) and 28(1) of the Municipal Systems Act, 32 of 2000, as set out below, guide municipalities in terms of formulating IDP's:

- Section 25(1) that *"Each municipal council must, within a prescribed period after the start of its elected term, adopt a single and inclusive strategic development plan for the development of the municipality"*; and
- Section 28(1) states further that *"each municipal council must, within a prescribed period after the start of its elected term, adopt a process that set out in writing to guide the planning, drafting, adoption and review of its integrated plan."*

Background

The 3rd generation of 5 Year IDP'S (2011-2016) was adopted by Council on 30 May 2012 and the 2013/14 IDP Review on 30 May 2013 as per Council resolution A.0353. The 2014/15 IDP Review, is therefore, the second review of the 2011-2016 IDP document.

The definition of the "Review" in terms of the Municipal System Act and Regulations, 2000, means a process whereby the IDP is assessed / evaluated in terms of municipality's performance as well as changed circumstances that impact on the priority issues, objectives, strategies, projects and programmes of IDP.

IDP & Budget Process Plan

The IDP and Budget Process Plan for the 2014/15 IDP Review was adopted by Council on 28 August 2013 as per resolution A.0398.

Purpose of the IDP Public Participation Process

This Process Plan, amongst others, requires that the municipality embarks on the process of ward level public participation to review the ward priority needs and prioritized projects as indicated in the adopted Document. Madibeng is addressing its public participation by hosting individual ward level meetings in all wards within its jurisdiction.

The Process of Ward Level Public Participation

According to the IDP and Budget Process Plan the IDP Ward Public Participation Process was scheduled to take place during October and November 2013.

The Municipality has complied to the prescribed legislative requirements, whereby 2 weeks prior notice to the commencement date of the Ward Level Public Participation Process had to be given to the communities and stakeholders

This was done as follows:

Notices of the scheduled Ward Level Public Participation Meetings appeared in the local newspapers, Brits Pos, Kormorant, Shosh Times, and Madibeng Times on 10 October Notices, in the form of flyers, were distributed by the respective Ward Councillors and loudhailing was done by the Office of the Speaker, whilst broadcasting was done by Radio Lethlabile.

Constitution of Task Teams

Ten task teams, comprising of MMCs, Directors, Managers and other officials, were nominated to attend these meetings.

List of Task Teams

TT1	Corporate Support Services
1	MMC Maluleke
2	Mr. X Magwala
3	H Heinemann / E Mmbengwa
4	J Moreti
C Modiga (Sec)	

TT3	Public Safety & Social Dev
1	MMC Montsho
2	Mr. D Mfoloe
3	A Januarie
4	M Masipa
B Mokoala (Sec)	

TT5	Community Services
1	MMC Ngetho
2	Ms. NE Matsena
3	M Manaka / P Dilinga
4	L Sebidi
B Gaonyadiwe (Sec)	

TT7	Human Settlement & Plan
1	MMC Molefe
2	Mr. BE Moabi
3	S Mkhabela
4	M Molewa
K Moagi (Sec)	

TT9	IDP & PMS
1	MMC Maimane
2	M Tsotsetsi
3	J Motsosi
K Masinga (Sec)	

TT2	Infrastructure & Technical Ser
1	MMC Rakolle
2	Mr T Lelaka
3	J Mosalakgotla
K Tlaila (Sec)	

TT4	Budget & Treasury
1	MMC Mangoathe
2	Ms. T Nkuna
3	J Motaung
4	L Motlhamme
S Shozi (Sec)	

TT6	Local Economic Development
1	MMC Nthangeni
2	Ms. L Vokwana
3	J Motswatswe
4	O Bontsi
S Moagi (Sec)	

TT8	Special Programs
1	MMC Maswanganyi
2	Mr. S Mnisi
3	B Sithole
4	T Shabangu
S Budhlela (Sec)	

TT10	IGR & Communications
1	MMC Klaas
2	Mr. AK Modise
3	L Tsogang / T Tshabalala
4	K Mynhardt
T Sambo (Sec)	

5.3.2. Program of IDP Ward Level Public Participation Meetings:

Meetings were scheduled as follows:

DATE	TASK TEAM	MMC	WARD	TIME	VENUE	WARD COUNCILOR
21 Oct. 2013	8	Maswanganyi	9	16:00	Block C, Vodacom	FJ Motepe
22 Oct. 2013	10	Klaas	13	17:30	Oukasie Community Hall	J Sefudi
	2	Rakolle	19	16:00	Motlhake Primary School	TS Bogale
	1	Maluleke	23	17:30	Brits White Hall	EJ Barlow
	4	Mangoathe	27	16:30	Machadam Combined School	MG Nqetho
	3	Montsho	3	14:00	Agrico Hall, Madidi	SDN Nthangeni
23 Oct. 2013	1	Maluleke	5	17:00	Thutopele Secondary School	NM Maringa
	4	Mangoathe	20	17:00	Mothotlung Community Hall	S Davids
	7	Molefe	33	18:00	GHF Primary School	AG Peplar
	8	Maswanganyi	22	17:00	Brits High School	J Pieterse
24 Oct. 2013	5	Nqetho	30	18:00	Markplein Zanadu, Kuierkerk	GJ Rossouw
	7	Molefe	2	17:00	Jericho Tribal Hall	K. Matli
	10	Klaas	12	17:00	Mmatlhomano Pre- School	EE Tanke
	8	Maswanganyi	6	16:00	Fast Eleven Ground	BD Mahlaole
	9	Maimane	17	17:00	Ramogodi Kgotla	NJ Montsho
	3	Montsho	29	18:30	Kosmos Community Hall	RB Ellis
	6	Nthangeni	34	17:00	Moiletswane Community Hall	HT Phalwane
	2	Rakolle	35	17:30	Rabokala Community Hall	JS Masina
25 Oct. 2013	8	Maswanganyi	1	15:00	Lethabong Primary School	RK Mogotsi
	5	Nqetho	32	16:00	Segwaelane Community Hall	PD Mamogwe
26 Oct. 2013	2	Rakolle	18	11:00	Mmakau Community Hall	AM Tshidi
	5	Nqetho	26	10:00	Wonderkop (ANC) Offices	S Mpongwana
	3	Montsho	16	10:00	Itsoseng Community Hall	TPJ Tsotetsi
	9	Maimane	10	10:00	Kgabalatsane Community Hall	MM Machete
27 October 2013	4	Mangoathe	8	08:00	Mapoch	DP Mhlanga
	1	Maluleke	7	09:00	Majakaneng Community Hall	LL Nkgoma
	10	Klaas	14	09:00	Kleinfontein Combined School	ML Makgale
	6	Nthangeni	36	10:00	Refentse Primary School	IS Raseroke
28 October 2013	9	Maimane	21	18:00	Elandsrand Multi P. Hall	E Meso
	4	Mangoathe	28	17:00	Bapo Tribal Hall	GB Betha
	6	Nthangeni	15	17:00	Hebron Tribal Hall	BG Montsho
29 October 2013	2	Rakolle	11	17:00	Letlhabile Community Hall	S Monnakgotla
	5	Nqetho	04	17:00	Bataung Tribal Hall, Maboloka	PA Phetlhe
	1	Maluleke	25	17:00	New Town Bapong Community Hall	II Padi (Pr Clr)
03 Nov. 2013	7	Molefe	31	08:00	Modderspruit Hall	PB Makgabo
	6	Nthangeni	24	10:00	Dirang Primary School	JT Moabi

5.3.3. Outcome of IDP Ward Level Public Participation Process

The outcome of the IDP Ward Level Public Participation Process is viewed as successful as 32 out of 36 ward meetings took place successfully. Wards 25, 26, 31 and 33 did not manage to meet and as a result their respective priority needs remained as reflected in the 2013/14 IDP Review document.

During October and November 2013 individual Ward Level Public Participation Meetings, to reprioritize each ward's needs and projects, were conducted. The outcome of the results was discussed at the IDP Representative Forum Meeting held on 05 December 2013 and the Municipal Wide Needs were determined as follows:

Priority 1	Water and Sanitation
Priority 2	Electricity
Priority 3	Roads and Storm water
Priority 4	Social Services
Priority 5	Land and Housing and Spatial Development
Priority 6	Local Economic Development

5.4. Prioritized Ward Needs and Projects

WARD 1		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Bulk Water 1.2. Yard Connections 1.3. VIP 1.4. Water Borne Toilets	Mmupudung, Legonyane, Sephai, Fafung, Rasai, Klipvoor, Vaalbosch, Rooiwal, Jonathan, Mmasebolana, Kwarriekraal & Atlanta All areas As in point 1.1. above Mmupudung, Legonyane, Fafung, Rasai, Klipvoor, Vaalbosch, Jonathan, Mmasebolana, Rooiwal, Kwarriekraal & Atlanta
2. Roads & Stormwater	2.1. Tar Roads 2.2. Road Signs & Fencing 2.3. Building of Internal Roads 2.4. Stormwater drainage 2.5. Building of bridges and culverts	Mmupudung to Dikhololo, Fafung to Rasai, Rooiwal to Vaalbosch, Jonathan to Gabedi, Jonathan to Swartdam, Legonyane to Mmasebolane Legonyane to Sephai, Fafung to Rasai & Rooiwal to Vaalbosch. Jericho to Klipvoor As in point 1.2. above Sephai & Legonyane Klipvoorstad, Legonyane & Sephai
3. Social Services	3.1. Erection of Mini Clinic 3.2. Multi-Purpose Centre 3.3. General Clinic with 24 hours service 3.4. Maintenance of all community hall and development of central waste 3.5. Development of community halls	Legonyane & Kwarriekraal Legonyane Fafung & Legonyane Sephai, Fafung, Klipvoor, Rasai & Mmupudung Legonyane, Vaalbosch, Rooiwal, Kwarriekraal, Jonathan
4. Electricity	4.1. Extension to other areas 4.1. Apollo Lights	All areas All areas
5. Housing	5.1 RDP houses	All areas
EXCESS NEEDS		
6. LED	6.1. Job Creation 6.2. Live Stock & Game Farming 6.3. Resorts 6.4. Development of Borakalala National Park 6.5. Entrepreneurial & SMME Support	

WARD 2		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Water Supply 1.2. Yard Connections 1.3. Reticulation 1.4. Pit Toilets	Jericho
2. Electricity	2.1. Apollo Lights 2.2. Extensions 2.3. Street Lights 2.4. Connection to Clinic	Next to clinic Jericho
3. Roads	3.1. Tarred Roads 3.2. Rehabilitation of Internal Roads 3.3. Road Signs and Speed Humps	Jericho-Brits , Jericho –Waterval, Jericho -Moiletswane Jericho
4. Social Services	4.1. Multi-Purpose Centre 4.2. Old Age 4.3. Hospice 4.4. Dumping Area 4.5. Telecommunication	Jericho
5. Housing	5.1. Rural Housing	Jericho
EXCESS NEEDS		
6. LED	6.1. Agric. (Grazing Camps, Poultry Crops, Irrigations) 6.2. Tourism (Parks (e.g. Guest Homes) 6.3. Arts & Culture (Cultural Centre) 6.4. Confectionary	
Social Services	4.6. Renovation of Schools 4.7. Network Aerial	

WARD 3		
NEEDS	PROJECTS	AREAS
1. Social Services	1.1. 24 Hour Clinic Service 1.2. Contact Centre 1.3. Skills Development Centre (Abet) 1.4. Completion of local Park 1.5. Sports Facility	Madidi & Lekgema
2. Electricity	2.1. Provision of electricity 2.2. High Mast Lights	Blocks K & L
3. Water & Sanitation	3.1. Survey, House Numbering & Correct Billing 3.2. House Connections 3.3. Improved Water Quality 3.4. VIP Flush Toilets	Madidi & Lekgema
4. Roads & Storm Water	4.1. Regravelling of roads 4.2. Construction of pedestrian bridge 4.3. Reconstruction of Phasa Bridge	Madidi & Lekgema
5. Land & Housing	5.1. Acquisition of Land for Tenants & Formalization Process 5.2. RDP Houses 5.3. Construction of Parks	Lekgema, Blocks K & L Madidi & Lekgema Madidi & Lekgema
EXCESS NEEDS		
6. LED	6.1 Car Wash Establishment 6.2. Tourism Development 6.3. Business Centre 6.4. Irrigation System for Crop Farming 6.5. Maintenance of Wind Mill & Boreholes 6.6. Poverty Relief Programmes	

WARD 4		
NEEDS	PROJECTS	AREAS
1. Social Ser-Vices	1.1. Clinics & equipment & staff 1.2. Police Station 1.3. Multi-purpose Centre & sports facilities 1.4. Old age home 1.5. Library	Maboloka
2. Roads & Storm Water	2.1. Upgrading Internal roads 2.2. Tarred roads & bus routes 2.3 Construction of bridges	
3. LED	3.1 Agriculture 3.2 Skills Development Centre 3.3 Cultural Village	
4. Electricity	4.1 Substation 4.2 Maintenance and additional High Mast Lights 4.3. House Connections	
5. Water & Sanitation	5.1 Supply of Prepaid Meters 5.2 Sanitation & Sewerage 5.3 Bulk Water 5.4 Water yard connections 5.5. VIP Toilets	
EXCESS NEEDS		
6. Land & Housing	6.1. PHP and RDP 6.2. PHP funds of housing	

WARD 5		
NEEDS	PROJECTS	AREAS
1. Social Services	1.1. Clinic 1.3. Police Station 1.4. Multi Purpose Centre 1.4. Sports Centre 1.5. Old Age Home & Orphanage	All Sections 1, 2, 3 & 4 (Bafokeng) (Lethabong) All Sections 1, 2, 3 & 4 (Bafokeng) Stand no. 1 Liverpool Grounds Stand No. 45570 Stand no. 2052 Lethabong
2. Water & Sanitation	2.1. Bulk Water 2.2. Water Yard Connection 2.3. Supply of Pre-paid water meters 2.4. Sewerage & Sanitation	Maboloka
3. Land & Housing	3.1. Low Cost Housing 3.2. PHP 3.3. Constructions	All Sections 1, 2, 3 & 4 (Bafokeng) (Lethabong), Maboloka All Sections 1, 2, 3 & 4 (Bafokeng) (Lethabong), Maboloka Maboloka
4. Roads & Storm water	4.1. Tarring of Internal Bus Roads 4.2. Upgrading of gravel & internal roads 4.3. Construction of water channels	All bus and taxi roads All streets Areas with bridges and dams
5. LED	5.1. SMME & Business Centre 5.2. Agriculture 5.3. Youth Projects	Dynamos Ground Stand 44668 Greenfield Limited Sports Ground
6. Electricity	6.1. High Mast Lights 6.2. Street Lights 6.3. Substation 6.4. Upgrading 6.5. House Connections	All Sections 1, 2, 3 & 4 (Bafokeng) (Lethabong) All Sections 1, 2, 3 & 4 (Bafokeng) (Lethabong) Maboloka Maboloka Maboloka
EXCESS NEEDS		
Social Services	1.6. Fencing of cemeteries 1.7. Library 1.8. Schools-Technical College, Middle & High - Maboloka 1.9. Police Station	

WARD 6		
NEEDS	PROJECTS	AREAS
1. Roads & Stormwater	1.1. Construction of Tarred road from K:L to checkers 1.2. Bridge for school children	Maboloka
2. Social Services	2.1. Clinic (Operate everyday) 2.2. Police Station 2.3. Sports & Recreation , Community Hall 2.4. Agricultural Schools 2.5. Technical School	Maboloka
3. Housing	3.1 RDP Houses 3.2 PHP Housing	Thambo Sec Maboloka
4. Electricity	4.1 Extension at Thambo Sec 3 4.2. High Mast Lights	Thambo Sec
5. Water & Sanitation	5.1. Sewerage 5.2. Flush Toilets	Maboloka
EXCESS NEEDS		
2. Social Services	2.6. Fencing of cemetery	
6. Community Services	Waste Bins	

WARD 7		
NEEDS	PROJECTS	AREA
1. Water and Sanitation	1.1. Yard Connections	Some area in all sections
2. Roads & Stormwater	2.1 Stormwater drainage 2.2 Internal road paving 2.3 Humps in all tar roads 2.4 Paving of Sidewalks 2.5 Backfilling of Internal Roads	Majakaneng Majakaneng Majakaneng Majakaneng Majakaneng
3. Social Services	3.1. Development of New Cemetery 3.2 Extension of Clinic 24 hours 3.3. Police Station (Satellite) 3.4. Multi Purpose Centre & Community Hall 3.5. Community crèche	Majakaneng Majakaneng Majakaneng Majakaneng Majakaneng
4. Electricity	4.1. House Connections 4.2. High Mass Lights x 40	Some area in all sections of Majakaneng All Sections
5. Land & Housing	5.1. Distribution of Land 5.2. Low Cost Housing 5.3. Affordable Houses 5.4. Acquisition of Title Deeds	Majakaneng Majakaneng and Mosifana Newstand
EXCESS NEEDS		
6. LED	6.1 Fet College 6.2. Hawkers Stalls	
Roads & S/ water	2.6 Construction of internal road 2.7. Taxi Rank	
Social Services	3.6. Hospice 3.7. Community Hall	

WARD 8		
NEEDS	PROJECTS	AREAS
1. Roads & storm water	1.1 Fixing of Tolaone bridge 1.2. Stormwater Roads 1.3. Tarring of main roads 1.4. Regravelling of Roads 1.5. Fixing of Schafer Bridge	Toloane Bridge Klipgat A & Jakalasdans Jakalasdans All sections Mashimong
2. Water & Sanitation	2.1. Water Reticulation 2.2. Flush Toilets 2.3. VIP Toilets 2.4 Yard Connections	Jakalasdans, Mashimong, Manamela, Ndjalane, Selepe & Ndlovu Klipgat A Klipgat C All sections
3. Electricity	3.1. Electrification 3.2. High Mast Lights 3.3. Post connections 3.4. Upgrading of Electricity Sub Station	Jakalasdans Outline All sections Jakalasdans and Ndlovu All sections
4. Land & Housing	4.1. Expropriation of Land 4.2. Formalization 4.3 RDP houses 4.4 Land Tenure	Ndlovu and Ngobeni Jakalasdans, Ndlovu & Ngobeni All section s Jakalasdans, Ndlovu & Ngobeni
5. Social Services	5.1. Satellite Clinic 5.2 Satellite Police Station 5.3 Park 5.4 Library 5.5 Sports Facility	Klipgat C Klipgat C Klipgat A Klipgat A Klipgat C
EXCESS NEEDS		
6. LED	6.1. Job creation 6.2 6.3 Youth projects 6.4 Tourism and Agricultural projects	All Sections All Sections Mapoch

WARD 9		
NEEDS	PROJECTS	AREAS
1. Roads and Stormwater	1.1. Tarring of internal Routes and Side Kerbs 1.2. Expansion of Road	Block B, C, G and I Letlhabile to Brits
2. Electricity	2.1. Extension of House Connections 2.2. Additional High Mast Lights & Maintenance 2.3. Upgrading of Sub-Station	Block B, C, G and I Block B & G Lethlabile Block C
3. Water & Sanitation	3.1 Water Purification Plant 3.2. Water pipe supply 3.3 Extension of Household Connections	Block B, C, G and I Block G and I Block B, C, G and I
4. Social Services	4.1. Clinic 24/7 4.2. Primary School 4.3. High School 4.4. Multi-Purpose Community & Crisis Centre 4.5. Sports Facility	Between Block G and I Block G Between Blocks B and C Block C
5. Land & Housing	5.1. 2500 (empty stands) and 2500 RDP houses 5.2. Vacant land for industrial site	
EXCESS NEEDS		
Social Services	4.6. Parks 4.7. Technical College 4.8. Primary School 4.9. Telephone Lines 4.10. Police Station/Mobile	
LED	Gardening Car wash	

WARD 10		
NEEDS	PROJECTS	AREAS
1. Water	1.1. House Connections	Kgabalatsane, Block E, Midas Square, Rockville, Micha-Kgasi , Kagisanong
2. Electricity	2.1. House Connections 2.2. Apollo Lights and Energising	
3. Roads and stormwater	3.1. Stormwater at Clinic and Kagisong at Kagiso 3.2. Speed humps 3.3. Paving of Cemetery road 3.4. Bridge at clinic and Greenside roads 3.5. . Erection of bridge in Kagisong	
4. Housing	4.1. RDP & PHP Housing	
5. Social Services	5.1. Development of skills and career guidance 5.2. Library 5.3. Primary School 5.4. Recreation Park 5.5. Scholar Patrol	
EXCESS NEEDS		
Social Services	5.6. 24h Clinic 5.7. Gymnasium at Sports Centre	

WARD 11		
NEEDS	PROJECTS	AREAS
1. Water	1.1. Reservoirs 1.2. Main Pipe from Brits	Lethlabile
2. Electricity	2.1 Upgrading of Power Station 2.2 House Connections 2.3 Flat Rate	Lethlabile Zone 5 and Zone 14 Lethlabile
3. Housing	3.1. Low Cost Housing 3.2. Affordable Houses 3.3. RDP Houses 3.4. Lease Houses 3.5. Development of Sites	Lethlabile, Zone 5, Zone 14 Lethlabile, Zone 5, Zone 14 Lethlabile Lethlabile Lethlabile
4. Social Services	4.1. Hospice 4.2. Multi-Purpose Centre 4.3. Sport Centre 4.4. Police Station 4.5. Community Parks	Lethlabile
5. Roads & Stormwater	5.1. Access Road & Internal Roads 5.2 Access road to Maboloka to be tarred 5.3. Stormwater 5.4. Expansion of Provincial Road 5.5. Humps & Street Names	Ext. 2, BX1, BXE Entire Ward Brits to Lethlabile BX1, 16 Busi Crèche, Zone 1/7 All streets for names, 2(14) 2 (1) B X2
EXCESS NEEDS		
6. LED	6.1 Tourism-(Art & Culture / Bed & Breakfast 6.3 Museum 6.5. Flea Market	6.2 Expansion of Shopping Centre 6.4. Game Reserve
Social Services	4.6. Swimming Facilities 4.7. FET College	
Roads & S/water	5.6. Pavement of Side Walks – Bus Route BX1, Zone 4, BXE	

WARD 12		
NEEDS	PROJECTS	AREAS
1. Water	1.1 Main pipe from Brits	Letlhabile
2. Roads & Storm water	2.1 Storm water Drainage 2.2 Widening of Letlhabile/Brits Rd 2.3 Upgrading of Internal Roads 2.4 Speed Humps 2.5 Side Walk Paving	Letlhabile Zones 2, 6, 8, 10 and Block F Letlhabile Zone 2, Zone 6, Zone 8, Zone 10, Block F Letlhabile Zone 2, Zone 6, Zone 8, Zone 10, Block F Letlhabile Zone 2, Zone 6, Zone 8, Zone 10, Block F
3. Electricity	3.1 House Connections 3.2 Additional Apollo Lights	Zones, i.e. 2, 6, 8, 10, 12, 16 & Block F
4. Social & Services	4.1 Multi –Purpose Centre 4.2 Sports Field 4.3 Parks 4.4 College 4.5 Expansion of Clinic	4073, Zone 8 Block F Zone 10, Block 1703 Block F
5. Land & Housing	5.1 PHP Housing 5.2 Development of New Sites 5.3 Low Cost Housing 5.4 Affordable Housing 5.5 Title Deeds	On New Area Zones: 2, 6, 8, 10, 12 Zones: 2, , 6, 8, 10, 12, 16
6. LED	6.1 Skills Development 6.2. Agriculture 6.3. Tourism – (Art & Culture / Bed & Breakfast)	School Yards Zone 11 & 3352, Zone 10

WARD 13		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Acquisition of Land 1.2 Acquisition of Land for Church & Business 1.3. PHP Houses 1.4. Waste Transfer Station 1.5. Revenue Office	Msawawa Msawawa Msawawa Oukasie Oukasie
2. Roads & Storm water	2.1. Upgrading of Stormwater drainage 2.2. Tarring of Access Road 2.3. Upgrading of Internal Roads (Resealing, paving & Graveling) 2.4. Speed Humps 2.5. Closing of Canal	Old Oukasie, Phase 1, Maspala & Masenkeng; Phase 3: Maswawa Maswasa; Entrance to Masenkeng and Phase 1 Bus Route Old Oukasie, Phase 1, Maspala & Masenkeng; Phase 3: Maswawa & Block 6 Ward 13 Phase 1
3. Social Services	3.1. Primary & Middle Schools 3.2. Multi-Technical Training Centre 3.3. Community Health Centre (24/7) 3.4. CCTV Cameras 3.5. Expansion, Fencing & Paving of Cemetery & Taxi Rank	Phase 3 Phase 3 & Oukasie Phase 3 Oukasie Oukasie
4. Electricity	4.1. Expansion of Power Station 4.2. High Mast Lights 4.3. Installation of 10MVA transformer	Oukasie Phase 3 Oukasie
5. LED	5.1. Heritage & Monument Site 5.2. Agriculture 5.3. Multi-Purpose Sport Centre 5.4. Shopping Complex 5.5 Art and culture & youth development	Oukasie
EXCESS NEEDS		
6. Water & Sanitation	6.1. Expansion Sewer Pipe Lines - Msawawa 6.2. Expansion of Water Pipe Lines – Ward 13 6.3. Toilets – Phase 3	
3 Social Services	3.6. Satellite Police Station 3.7. Orphanage 3.8. Old Age Home	

WARD 14		
NEEDS	PROJECTS	AREAS
1. Electricity	1.1. Farm Reticulation programme 1.2. Apollo Lights 1.3. House connections 1.4. Household electrification	All farm Areas All areas All areas Farm areas
2. Land & Housing	2.1. Formalization of Informal Settlements 2.1. Acquisition of Land for Housing 2.2. RDP Houses	All Farm areas
3. Water & Sanitation	3.1. Construction of VIP Toilets 3.2. Sewer 3.3 House connection 3.4. Water reticulation	All areas Rankotea All areas All farm areas
4. Social Services	4.1. Clinic 4.2. Post Office 4.3. Upgrading of High Schools 4.4. Developing & Upgrading of Cemeteries 4.5 Sport grounds	Rankotea Rankotea Rankotea All areas All areas
5. Roads & Storm water	5.1. Bus Road – Rankotea 5.2. Internal Roads & Streets Paved	From Mothotlung via Rankotea to Letlhabile Road All areas
EXCESS NEEDS WARD 14		
6. LED	6.1. Agricultural land and farming 6.2. Tourism site 6.3. Skills development & Transfer 6.4 Piggery 6.5 Chicken poultry 6.6 Cattle farming 6.7 Car wash 6.8 Carpentry 6.9 Upgrading of vegetable garden	
Social Services	5.6. Multi Purpose centre 5.7 Satellite Police Station 5.8 Library	

WARD 15		
NEEDS	PROJECTS	AREAS
1. Roads & Storm Water	1.1. Stormwater drainage 1.2. Regravelling of Internal Roads 1.3. Construction of speed humps 1.4. Demolishing of Bridge and construction of Passage for passengers only	Lutheren Church All Sections Hebron Toloane Bridge
2. Electricity	2.1. Post Connection 2..2. High Mast Lights	New Stand, Moagi, Beverly Hills, Lutheren Church (All Areas) All sections
3. Land & Housing	2.1. PHP Housing	All Areas
4. Water & sanitation	4.1. Household Connections 4.2. Sewage Systems	Beverly Hills, Moagi Ralegotlo Section
5. Social Services	5.1. SASSA Offices 5.2. Mobile Clinic 5.3. Building of Post Office 5.4. Mobile Police 5.5. Fencing of Cemetery	Hebron Central New Stand & Beverly Hills New Stand & Beverly Hills Beverly Hills Beverly Hills

WARD 16		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Yard Connection 1.2. Sewerage 1.3. Water Pay Point 1.4. Zoning of water network – other wards	For all households Itsoseng Itsoseng Itsoseng
2. Social Services	2.1. Health Centre 2.2. SASA Pay Point 2.3. Multi-Purpose Centre 2.4. Post Office 2.5. Satellite Police Station	Dineo Crèche at Itsoseng Conversion of Itsoseng Community Hall Community Hall Itsoseng Itsoseng Itsoseng
3. Roads & Storm Water	3.1. Speed Humps 3.2. Tarred Internal Roads 3.3. Tarred Road 3.4. Storm Water Drainage	Itsoseng Itsoseng High School; Cemetery Road & Modise to Sjabok Primary School 10 km Bus Route in Itsoseng
4. Land & Housing	4.1. PHP Houses 4.2. Title Deeds 4.3. Street Names and House Numbers	Itsoseng, Hebron (Roma Section x1) Itsoseng, Hebron (Roma Section x1) Itsoseng
5. Electricity	5.1. House Connections 5.2. High Mast Lights 5.3. Street Lights 5.4. Upgrading of Electricity	Phases 2 Ext, Phase 3 Ext, Phase 3 Morula, Phase 5 Ext P/2 Lekalaka, P2 Crech, Hlabirwastore, Ndala P4, MD Stores, Roman, Phases Ext, Chico, Chico Ext 3, Kotu P/S, PS Mountain, Phase 3 Ext. Mountain – Erasmus & Itsoseng, 1xRoma, 1xSophie, Matshipisane Store, Itsoseng
EXCESS NEEDS		
6. LED	6.1. EPWP/CWP 6.1. SMME's 6.2. Complex	

WARD 17		
NEEDS	PROJECTS	AREA
1. Roads & Stormwater	1.1. Storm water Drainage 1.2. Tarring of main roads 1.3. Graveling of access roads 1.4. Speed humps	All areas with tarred roads in Mapetla, Ramogodi, Polonia, Mangopeng, Newtown Ramogodi, Polonia Mapetla, Ramogodi, Polonia, Mangopeng, Newtown Mapetla, Ramogodi, Polonia, Mangopeng, Newtown
2. Water & Sanitation	2.1. Sewage system 2.2. Tap (Post connections)	All outstanding areas in Mapetla, Ramogodi, Polonia, Mangopeng, Newtown
3. Electricity	3.1. House Connections 3.2. High Mast Lights x10 3.3. Street Lights 3.4. Solar geyser and solar high mast light	Mapetla, Ramogodi, Polonia, Mangopeng, Newtown
4. Land and Housing	4.1. RDP Houses 4.2. PHP Houses	Mapetla, Ramogodi, Polonia, Mangopeng, Newtown
5. Social Services	5.1. Multipurpose centre 5.2. Mobile Clinic 5.3. Sports facilities 5.4. Disability Centre 5.5. Middle & High Schools	Ramogodi Mapetla, Polonia, Newtown (Blue Birds) Ramogodi Ramogodi & Mapetla
EXCESS NEEDS		
6. LED	6.1 Nursery 6.2 Car wash 6.3 Pig Farming & Poultry	

WARD 18		
NEEDS	PROJECTS	AREA
1. Water & Sanitation	1.1. Tap (Post connections) 1.2. Sewage system 1.3. Upgrading of existing reservoir	Mmakau, Thetele, Switch, New Town , Mashiapere, Tlhopane, Block 7, Ramalapong, Naledi
2. Roads & Storm water	1.1. Regravelling of internal roads 1.2. Storm water Drainage 1.3. Tarring of main roads 1.4. Gravelling of access roads 1.5. Speed humps	All Areas Mmakau main road Mmakau, Thetele, Switch, New Town , Mashiapere, Tlhopane, Block 7, Ramalapong, Naledi
3. Electricity	3.1. High Mast Lights x10 3.2. Street Lights 3.3. House Connections 3.4. Erection of substation 3.5. Solar geyser and solar high mast light	Mmakau, Thetele, Switch, New Town , Mashiapere, Tlhopane, Block 7, Ramalapong, Naledi
4. Land and Housing	4.1. RDP Houses	Mmakau, Thetele, Switch, New Town , Mashiapere, Tlhopane, Block 7, Ramalapong, Naledi
5. Social Services	5.1. Sports grounds 5.2. Library 5.3. Mobile Clinic 5.4. High Schools	Ramogodi & Mapetla
EXCESS NEEDS		
Electricity	3.6 Yard connections -Thetele	
6. LED	6.1 Skills Development 6.2. Chicken Farming 6.3. Bakery 6.4. Tourism Site/Eco Tourim	

WARD 19		
NEEDS	PROJECTS	AREAS
1. Roads & Stormwater	1.1. Access Roads 1.2. Roads and Storm Water	Mangopeng, Selosesha, Tsakane, Springs, Tshwara, Channel View, Black Rock, Mathathaneng, Killernney, Voka, Dekroon, Moumong, Moagi, New Town
2. Electricity	2.1. High Mast Lights 2.2. Household in -fills	All areas
3. Water & Sanitation	3.1. Sewage system 3.2. Toilets	All areas
4. Social Services	4.1. Police Station 4.2. Library 4.3. Sport Centre 4.4. Ambulance and Fire vehicles	Moagi Section All Areas
5. Land and Housing	5.1. RDP Houses	All areas
EXCESS NEEDS		
6. Community Safety	6.1 Waste Removal	
7. LED	7.1 Industrial Park (Job Funds)	

WARD 20		
NEEDS	PROJECTS	AREAS
1.Roads & Storm Water	1.1. Regravelling of Internal Roads 1.2. New sewage network 1.3. Proper storm water drainage water network 1.4. Tarring or paving main internal roads 1.5. Street names	Mothotlung Ext 1 & 2 Section (A) Mothotlung & (Ext 1) Section (A) Mothotlung & (Ext 1 & 2) Section (A) Mothotlung & (Ext 1 & 2) Section (A) Mothotlung & (Ext 1 & 2)
2.Electricity	2.1. Additional high mast light (10) plus its transformers.(10) 2.2. Solar geysers. 2.3. Upliftment of all crossing electric cables network. 2.4. Electric network up-grading.	Section (A) Mothotlung, Ext 1 & 2 Section (A) Mothotlung, Ext 1 & 2 Mothotlung Section (A) & Ext 1 Mothotlung Section (A) & Ext 1
3.Land & Housing	3.1. Land. 3.2. Stands to accommodate middle class – with services. 3.3. RDP stand properly serviced in terms of infrastructure (2500) RDP houses	Mothotlung Mothotlung Mothotlung
4.Water & Sanitation	4.1. Additional Reservoir. 4.2. New water & sanitation network. 4.3. Water installation pipe line to Mothotlung cemeteries.	Mothotlung Mothotlung
5.Social Services	5.1. Cement palisade fence at cemetery. 5.2. Paving of internal roads at cemeteries. 5.3. Security & staff ablution block at cemeteries. 5.4. 10 x cement portable toilets at cemeteries. 5.5. Fire Station.	Mothotlung Mothotlung Mothotlung Mothotlung Mothotlung
6.LED	6.1. Multi Purpose Centre. 6.2. Train Transport mode to Brits. 6.3. Train Station & Access Tarred Roads. 6.4. Petrol Gas Station—Addition. 6.5. Resealing of Provincial Roads D2284	Mothotlung Mothotlung to Brits Mothotlung
EXCESS NEEDS		
Social Services	5.6. E.M.S 5.7. Police Station. 5.8. Hospice. 5.9. Old Aged Home. 5.10. Proper Sport Field & Centre. 5.11. Taxi Rank with Hawkers Pavilion.	5.12. Proper Library with all facilities. 5.13. Primary School. 5.14. Proper High School. 5.15. Skills & Development Centre 5.16. Infrastructure (2500) RDP houses. 5.17. Child Development Centre.

WARD 21		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	2.1. Upgrading of Sewerage	Damonsville & Oukasië
2. Land & Housing	2.1 RDP Houses 2.2. Formalizing of Informal Settlements 2.3 Land Transfer & Title Deeds 2.4 Development & Allocation of stands 2.5. PHP Houses	Damonsville Damonsville Letlapalawa & Oukasië Oukasië Vuka Section & Damonsville X3 Elandsrand Damonsville
3. Roads & Stormwater	3.1. Stormwater Drainage 3.2 Speed Humps 3.3. Cleanup operation on Streets & Sidewalks plus Cutting and Pruning of Trees 3.4. Paving of roads	Cemeteries Oukasië Informal Settlement & Damonsville Elandsrand & Damonsville Damonsville
4. Electricity	4.1. Yard connections 4.2. Street Lights Maintenance 4.3. Replace underground cable with overhead line	Damonsville Elandsrand, Damonsville X2, Oukasië Damonsville
5. Social Services	5.1. High School 5.2. Taxi Rank 5.3. Upgrading of Library 5.4 Sports Facilities	Damonsville Damonsville, Elandsrand, Oukasië Damonsville, Elandsrand Elandsrand
EXCESS NEEDS		
6. LED	6.1. Youth Skills Development Centre 6.2 Hawkers Facilities 6.3 Agricultural Development 6.4. Tourism Business Development 6.5. Business Complex 6.6. Transfer Station	

WARD 22		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Provide Housing 1.1. Acquisition of Land for Business Sites & Housing 1.3. Affordable Housing	Old Oukasië Old Oukasië, Bothabelo High School Entrance from Brits to Oukasië, Clinic Side
2. Roads & Stormwater	2.1 Paving of Internal Roads 2.2. Construction of all Access Roads 2.3. Upgrading of Existing Roads (including Speed Humps & Sidewalks) 2.4. Storm water Drainage & Manholes 2.5. Expansion of Road	Old Oukasië – All Roads Elandsrand Access Road Green Side & Phase 2 and Phase 3 Old Oukasië Brits to Letlhabile
3. Electricity	3.1 Upgrade of High Mast Lights Phase 3	Greenside
4. Water & Sanitation	4.1. Rehabilitation of Existing Sewage System 4.2. Yard connections 4.3. Water Tanks 4.4. Sewage pumps	Oukasië Original: G-Side, North Camp, Mosenkeng, Masepala Phase 3 / Block 5 Brits
5. Social Services	5.1. Development of Sporting Facilities 5.2. Day Care Centres 5.3. Library 5.4. Youth Development Centre 5.5. Emergency Services	Bothabelo High School, Block I Primary School, Block 1 Next to Library
EXCESS NEEDS		
6. LED	6.1. Agricultural Projects – Identified Municipal farm next to Oukasië 6.2. Cultural Village – Next to Bothabelo High School 6.3. Poultry Farming – Identified farm next to Oukasië	
7. Community Services	7.1. Erection of a fence next to canal – Greenside/Phase 2 & 3 7.2. Erection of cameras on all outgoing roads 7.3. Traffic Control after 17:00	
Roads & Storm Water	2.6. Upgrade of Road & bridge – Fruit & Veg till after bridge	
Social Services	5.6. Formalization of Hawkers – still in progress 5.7. Clinic at Phase 2/3 - urgent	

WARD 23		
NEEDS	PROJECTS	AREAS
1. LED	1.1 .Formalization, upgrading & Refurbishment of hawkers 1.2. Upgrading of Behrens & Pretoria Taxi Rank	Tom Street & Berhens Street (Koöperasie) Brits

WARD 24		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Acquisition of Land for Tenants & Formalisation Process 1.2. RDP Houses 1.3. Rural Subsidy Houses 1.4. Industrial Site 1.5. Land & Tenure	Phasha, Ikageng, Ndlovu All Areas All Areas Klipgat B Sofasonke & Ndlovu
2. Electricity	2.1. Yard Connections	Phasha, Ikageng, Sofasonke & Mashamplame
3. Water & Sanitation	3.1. Yard Connections 3.2. Sewer System 3.3. Stand Pipes	Klipgat B & C Klipgat A & B Hillside, Ikageng 2010, Sofasonke
4. Roads & Storm water	4.1. Storm water drainage 4.2. Bus Route Mashamplani near SAPS to Phasha 4.3. Construction of a bridges 4.4. Tarring/Reseal of Sofasonke Bus Route	Entire Ward, Klipgat B & C, Sofasonke, Tophasha Klipgat B & C Ikaneng, Sofasonke, Ndlovu Sofasonke
5. Social Services	5.1. Clinic 5.2. Building of Fire Station 5.3. Multi-Purpose Centre with Library 5.4. Taxi Rank	Klipgat B & C Klipgat B Klipgat B & C Klipgat A, B & C
EXCESS NEEDS		
5. Social Services	Park	
6. LED	6.1. Agriculture 6.2. Youth Projects	6.3. Poverty Alleviation Programme 6.4. Skills Development

WARD 25		
NEEDS	PROJECTS	AREAS
1. Electricity	1.1. Installation of household electrification 1.2. Upgrading & Construction of Sub Stations 1.3. High Mast Lights x 36 1.4. Installation of card system Electricity 1.5. Street lights	Sonop, Legalaopeng, Bokfontein Sonop, Bapong Sonop, Legalaopeng, Bokfontein, Newtown, Regorogile and Skierlik Sonop
2. Water & Sanitation	2.1. Water Reticulation 2.2. Yard Connections' 2.3. Prepaid Meters 2.4. Construction of Water Borne Toilets 2.5. VIP'S	Sonop, Legalaopeng, Newtown Sonop, Legalaopeng, Newtown Sonop, Legalaopeng, Newtown Legalaopeng, Bokfontain, Bapong Legalaopeng, Bokfontein, Bapong
3. Roads & Storm water	3.1. Upgrading of storm water drainages 3.2. Tarring of Main Roads & bus route & Re-gravelling of Internal Roads 3.3. Upgrading & Widening of road with speed humps & road signs 3.4. Building of Pedestrian Paths for school children 3.5. Tarring of bus road	All Areas Sonop, Legalaopeng D1263-D1859-D521, Bapong From 4-way stop in Sonop to Sonop Primary School Bokfontein
4. Land & Housing	4.1. Low Cost & Economic Houses (RDP & PHP) 4.2. Acquisition of Title Deeds 4.3. Acquisition of Land for Housing/ Industrial 4.4 Site & Graveyard 4.5. Upgrading of cemeteries	All Areas Sonop
5. Social Services	5.1. Dev. of Cemetery & upgrading of Existing one's 5.2. Constr. of Community Hall (Day Care & Media Centre 5.3. Multi-Disciplinary Sports Facilities with Swimming pool 5.4. Upgrading of existing schools (Fencing - Tebogo Primary) 5.5. Construction of Clinic 24/7	Sonop, Rantele Legalaopeng, Bokfontein & Marulakop Sonop Sonop Sonop (High School) & Upgrading at Sonop, Legalaopeng Sonop

EXCESS NEEDS WARD 25		
6. LED	6.1. Job Creation (Elderly & Youth) – Projects: Toilet Paper making; Brick Making; Welding, vegetable	
Electricity	1.6. Land Acquisitions Bokfontein	
Water & Sanitation	2.6 Borehole with tanks at Legalaopeng	
Road & Stormwater	3.6. Paving of Internal Roads – Bokfontein 3.7. Speed humps & Road signs	
Social Services	5.6. Upgrading of Community Hall - Newtown 5.7. Shopping Complex 5.8. Satellite Police Station 5.9. Ext. of Reamogetswe Security Care 5.10. Pensioners Pay Point in Sonop	5.11 Upgrading of Existing Swimming Pool 5.12. Crèche Skoolplaas 5.13. School at Bokfontein 5.14. Multi-purpose Sport Centre – Bokfontein 5.15. Police Station – Bapong

WARD 26		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Acquisition of Land 1.2. RDP Houses 1.3. Low Cost and PHP Housing	Wonderkop Wonderkop Wonderkop Ext IQ 2
2. Roads & Storm Water	2.1. Paving of Internal Roads 2.2. Tarring of Main Road 2.3. Storm Water Drainage	Wonderkop, Motseng Ext 2 Motseng & Nkaneng Section Wonderkop
3. Electricity	3.1. Yard Connections and Reticulation 3.2. Apollo Lights (20) 3.3. Expansion of Sub-Station 3.4. High Mast Lights	Wonderkop Wonderkop Wonderkop Motseng section
4. Water & Sanitation	4.1. Flush Toilets	Wonderkop
5. LED	5.1. Skills Development and Training 5.2. Brick Making Project	Wonderkop Wonderkop
EXCESS NEEDS		
6. Social Services	6.1. Yellow Bins (Clean Environment) 6.2. Technical Institution 6.3. Old Age Home 6.4. Taxi Rank	

WARD 27		
NEEDS	PROJECTS	AREAS
1.Land & Housing	1.1. Speeding up development process 1.2. Formalisation 1.3. RDP houses	Portion 34 Bokamoso Bokamoso Bokamoso
2. Water & Sanitation	2.1. Water Borne Toilets 2.2. Water Yard Connections	Bokamoso, Khalamtwana
3. Electricity	3.1. High Mast Lights 3.2. Household Connections (Eskom) 3.3. Street Lights (Maintenance)	Bokamos , Khalamtwana Bokamos , Khalamtwana, Mooinooi Bokamos , Khalamtwana, Mooinooi
4. Social Services	4.1. Clinic 4.2. Cemetery 4.3. Satellite Police Station 4.4. Multi Purpose centre 4.5. Sport Field & School	Bokamos , Khalamtwana, Mooinooi
5. Roads & Stormwater	5.1. Erection of speed humps & road markings 5.2. Taring of main roads 5.3 Paving of internal roads & side walks 5.4 Sealing of potholes	Mooinooi Bokamoso , Khalamtwana Bokamoso , Khalamtwana Mooinooi
EXCESS NEEDS		
6. LED	6.1. Skills Development Centre & Training 6.2. Entrepreneurial & SMME Support 6.3. Job Creation (Elderly & Youth) 6.4. Agricultural Projects	

WARD 28		
NEEDS	PROJECTS	AREAS
1.Water & Sanitation	1.1. Water Connections 1.2. Water Borne Toilets 1.3. Toilets at Cemetery 1.4. Toilets at Taxi Rank 1.5. Water Point for Cattle	Bapong , Majakaneng Bapong Oudstadt , Majakaneng Bapong, Majakaneng All Areas
2. Electricity	2.1. High Mast Lights 2.2. House Connections 2.3. Land Acquisition	All Areas Bapong, Majakaneng Bapong , Majakaneng
3. Roads & Stormwater	3.1. Tarring of Bus Road 3.2. Paving of Internal Roads 3.3. Speed Humps and Road Signs 3.4. Backfilling Of Some Internal Roads	Ou Stad, Bapong Nr. 1, Majakaneng All Areas Bapong Rd, Ou Stad Rd, Main Rd to weigh bridge, Majakaneng Majakaneng, Bapong
4. Social Services	4.1. Police Station 4.2. 24 hrs Clinic 4.3 Multi Purpose Centre 4.4. Development Of New Cemetery 4.5. Hospice	Bapong Majakaneng, Modderspruit Majakaneng, Bapong Majakaneng Majakaneng, Bapong
5. Land & Housing	5.1. RDP Housing 5.4. Distribution of Land	Bapong , Majakaneng Majakaneng
EXCESS NEEDS		
6. LED	6.1 Cattle Camp 6.2.Skills Development 6.3.SMME's 6.4. Agriculture	

WARD 29		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1 Acquisition of Land 1.2. PHP Houses 1.3. RDP Houses	All Areas Poland (CPA) Shamburg, Orange Farm & Sangiro
2. Water & Sanitation	2.1. Boreholes with tanks 2.2. Upgrade of water pipes 2.3. Water Tankers	All Areas All Areas All Areas
3. Electricity	3.1. Electricity Installation 3.2. Upgrading of current infrastructure 3.3. Apollo Lights 3.4. Streetlights (Methanol gas project)	All Areas
4. Roads & Stormwater	4.1. Upgrade of road 4.2. Speed humps 4.3. 3 kilometer tarred road	Damdoryn / Kommandonek, Kosmos Shamburg (especially next to school) Skeerpoort to Hartbeeshoek
5. Social Services	5.1. Mobile Clinic 5.2. Community Hall 5.3. Environmental Health 5.4. Cemetery 5.4. Multi-Purpose Sports Centre	All Areas Shamburg, Orange Farm, Sangiro & Poland Skeerpoort & Shamburg

WARD 30		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1 Formalization of Informal Settlements 1.2 Upgrading of existing park areas and Maintenance	Ten Rooms, Refentse and Sunway Village
2. Water & Sanitation	2.1. Upgrading of water pipes 2.2. Provision of water tankers on a regular basis 2.3. Provision of more Jo-Jo Tanks 2.4 Provision of sewage 2.5 Upgrading of sewage plant (pump station)	Ifafi, Meerhof Refentse, Ten Rooms Ten Rooms Ten Rooms, Refentse and Sunway Village Rietfontein and Ifafi
3. Electricity	3.1 Overhead line to be replaced by cable 3.2 Upgrading of Satellite Substations from Ifafi to Meerhof 3.3 House connections 3.4 Cables to be sunk 3.5 Erection of high mast lights	Meerhof to Ifafi Meerhof and Ifafi Refentse All areas Refentse
4. Social Services	4.1 Upgrading of Clinic 4.2 Construction of Taxi Rank 4.3 Satellite Licensing Office 4.4 Erecting multipurpose community centre & sport grounds (including bowling greens)	Hartbeespoort Hartbeespoort Municipal Offices Hartbeespoort Sport Grounds
5. Roads & Storm water	5.1 Upgrading of Gravel Road 5.2 Potholes 5.3 Upgrading of storm water system 5.4. Upgrade and construction of curbing, storm water drainage system and litter traps 5.5. Upgrade and reseal tar roads, properly marked	Between Meerhof and Ifafi All Areas Meerhof to Ifafi, Refentse R511, Ifafi, Melodie & Meerhof
EXCESS NEEDS		
6. Community Safety	6.1 Establishment of Traffic Law Enforcement System 6.2 Regulate robots at Xandadu during peak hours 6.3 Control and removal of illegal advertising boards and hawkers 6.4 Establishment of Waste Transfer Station with recycling facilities in support of the Go Green Project	
Land & Housing	1.6 Removal and relocation of illegal squatters at Rietfontein	
Water & Sanitation	2.6 Additional reservoir in Meerhof (at least 10 m/l)	
Electricity	3.6. Street lights along R511 3.7 New substation plus backup system in Ifafi as per Feasibility Study provided 3.8 Refurbishment of all pumps (purification plant, Raw water pumps, sanitation plant) 3.9 Back up generator for pumps	
Roads and Transport	5.6 Broadening of R511 (P249/1) – Provincial road 5.7 Upgrading of all roads in Ifafi, Melodie and Meerhof	

WARD 31		
AREAS	PROJECTS	AREAS
1. Land & Housing	1.1. Land Acquisition for housing & cemetery 1.2. PHP Houses 1.3. RDP Houses 1.4. PHP Houses	All areas All areas / Portion 28 All areas Portion 28
2. Roads & Storm Water	2.1 Tarring of main internal roads 2.2 Gravelling of Internal Roads	All areas All areas
3. Social Service	3.1 Construction of new cemetery 3.2 Upgrading of sports fields 3.3 Fencing of existing cemeteries 3.4. Technical High School 3.5. Community Park	Portion 28 All areas Sarajevo
4. Water & Sanitation	4.1 Proper Sewer System 4.2 Infrastructure Development 4.3 House connections	All areas All areas Katlegong Ext. and Sarajevo
5. Electricity	5.1. Infrastructure Development 5.2. House Connections 5.3. High Mast Lights (Increase) priority 2/2 per section	All areas Katlegong and Sarajevo All areas
EXCESS NEEDS		
3. Social Service	3.6. Multi Purpose Centre	
6. LED	6.1. Skills development 6.2. Entrepreneurial skills	

WARD 32		
AREAS	PROJECTS	AREAS
1. Roads & Storm Water	1.1. Main Road 1.2. Paving of Internal Roads 1.3. Storm Water Drainage	All Areas in Ward All Areas in Ward All Areas in Ward
2. Water & Sanitation	2.1. Upgrading of Reservoir 2.2. Pressure Pumps 2.3. Installation of pipes	Wonderkop, New Stand, Segwaelane All Areas in Ward All Areas
3. Electricity	4.1. Apollo Lights (20)	All Areas
4. Land & Housing	3.1. RDP Housing	Segwaelane
5. Social Services	5.1. Technical Institution 5.2. Post Office 5.3. Old Age Home 5.4. Taxi rank 5.5. Library	Segwaelane Segwaelane Segwaelane Segwaelane Segwaelane
EXCESS NEEDS		
6. LED	EPWP Program	

WARD 33		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Upgrading capacity of purification plant 1.2. Drilling of boreholes at informal settlements 1.3. Upgrade of sewage plant 1.4. Replace network lines 1.5. Installation of VIP toilets	Schoemansville purification plant De Kroon, Zandfontein & Sieling Farms Schoemansville Schoemansville Schoemansville
2. Roads & Storm Water	2.1. Rehabilitate & re-seal all roads 2.2. Erection of road traffic signs 2.3. Upgrading and constructing of curbing & Storm water drainage system	Schoemansville / Old Rustenburg Rd Schoemansville Schoemansville
3. Electricity	3.1. Upgrade of network 3.2. High Mast Lights	Schoemansville Zandfontein & De Kroon
4. Land & Housing	4.1. Land Acquisition 4.2. Housing formalizing of illegal squatters 4.3. RDP Houses 4.4. Upgrade existing park areas	Schoemansville, De Kroon, Zandfontein & Sieling Farms De Kroon, Zandfontein & Sieling Farms Schoemansville & Zilkaatsnek Schoemansville
5. Social Services	5.1. Upgrading of Clinic 5.2. Erecting multi-purpose community centre & Sports grounds (Bowling Green) 5.3. Taxi Rank 5.4. Development of Sport Facilities	Schoemansville Hartbeespoort Sports Club Grounds Schoemansville X2 De Kroon
EXCESS NEEDS		
6. Community Services	6.1. Transport 6.2. Traffic Calming 6.3. Construction of Fire Hydrants 6.4. Fire First Response	
7. LED	7.1. Skills Development 7.2. Sustainable Job Creation 7.3. Illegal Immigrants at Tsosoloso	

WARD 34		
NEEDS	PROJECTS	AREAS
1. Social Services	1.1 Clinic 1.2 Upgrading of cemeteries 1.3 Upgrading of High Schools 1.2 Post office 1.5 Hospices	Letlhakaneng, Madinyane, Moiletswane, Dimpompong All Areas of Ward 34 All Areas of Ward 34 Letlhakaneng, Mmakgebetloane, Moiletswane Letlhakaneng
2. Water & Sanitation	2.1. Bulk Water 2.2. Water Yard Connections 2.3. Sanitation 2.4. Supply of Pre-paid water meters 2.5. Reticulation	Shakung All Areas
3. Roads & Stormwater	3.1. Tarring of Road 3.2. Upgrading/Gravelling Internal Roads 3.3. Tarring & Repairing Of Main Internal Roads 3.4. Road Signs And Speed Humps 3.5. Upgrading of Provincial Roads & Access Roads (Moiletswane –Mmulakgoro)	All Areas All Areas All Areas All Areas Madinyane-Maboloka-Moiletswane-Dipompong- Moiletswane- Madinyane/ Dipompong- Moiletswane- Mmakgebetloane- Shakung
4. Electricity	4.1 Apollo Lights (40) 4.2. New Substation Building & Upgrading of Existing 4.3. House Connections 4.4 Electricity Extension 4.5. Electrification	All Areas and one each at schools, Hillside, New Stands All Areas Rietview, Baikagedi Section, Boitumelong Section, Dikereseng, Maleratong Hillside, 2010 & Informal Settlement
5. Land & Housing	5.1. PHP Houses 5.2. Title Deeds 5.3 Acquisition of land 5.4. Formalization	All Areas Hillside & 2010
EXCESS NEEDS WARD 34		
6. LED	6.1. Farming Activities	
Social Services	1.6. Construction of Parks – All areas 1.7. Dumping Site- One Area in Ward 34 1.8. Old Age Home – Ward 34 1.9. Disability Care Centre– Ward 34	
Roads & Stormwater	3.6. Construction of a bridge – Hillside 3.7. Stormwater drainage - Hillside	

WARD 35		
NEEDS	PROJECTS	AREAS
1. Electricity	1.1. Extensions 1.2. House Connections (New) 1.3. Sub Station 1.4. High Mast Lights 1.5. Solar Geysers	Oskraal, Rabokala, Kgabalatsane 24,100,101 Isopeng Ext Oskraal Plots, 48, 50,75,78,79,99,103(Oskraal, Rabokala Ext.4 3000 units, Centerville at ptn 1.5 (solar geyser) Oskraal, Rabokala Oskraal, Rabokala, Kgabalatsane, Morolong Section Oskraal, Rabokala, Morolong Section, Centreville
2. Water & Sanitation	2.1. Proper Sewer System 2.2 VIP system 2.3. Mini Reservoir 2.4 Yard Connections	Oskraal, Rabokala, Kgabalatsane Oskraal, Rabokala, Kgabalatsane Skierlik, Oskraal, Rabokala, Kgabalatsane
3. Roads & Storm Water	3.1. Stormwater drainage 3.2. Re-tarring of main road 3.3. Access roads & Internal Roads street paving 3.4. Tarring of Link Road 3.5. Tarred Road	All Wards Oskraal 2604, Rabokala Road All Wards Oskraal-Mothotlung link towards Brits 7 km All Areas
4. Social Services	4.1 Upgrading of current sport grounds 4.2 Clinic 4.3 Primary Mid-School 4.4 Library 4.5 Crèche	All Areas Oskraal, Rabokala, Need upgrade & 24 hrs Service Oskraal, New High School, Rabokala Rabokala
5. Land & Housing	5.1. PHP Houses 5.2. Land Acquisition for housing & cemetery 5.3. RDP Houses	Oskraal, Rabokala, Morolong Section Kgabalatsane All Areas

EXCESS NEEDS WARD 35	
4. Social Services	4.6 Park/Sports Ground - Centreville 4.7 Hall - Centreville 4.8 Closing of Quarry - Centreville
6. LED	6.1. Vegetable Gardens – All Areas 6.2. Cattle Farming – All Areas 6.3. Chicken Farming – All Areas 6.4. Goat Farming – All Areas 6.5. Tourism Site/Eco Tourism – All Wards 6.6. Shopping Mall – Kgalalatsane, Oskraal 6.7. Dams Reconstruction 6.8. Irrigation Systems 6.9. Oldf Age Home – All areas

WARD 36		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Yard Connections 1.2. Reticulation & Infrastructure System 1.3. Reservoir – Bulk Water Supply 1.4. Sewer System 1.5. Repairing of Bore Holes	Klipgat, Madibeng Hills & Hillside All sections Klipgat Klipgat As Constringency Plan
2. Electricity	2.2. High Mast Lights (Addition & Maintenance) 2.4 Provision of Solar Geyser System 2.5. Upgrading of Electrical Facilities (substations)	Klipgat Klipgat Klipgat
3. Roads & Storm water	3.1. Paving of all Internal Roads 3.2. Tarring of Roads 3.3. Stop sign, Street Names & Speed Humps 3.4. Storm water drainage	Klipgat 6 km per areas per ward Klipgat Entire ward
4. Land & Housing	4.1. RDP Housing 4.2. Formalization	All Sections Hillside & Madibeng Hills
5. Social Services	5.1. Library 5.2. Disability Centre 5.3. Clinic 5.4. Upgrading of Sports Facility 5.5. Waste Removal Collection System	Klipgat Klipgat Klipgat A Klipgat Klipgat
EXCESS NEEDS		
6. LED	6.1. Securing land for LED 6.2. Capacity Building (Skills Development) & Recycling 6.3. Poverty Alleviation 6.4. Youth Projects 6.5. SMME's Development – Klipgat 6.6. Agricultural Projects 6.7. Heritage & Museum	
Social Services	5.6. Satellite Disaster Facilities 5.7. Satellite Police Station 5.8. Post Office & Telephone Lines Upgrading 5.9. Parks Construction 5.10. Cleaning of Ablution Facilities	

5.6. Municipal Wide Priority Needs

After the Ward Level Public Participation exercise the outcome of prioritized needs were analysed to determine the Municipal Wide Needs. This was done by calculating the needs that the majority of wards indicated as priority. The outcome of the Municipal Wide Needs was adopted by the IDP Representative Forum meeting held on 05 December 2013, as follows:

Priority 1	Water and Sanitation
Priority 2	Electricity
Priority 3	Roads and Storm water
Priority 4	Social Services
Priority 5	Land and Housing and Spatial Development
Priority 6	Local Economic Development

SECTION C – VISION

“TO BE THE LEADING UNITED MUNICIPALITY THROUGH SERVICE EXCELLENCE”

Definition of a Vision:

A vision statement can be explained as a picture of your company in the future. The vision statement should be your inspiration, the framework for all your strategic planning and ultimately an aim to work towards. It is the answer to the question: “What do we want to achieve? The Vision is a long term commitment and has to be realistic in the sense that it should be achievable.

The Local Municipality of Madibeng has determined its Vision at the IDP Representative Forum Meeting of the 13 October 2001:

The Madibeng vision can be defined in this way;

- 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; or
- To take the lead as municipality in combining (uniting) all stakeholders, Council, management and any other persons that have a common goal in creating service delivery of an excellent standard.

SECTION D – MISSION

Difference between Vision and Mission

The Vision statements is based on the future state of a company, whilst the Mission statement is focusing on the present state of the company

Definition of a Mission Statement

A mission statement expresses the company’s purpose for those in the organization as well as for the public.

The Mission of the Local Municipality of Madibeng is as follows:

We, the local municipality of Madibeng, are committed to strive to remain accountable in rendering affordable qualitative and sustainable services to our community in line with our constitutional obligations

SECTION E –STRATEGIC OBJECTIVES

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #1 To provide basic municipal services (including street lighting) in accordance with approved budget and set targets	% of households with access to basic level of water	SO/1/1/14	Outcome	90.2%	92%	92%	92%	92%	92%	92%	9,340,000
	% of households with access to basic level of sanitation	SO/1/2/14	Outcome	94%	94%	94%	94%	94%	94%	94%	2,600,000
	Km of bulk sewer line constructed at Klipgat	SO/1/3/14	Output	0	5km	5km	0	0	0	5km	25,000,000
	No of water connections upgraded through MIG	SO/1/4/14	Outcome		8 300	8300				8 300	67,000,000
	% of households with access to basic level of electricity (Municipality)	SO/1/5/14	Output	81%	82,4%	82,4%				82,4%	18,605,000
	No. of households provided with new electrical connections (ESKOM)	SO/1/6/14	Output	46 000	1 750	1229		250	250	729	
	%. of households with access to basic level of solid waste removal	SO/1/7/14	Outcome	25.5%-	26%	30%	1%	1%	1%	1%	R32M & R 4M
	No. of high mast lights energized	SO/1/8/14	Output	79	18	40		20	10	10	4,000,000
	No. of street lights maintained	SO/1/9/14	Output	1 250	20		5	5	5	5	500,000
	No. of households provided with new electrical connections (Municipal)	SO/1/10/14	Output		460	400	100	100	100	100	7,200,000
	% Maintenance of water supply quality in line with SANS 241	SO/1/11/14	Output	100%	100%	100%	100%	100%	100%	100%	11,790,000
	%. of households with access to basic level of solid waste removal	SO/1/12/14	Output	25.5%-	26%	30%					
OBJ #2 To provide and promote access to free basic services in accordance with available resources and set targets	% of household earning less than R1 600 per month with access to free basic water services	SO/2/1/14	Outcome	85%	100%	85%	100%	100%	100%	100%	
	# of signed MOU with Eskom on registered indigent households with access to free basic electricity Eskom area	SO/2/2/14	Output	21 000	1 000	1000	250	250	250	250	OPEX
	% of indigent households subsidized with access to free basic solid waste services removal	SO/2/3/14	Outcome	9.7%-	30%		5%	5%	5.15%	5.15%	OPEX

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 201/13	Achieved Target 203/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #3 To upgrade (including capital infrastructure development) existing municipal services in accordance with set targets, standards and norms	Number of domestic water meters installed/replaced	SO/3/1/14	Outcome	7100	6500	500					1,400,000
	Turnaround time on number of reported default water meters attended/ serviced	SO/3/2/14	Process	48hrs	48hrs	48hrs	48hrs	48hrs	48hrs	48hrs	85,000
	% Reduction of water distribution losses (installation of water balancing devices)	SO/3/3/14	Impact	55%	52%	5%		1%	2%	2%	2,000,000
	% reduction of electricity distribution losses	SO/3/4/14	Process	25%	23%	19%					1,860,000
	%Monitoring the upgrading (60 to 10Ml/d) of the Brits	SO/3/5/14	Output	0	100%	100%	100%	100%	100%	100%	OPEX
	Kilometers of road markings	SO/3/6/14	Output	3,910	3910	782	100	291	100	291	
	Kilometers of gravel roads upgraded to paved	SO/3/7/14	Output	1470	7	15				15	57,000,000
	Kilometers of stormwater upgraded	SO/3/8/14	Output	700	6	6				6	26,000,000
	No. of libraries developed	SO/3/9/14	Output	1	1	0				1	CAPEX
	No. of sports facilities upgraded	SO/3/10/14	Output	0	1	1				1	CAPEX
	No. of sports facilities developed	SO/3/11/14	Output	0	2	0					
	No. of Multi-Purpose Sports Centres developed	SO/3/12/14	Output	0	3	1				1	
	No. of Multi-Purpose Sports Centres upgraded	SO/3/13/14	Output	0	0	0					
	No of swimming pools to be upgraded	SO/3/14/14	Output	0	0	0					
	No. of Multi-Purpose Community Centres developed	SO/3/15/14	Output	1	3	1				1	4,700,000
	No. of Multi-Purpose Community Centres to be upgraded	SO/3/16/14	Output	0	0	0					R2m
	No. of Parks upgraded	SO/3/17/14	Output	0	0	0					
	No. of cemeteries developed	SO/3/18/14	Output	0	0	0					
	No. of cemeteries upgraded	SO/3/19/14	Output	0	0	0					
	No. of alarm and panic button systems upgraded	SO/3/20/14	Process	0	0	0					No allocation
	Number of transfer stations constructed	SO/3/21/14	Output	0	0	3				3	
	No. of waste transfer stations upgraded	SO/3/22/14	Output	0	0	0					CAPEX
	No. of new waste disposal sites (landfill site established)	SO/3/23/14	Output	1	0	1				1	14,000,000
	No. of recycling structures constructed	SO/3/24/14	Output	0	0	0					No allocation
	No. of Taxi Facilities upgraded to compliance with RECAP project	SO/3/25/14	Outcome	0	0	0					
	% of Main Bus rank upgraded	SO/3/26/14	Output	0	0	1				1	R 1.2 m
	No of Clinics to be upgraded	SO/3/27/14	Output	0	1					1	

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #3 To upgrade (including capital infrastructure development) existing municipal services in accordance with set targets, standards and norms	Upgrading and securing more parking space at the main DLTC	SO/3/28/14	Impact	1	1	-					No allocation
	No. of Satellite Registration Authority (RA) stations developed & staffing	SO/3/29/14	Process	0	1 x Letlhabile	1				1	No allocation
	No. of traffic law enforcement satellite stations developed & staffing	SO/3/30/14	Process	0	0	1				1	No allocation
	No. of Satellite Drivers License Testing Centre's Grade B DLTC) stations developed & staffing	SO/3/31/14	Process	0	1 x Letlhabile	1				1	No allocation
	% Greenifying of Main Drivers License Testing Centre & RA-	SO/3/32/14	Outcome	0	1 x Brits DLTC	1				100%	No allocation
	No. of Traffic Law Enforcement Satellite stations been upgraded	SO/3/33/14	Output	1	1 x Letlhabile	1			1		No allocation
	Number of waste water plants refurbished	SO/3/34/14	Output	4	4	4					20,000,000
OBJ #4 To maintain existing municipal services in accordance with set targets, standards and norms	No. of reported Streetlights maintained	SO/4/1/14	Outcome	100%	100%		100%	100%	100%	100%	
	No. of reported high mast lights maintained	SO/4/2/14	Output	190	190	218					500,000
	% of road signs reported to be repaired and maintained	SO/4/3/14	Output	0	100%	100%	100%	100%	100%	100%	700,000
	Length in kilometers of gravel roads maintained	SO/4/4/14	Process	1470	180	180					1,300,000
	Area (m²) of road of tarred/paved roads maintained	SO/4/5/14	Process	2240	4000	2000					3,000,000
	No of stormwater kerb inlets to be maintained in Madibeng jurisdiction	SO/4/6/14	Output	2000	500	200					250,000
	No of Length in km of storm water lines to be maintained	SO/4/7/14	Output	1180	550	125					
	Kilometers of roads rehabilitated (Resealing)	SO/4/8/14	Output	700	20	2					
	No. of sports facilities maintained	SO/4/9/14	Output	12	12	12	3	3	3	3	
	No. of Multi-Purpose Sports Centres maintained	SO/4/10/14	Process	5	5	5	1	1	1	2	R 2m
	% of Multi-Purpose Community Centres to be maintained – CS	SO/4/11/14	Process	100%	100%	100%	100%	100%	100%	100%	
	% of Parks maintained	SO/4/12/14	Process	42%	100%	12%					
	% of cemeteries to be maintained	SO/4/13/14	Process	14%	100%	100%	100%	100%	100%	100%	
	No of Fire Stations to be maintained	SO/4/14/14	Process	1	1	1		1		1	No allocation

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #5 To enhance quality of life of communities through social dev. initiatives in line with set targets,	No of library users increase	SO/5/1/14	Impact	15,323	1,200	1200	300	300	300	300	OPEX
	No of implemented poverty alleviation identified projects and programmes	SO/5/2/14	Impact	12	3			1	1	1	OPEX
	No of implemented sport, art and culture activities	SO/5/3/14	Impact	2	6	8					OPEX
	No of projects implemented as Letsema or poverty alleviation projects	SO/5/4/14	Input/ Impact	3	5	4		4		4	OPEX
OBJ #6 To provide risk-free, safe, clean and healthy environment to the community in line with set targets, norms and standards	No of Workplace HIV/AIDS peer Educators trained	SO/6/1/14	Process	40	40	40	10	10	10	10	100,000
	No of HIV/AIDS Care givers trained	SO/6/2/14	Process	100	100	25	5	5	5	10	
	No of HIV/AIDS Awareness Campaigns conducted	SO/6/3/14	Impact	2	8	8	2	2	2	2	100,000
	No of Ward HIV/AIDS forums established	SO/6/4/14	Outcome	28	25	28	7	7	7	7	
	Adoption and implementation of the action plan on the Interdepartmental Forum on HIV/AIDS	SO/6/5/14	Input	Draft IDF action	Adopt	Implement	1				
	No of Interdepartmental Forum meetings held	SO/6/6/14	Input	3	4	4	1	1	1	1	
	No of reports submitted on the functionality of the IDF	SO/6/7/14	Impact	2	4	4	1	1	1		
	No of children under 5 years of age provided with Comprehensive Primary Health Care	SO/6/8/14	Impact	3,805	6,716	2000				2000	OPEX
	No of patients over 5 years of age provided with Comprehensive Primary Health Care	SO/6/9/14	Impact	-	14,941	22,884				22,884	OPEX
	No of pregnant women examined and treated	SO/6/10/14	Impact	-	674	5,906				5,906	OPEX
	% of Direct Observed Treatments (DOT) coverage	SO/6/11/14	Outcome	81%	95%	95%	95%	95%	95%	95%	
	% of drug availability at the Primary Health Care facilities	SO/6/12/14	Outcome	71%	98%	98%	98%	98%	98%	98%	
	% of Clinics participating in Anti Retroviral Treatment roll out	SO/6/13/14	Outcome	100%	100%	100%	100%	100%	100%	100%	
	No of patients receiving Anti Retroviral Treatment	SO/6/14/14	Output		264	2,635	733	733	733	736	
	No of Satellite Fire Stations to be constructed	SO/6/15/14	Output	0	0	0					
	No of Disaster Management Centres to be established	SO/6/16/14	Outcome	0	1	0					
	Environmental Awareness for informal settlements not receiving waste management services	SO/6/17/14	Impact	4	8	8	2	2	2	2	No allocation

LOCAL ECONOMIC DEVELOPMENT

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #6 To provide risk-free, safe, clean and healthy environment to the community in line with set targets, norms and standards	Climate Change campaigns in various identified wards.	SO/6/18/14	Impact	4	4	4	1	1	1	1	No allocation
	Air Quality Monitoring Programme	SO/6/19/14	Process	60%	100%	100%	100%	100%	100%	100%	No allocation
	Establish an Accident Unit with all software and staff support	SO/6/20/14	Impact	0	0	1				1	No allocation
	% of Securing all Drivers License Testing Centre & Registration Authority offices with perimeter fence and secure parking internal CCTV Cameras	SO/6/21/14	Impact	0		100%			100%		No allocation
	Expansion of CCTV Cameras to assist in Social Crime Prevention	SO/6/22/14	Outcome	20	20	5		5			R 3.8 m
	No. of Crime Prevention Through Environmental Design (CPTED) projects	SO/6/23/14	Output	0	0	1			1		No allocation
	No. of Road Safety Education programmes	SO/6/24/14	Process	8	10	32	8	8	8	8	R 7.1m
	No. of Joint Multidiscipline roadblocks	SO/6/25/14	Process	4	8	12	3	3	3	3	R 900,000
	No. of CCTV camera reports	SO/6/26/14	Input	4	4	4	1	1	1	1	R 2.4m
OBJ # 7 To promote integrated human settlements and land use management in line with the set targets, norms and standards	% of offences captured on traffic contravention system	SO/6/27/14	Input	80%	100%	100%	100%	100%	100%	100%	R 7.1m
	No. of rural areas formalized (proclaimed townships)	SO/7/1/14	Outcome	0	1	4		2	2		OPEX
	No. of units at informal settlements upgrading monitored	SO/7/2/14	Outcome	0	1000	865		200	300	365	OPEX
	% monitoring of house units built	SO/7/3/14	Output	100%	100%	100%	100%	100%	100%	100%	OPEX
	No. of portion of land transferred to municipality	SO/7/4/14	Output	0	2	4	2	2			OPEX
	No. of title deeds registered	SO/7/5/14	Output		61	400	100	100	100	100	R1,000,000
	No. of title deeds issued	SO/7/6/14	Output		142	400	100	100	100	100	OPEX
	Turn-around time for building plans from date of submission	SO/7/7/14	Impact	30 days less than 500 sqm	30 days	30 days	30 days	30 days	30 days	30 days	OPEX
	Turn-around time for building plans from date of submission	SO/7/8/14	Impact	90 days more than 500 sqm	90 days	90 days	90 days	90 days	90 days	90 days	OPEX
	% Land use application processed	SO/7/9/14	Outcome	60%	65%	75%	75%	75%	75%	75%	OPEX
	No. of township establishment	SO/7/10/14	Output	0		2			2		R2,500,000
	No. of township registers opened	SO/7/11/14	Process	1		2			2		OPEX
	No of Madibeng Land use management Systems developed	SO/7/12/14	Process	5		1				1	R1,000,000
	No of Madibeng Spatial Development Frameworks reviewed	SO/7/13/14	Process	3		1				1	R1,000,000
	% of precinct plans implemented	SO/7/14/14	Process	0		50%		50%			OPEX
	% of GIS Town Planning implemented	SO/7/15/14	Outcome	0	0	50%		25%		25%	R100,000

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #8 To promote and support LED initiatives in line with set targets, norms and standards	No of permanent jobs created through all sectors of the Economy	SO/8/1/14	Output	0	1000	500	100	100	150	150	OPEX:SALARIES
	# of temporary jobs created through the CWP and EPWP	SO/8/2/14	Output	500	560	500	100	100	150	150	36,000,000
	# of jobs created through supported cooperatives	SO/8/3/14	Output	0	100	20	5	5	5	5	
	No of temporary jobs created through Letsema projects	SO/8/4/14	Output/ Impact		250	350	75	75	100	100	
	No of SMME's supported through training	SO/8/5/14	Process	20	50	20	5	5	5	5	200,000
	No of SMME's empowered on LED initiatives	SO/8/6/14	Outcome	4	4	4		2		2	500,000
	Number of beneficiary programs for women	SO/8/7/14	Outcome	4	4	4		2		2	500,000
	No. of SMMEs assisted with access to the markets	SO/8/8/14	Outcome	10	12	4		2		2	OPEX:SALARIES
	No of SMME's accommodated in Municipal Centres	SO/8/9/14	Outcome	50	50	50		25		25	300,000
	Number of tourism SMME's linked to established business	SO/8/10/14	Outcome	1	1	1				1	OPEX:SALARIES
	No. of SMMEs trained on Business Management	SO/8/11/14	Process	25	30	25				25	
	% work contracted out by the municipality to SMMEs	SO/8/12/14	Outcome			30%	30%	30%	30%	30%	
	Number of beneficiary programs for Youth	SO/8/13/14	Outcome	4	4	4			2	2	500,000
	Number of beneficiary programs for the disabled	SO/8/14/14	Outcome	2	2	2			1	1	500,000
	Number of tourism workshop facilitated	SO/8/15/14	Outcome	2	2	2			1	1	200,000
	Number of tourism sites identified and developed	SO/8/16/14	Outcome	0	2	1				1	
	% increase in the no. of tourists visiting Madibeng	SO/8/17/14	Outcome	10%	10%	10%	10%	10%	10%	10%	OPEX:SALARIES
	No. of domestic tourism programs facilitated	SO/8/18/14	Process	2	2	2			1	1	
	No. of initiative to increase tourists visiting municipality	SO/8/19/14	Process	5	6	3			1	2	50,000
	No. of tourism events facilitated	SO/8/20/14	Output	2	2	2		1		1	50,000
	No. of tourism institutional framework facilitated	SO/8/21/14	Output	2	2	2		1		1	
	% Provision of qualitative tourism information to the public	SO/8/22/14	Outcome	100%	100%	100%	100%	100%	100%	100%	OPEX:SALARIES
	No of support given to Cooperatives through training	SO/8/23/14	Input	2	2	2		1		1	
	No of beneficiary programs implemented to advance and empower youth	SO/8/24/14	Input/ Impact		4	2		1		1	
	No of beneficiary programs implemented to advance and empower women	SO/8/25/14	Input/ Impact		4	4	1	1	1	1	

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #8 To promote and support LED initiatives in line with set targets, norms and standards	No of beneficiary programs implemented to advance and empower persons living with disabilities	SO/8/26/14	Input/ Impact		2	4	1	1	1	1	
	Number of Cooperatives empowered on LED initiatives	SO/8/27/14	Process	0	2	2		1	1		
	No. of agricultural development projects facilitated	SO/8/28/14	Process	3	10	3		1	1	1	100K
	No of reports on Monitoring & review of SLP	SO/8/29/14	Process	0	0	2		1		1	OPEX:SALARIES
	Development of Industrial development strategy	SO/8/30/14	Outcome	0	0	1				1	
	#. of LED plans reviewed and adopted	SO/8/31/14	Output	0	0	0					
	# of new formal enterprises and cooperatives established in the LM area of jurisdiction	SO/8/32/14	Outcome	0	2	2		1		1	
	Established LED structures	SO/8/33/14	Process	0	9	0					
	Review of investment Incentive scheme	SO/8/34/14	Process	1	0	1				1	OPEX:SALARIES
	Number of Women and Youth empowered on LED initiatives	SO/8/35/14	Outcome	6		15	3	3	3	3	
	Percentage of business licence application processes	SO/8/36/14	Outcome	100%	100%	100%	100%	100%	100%	100%	OPEX:SALARIES
	No. of Markets managed	SO/8/37/14	Outcome	8		8		4		4	
	No. of initiatives to promote the municipality to be an investment destination	SO/8/38/14	Outcome	0	0	1				1	OPEX:SALARIES
	Number of outward looking mission facilitated	SO/8/39/14	Outcome	0	0	1				1	
	Number of business networks and linkages facilitated	SO/8/40/14	Outcome	0		0					
	Develop an incentive package to attract investment in the municipality	SO/8/41/14	Outcome	0	0	4	1	1	1	1	
	Turnaround time for internally processing business licenses applications	SO/8/42/14	Impact	0	0	5 days	5 days	5 days	5 days	5 days	
	Ward based LED forums formed	SO/8/43/14	Impact	14	12	10	2	2	3	3	
	No. of business Licenses issued	SO/8/44/14	Outcome	80%	60%	50%	50%	50%	50%	50%	OPEX:SALARIES
	No. Advertising signage received and processed	SO/8/45/14	Outcome	100%	100%	100%	100%	100%	100%	100%	
	No of reports on EPWP Economic cluster	SO/8/46/14	Input	0	0	4	1	1	1	1	
	# Of public-private partnerships established to promote LED	SO/8/47/14	Impact	0	1	0					
	% Employment rate (current fiscal period) within PPP projects	SO/8/48/14	Impact	0	0	0					
	# of Labour Centres established	SO/8/49/14	Output	0	0	0					
	Developed Action plans from the Growth and Development Summits	SO/8/50/14	Process	0	0	0					
	No of SLP Projects	SO/8/51/14	Output	0	0	1				1	5M
	Infrastructure to accommodate SMMEs & Corporatives	SO/8/52/14	Output	3	1	3		1	1	1	2,6M; 1.8M; 6M

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Vote No
							Q1	Q2	Q3	Q4	
OBJ #9 To promote good governance and culture of accountability through public and stakeholder participation in line with set targets, norms and standards	Policy on MISS	SO/9/1/14	Input	0	0	1				1	OPEX
	No of Community satisfaction surveys conducted	SO/9/2/14	Process/ Output	1	0	1				1	1,200,000
	No of IDP Rep forum meetings to be convened	SO/9/3/14	Input	3	3	3		1	1	1	500,000
	No of Updating of stakeholder database after IDP Rep forum meetings	SO/9/4/14	Output	3	3	3		1	1	1	OPEX
	No of IDP public participation ward meetings facilitated	SO/9/5/14	Process	34	32	36		36			1,200,000
	No of Budget public participation meetings facilitated	SO/9/6/14	Input	36	31	36				36	1,200,000
	% implementation of the IDP Process Plan	SO/9/7/14	Process	80%	100%	100%	100%	100%	100%	100%	OPEX
	No of newsletters issued	SO/9/8/14	Input/Output	3	4	6	1	2	1	2	20,000
	No of LED Awareness Campaigns for communities	SO/9/9/14	Impact	2	0	4	1	1	1	1	500k
	AG Solicit written responses and corrective action	SO/9/10/14	Process	100%	100%	100%	100%	100%	100%	100%	OPEX SALARIES
	Internal Audit – corrective actions	SO/9/11/14	Input	100%	100%	100%	100%	100%	100%	100%	OPEX SALARIES
	No of MPAC oversight reports to Council	SO/9/12/14	Input	3	4	4	1	1	1	1	OPEX
	% of Council resolutions implemented within 3 months or specified time frame CSS	SO/9/13/14	Output	100%	100%	100%	100%	100%	100%	100%	
	No of Mayoral Izimbizo facilitated	SO/9/14/14	Input/ Outcome	2	2	4	1	1	1	1	1,000,000
	No of reports submitted to Council on the level of functionality of ward committees	SO/9/15/14	Input	4	3	4	1	1	1	1	OPEX
	No of reports submitted to Council on the functionality of Council and Council committees	SO/9/16/14	Output	4	4	4	1	1	1	1	OPEX
	Audit action plan	SO/9/17/14	Input/ Process	1	1	1			1		OPEX
	Develop and implement of the action plan to address the findings of the external auditors	SO/9/18/14	Input/ Process	1	1	1			1		OPEX

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Vote No
							Q1	Q2	Q3	Q4	
OBJ #10 To promote integrated municipal planning, monitoring, evaluation and improvement in line with set targets, norms and standards	Development & adoption of the IDP Process Plans	SO/10/1/14	Process	1	1	1	1				150,000
	Review IDP process plan	SO/10/2/14	Process	1	1	1	Plan	Consult	Draft	Adopt	
	Annual Review of the PMS policy to be developed	SO/10/3/14	Process	100%	100%	100%	Plan	Consult	Draft	Adopt	
	Signed of the Top Layer SDBIP signed between the Executive Mayor & MM by 31 July 2014	SO/10/4/14	Input	2013/14 top layer SDBIP	Signed top layer SDBIP	1			Draft		3,100,000
	No. of Technical SDBIP and Performance Agreements signed between the Municipal Manager & Sec 57 by 31 July 2014	SO/10/5/14	Process/ Input	8	8	8	8				
	Timely submission of the mid-term report to the Executive Mayor	SO/10/6/14	Input/ Output	2013/2014 mid- term report	25 January 2015	100%				Submit	
	% development and implementation of the action plan to address issues raised by Internal Audit on PMS reports	SO/10/7/14	Output	80%	100%	100%	100%	100%	100%		
	% of the performance management system cascaded to the level of managers.	SO/10/8/14	Input/ Process	95%	100%	100%	100%				
	% of the performance management system further cascaded to at least one level below managers.	SO/10/9/14	Input/ Process	15%	100%	100%	100%				
	No. quarterly performance reviews conducted in terms of the PMS Framework & Policy with each official	SO/10/10/14	Process	3	4	4	1	1	1	1	
	Number of reports submitted to Council in line with Section 52 of the MFMA	SO/10/11/14	Input/ Process	4	4	4	1	1	1		OPEX
	No. of PMS reports submitted to Internal Audit/Audit Committee	SO/10/12/14	Input/ Output	4	4	4	1	1	1		
	Adoption of the annual report by Council	SO/10/13/14	Output	2012/2013 annual	0-draft	1					250,000
	Revise the events management calendar	SO/10/14/14	Input	Existing calendar	0	1					OPEX
	No. Council reports on implementation of council Resolutions	SO/10/15/14	Input	10	4	4					OPEX
	No. of Reports on issues raised by the Audit Committee to council	SO/10/16/14	Input	4	4	4					OPEX
	No. of reports to council on contract management (AO Delegations)	SO/10/17/14	Input	0	1	4					OPEX

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #10 To promote integrated municipal planning, monitoring, evaluation and improvement in line with set targets, norms and standards	Assets of council	SO/10/18/14	Output	0	0	1					
	Review marketing & communication policy	SO/10/19/14	Input	1	Draft	Approved revised policy	-	Cons-ult	Adopt		OPEX
	No. of progress reports to Council to implement the policy to rename streets & other Council assets	SO/10/20/14	Process	0	0	1				1	OPEX
	No of reports to be submitted on performance measurements audits of the municipality to the municipal manager and the performance audit committee	SO/10/21/14	Output	4	4	4	1	1	1	1	OPEX
	No of reports on the maintenance and updating of the municipal website	SO/10/22/14	Input	4	4	4	1	1	1	1	OPEX
	Review the MPAC annual program & terms of reference	SO/10/23/14	Input/Process	2013/2014 program & tor	Approved program & tor	1			Draft	Adopt	OPEX
	No of Local Anti Corruption Forum meetings held	SO/10/24/14	Input	0	2	4	1	1	1	1	
	No. of reports on WSP targets	SO/10/25/14	Input	1	1	1				1	OPEX
	No of reports related to compliance on Employment Equity targets	SO/10/26/14	Input	1	1	1				1	OPEX
OBJ #11 To enhance positive employer-employee relations through culture of discipline and prudent human resource management practices	No of LLF meetings	SO/11/1/14	Input	2	20	11	3	3	3	2	OPEX
	No. of programs implemented to combat violence against women & children	SO/11/2/14	Input	2		2		1		1	400,000
	% implementation of capacity programs in line with signed personal development programs.	SO/11/3/14	Input	0	70%	100%	100%	100%	100%	100%	Workplace Skills Dev. Plan
	No. of capacity building programs implemented for councillors and members of ward committees.	SO/11/4/14	Input	0	3	4	1	1	1		1,500,000
	Review the Rules of Order By-Law	SO/11/5/14	Input/Process/Output	0 -Rules of Order By-Law, 2005	0 -Approved new Rules of Law By-Law	0		1			OPEX
	Implementation of Councillors Bursary Scheme, Mayoral Fund & Bursary for graduates	SO/11/6/14	Output	0-Approved policies	Planning & implementation	1		1			No allocation
	% of employees leaving the municipality interviewed	SO/11/7/14	Process	0	0	100%	100%	100%	100%	100%	OPEX

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Vote No
							Q1	Q2	Q3	Q4	
OBJ#12 To enhance skills of employees, councilors and ward committees through training initiatives and set targets encapsulated in the WSP	% of Municipal Budget actually spent on implementing the WSP	SO/12/1/14	Outcome	100%	100%	100%	100%	100%	100%	100%	1,500,000
	% of employees to be trained in line with the WSP	SO/12/2/14	Outcome	25%	20%	20%	5%	5%	5%	5%	1,500,000
	% Teammate Audit Software training to all Internal Audit Staff	SO/12/3/14	Input	100%	100%	100%		100%			Workplace Skills Dev. Plan
	No of training sessions on PMS	SO/12/4/14	Input	0	1	1		1			
	No of training sessions on Audit	SO/12/5/14	Input	0	0	2		1		1	
	No of training sessions for Disaster Management Staff	SO/12/6/14	Input	1	1	1		1			
	No of training sessions for supervision in traffic & security staff	SO/12/7/14	Input	0	1	1		1			
	No of training sessions for law enforcement officers (peace officers course)	SO/12/8/14	Input	2	1			1		1	
OBJ #13 To enhance administrative systems in line with applicable instruments (e.g. legislations, policies, procedures, etc)	Number of statutory and policy report to be submitted as required	SO/13/1/14	Process	16	16	16	4	4	4	4	OPEX.
	# of by-laws to be reviewed & adopted	SO/13/2/14	Process	5	5	1				1	OPEX
	No. of Policies to be reviewed	SO/13/3/14	Process	25	11	10		5		5	OPEX
	Development of new policies	SO/13/4/14	Process	0	4	2		1		1	OPEX
	KPI – development of new by-laws	SO/13/5/14	Process								
	Develop Employment Equity Plan and submitted to DoL	SO/13/6/14	Process	1	1	1				1	OPEX
	Submission of Employment Equity Annual Report to DoL	SO/13/7/14	Output	1	1					1	OPEX
	Development of Internal Access Control Security Policy	SO/13/8/14	Process	0	Draft	1				1	
	Development of Dress Code policy	SO/13/9/14	Process								

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #13 To enhance administrative systems in line with applicable instruments (e.g. legislations, policies, procedures, etc)	Developed Code of Conduct for traffic officers in terms with RTMC requirements	SO/13/10/14	Process	0	0	1		1			
	No of Reports on Effectiveness of Customer Care Centre	SO/13/11/14	Input	4	4	4	1	1	1	1	OPEX
	No of Employee Satisfaction Surveys conducted	SO/13/12/14	Process	0	0	4	1	1	1	1	OPEX
	Level of Compliance of relevant employment legislation	SO/13/13/14	Outcome	100%	100%	100%	100%	100%	100%	100%	OPEX
	Establishment of enterprise management system (EMS)	SO/13/14/14	Output	-	-	-					
	% of contracts signed accompanied by legal certificate	SO/13/15/14	Process	100%	100%	100%	100%	100%	100%	100%	OPEX
	Facilitation, Advice and Opinion on Labour Matters referred to Legal services	SO/13/16/14	Process	100%	100%	100%	100%	100%	100%	100%	6,000,000
	Develop integrated Services Master plan	SO/13/17/14	Output	0	0	1		1			NIL
	WSDP Annual Review	SO/13/18/14	Output	0	Draft	1			1		OPEX
	Review of Disaster Recovery Plan and Business Continuity	SO/13/19/14	Process	0	Draft	1		1			OPEX
	Review of Open Space Management Plan	SO/13/20/14	Process	0	Draft	1		1			
	Develop a an Internal Security Policy	SO/13/21/14	Process	0	Draft	1		1			SO/13/8/14
	Develop an Integrated Transport Plan	SO/13/22/14	Process	0	Draft	1		1			
	Approved Risk Management Strategy/ Plan	SO/13/23/14	Input	0	1	1		1			No Allocation
	Reviewed Audit Committee Charter	SO/13/24/14	Process	0	1	1		1			500,000
	Quarterly management risk report	SO/13/25/14	Process	0	1	1		1			OPEX
	Approved 3 year audit rolling plan 2012 to 2016	SO/13/26/14	Input	1	1	1		1			OPEX
	No. of risk management progress reports submitted to the Municipal Manager or Internal Audit	SO/13/27/14	Input/ Process	4	4	4	1	1	1	1	OPEX
	No of quarterly MPAC reports submitted to relevant authorities	SO/13/28/14	Input/ Process	0		4	1	1	1	1	OPEX
	Approved and reviewed Fraud Prevention Plan	SO/13/29/14	Input	0	0	1	1				No Allocation
	Assessment of Audit Committee by the Council bi annually	SO/13/30/14	Process	0	1	2	1		1		OPEX

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #13 To enhance administrative systems in line with applicable instruments (e.g. legislations, policies, procedures, etc)	% Legislative compliance by Internal Audit Div.	SO/13/31/14	Impact	100%	100%	100%	100%	100%	100%	100%	OPEX
	No of External Quality Assurance Review in compliance with IIA Standard 1312	SO/13/32/14	Outcome	0	1	1					
	Approved & submission of WSP & Annual Training Report to LGSETA	SO/13/33/14	Process	0	1	1				1	
	No of reports on monitoring of legislative compliance by the municipality	SO/13/34/14	Input	0	1	1				1	OPEX
	Coordination of implementation of AG queries	SO/13/35/14	Process	Monthly	Monthly	Monthly	3	3	3	3	OPEX
	% Follow-up on corrective action taken on the findings of External Audit	SO/13/36/14	Process	100%	100%	100%	100%	100%	100%	100%	OPEX
	Assess internal audit staff on a quarterly basis	SO/13/37/14	Process	0	10%	10%	10%	10%	10%	10%	OPEX
	% Bids awarded to local business	SO/13/38/14	Outcome	100%	100%	100%	100%	100%	100%	100%	
	%Communication Strategy Developed and implemented	SO/13/39/14	Process/ Outcome	1	1	1				1	OPEX
	%Community Participation Strategy developed and implemented	SO/13/40/14	Process/ Outcome	0	1	1				1	OPEX
	Conduct comprehensive Review of Communication Strategy	SO/13/41/14	Process/ Outcome	0	1	1				1	No Allocation
	No of Municipal Calendars to be developed	SO/13/42/14	Process	1	1	1				1	
	Revision of Municipal Organogram	SO/13/43/14	Process	1	1	1				1	
	Adopted Air Quality Management by-law	SO/13/44/14	Outcome	1	1	1				1	
	Review of Integrated Waste Management Plan	SO/13/45/14	Process	0	10%	10%	10%	10%	10%	10%	
	Development of Air Quality Management Plan	SO/13/46/14	Process	0	Draft	1				1	
	Environmental Management Plan	SO/13/47/14	Process	0	Draft	1				1	
	State of Environmental Management Report(SOER)	SO/13/48/14	Process	0	0	0					

MUNICIPAL FINANCIAL VIABILITY

Objectives	Key Performance Indicators	IDP Ref	KPI Type	Baseline 2012/13	Achieved Target 2013/14	Annual Target 2014/15	Quarterly Performance				Budget
							Q1	Q2	Q3	Q4	
OBJ #14 To enhance and maintain sound and sustainable financial management in line with set targets, norms and standards	% Capital Budget actually spent on planned capital projects.	SO14/1/14	Outcome	86%	42%	100%	25%	50%	75%	100%	OPEX
	Percentage expenditure on MIG projects.	SO14/2/14	Outcome	100%	100%	100%	25%	50%	75%	100%	OPEX
	% over expenditure on operating budget curbed	SO14/3/14	Process	5%	1%	1%		1%			OPEX
	Percentage collection of budgeted revenue.	SO14/5/14	Outcome	70%	85%	85%	85%	85%	85%	85%	OPEX
	% increase of money recovered from unpaid traffic fines	SO14/6/14	Output	45%	50%	80%	80%	80%	80%	80%	OPEX
	% improvement in the revenue base	SO14/7/14	Outcome	10%	10%	10%	10%	10%	10%	10%	OPEX
	% decrease of outstanding debt	SO14/8/14	Impact	5%	5%	5%	5%	5%	5%	5%	10,000,000
	% of meters read	SO14/9/14	Outcome	80	94	100%	100%	100%	100%	100%	1, 500,000
	Number of Budget statements timeous to the Executive Mayor and Provincial Treasury	SO14/10/14	Output	12	12	12	3	3	3	3	OPEX
	Approved Mid Year budget Adjustment Report	SO14/11/14	Output	1	1	1			1		OPEX
	MFMA Monthly returns	SO14/12/14	Output	168	168	168	42	42	42	42	OPEX
	MFMA Quarterly returns	SO14/13/14	Output	16	16	16	4	4	4	4	OPEX
	MFMA Annual returns	SO14/14/14	Output	17	17	19	1	6	4	8	OPEX
	% increase of money recovered from unpaid traffic fines (Warrants of Arrest)	SO14/15/14	Output	0%	35%	35%	35%	35%	35%	35%	OPEX
	% income received from Outdoor Advertisement	SO14/16/14	Output	100%	100%	100%	100%	100%	100%	100%	OPEX
	% implementation of billing system in rural villages	SO14/17/14	Output	0	100%	100%	100%	100%	100%	100%	OPEX

SECTION F – DEVELOPMENT STRATEGIES

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

REF	OBJECTIVES	STRATEGIES
OBJ #1	To provide basic municipal services (including street lighting) in accordance with approved budget and set targets	<ul style="list-style-type: none"> Water provision will be extended to all areas of the municipality. More resources will be allocated to areas with no access to water. The municipality will increase the number of households with access to waterborne sanitation. Application for funding to Dept of Energy
OBJ #2	To provide and promote access to free basic services in accordance with available resources and set targets	<ul style="list-style-type: none"> Indigent households without sanitation will be prioritised in the provision of basic sanitation services. Equitable Share makes provision in Eskom area only
OBJ #3	To upgrade (including capital infrastructure development) existing municipal services in accordance with set targets, standards and norms	<ul style="list-style-type: none"> To develop multi purpose community centres The municipality will identify areas without recreational facilities and facilitate the provision of these facilities.
OBJ #4	To maintain existing municipal services in accordance with set targets, standards and norms	<ul style="list-style-type: none"> To maintain cemeteries to acceptable & affordable level
OBJ #5	To enhance quality of life of communities through social development initiatives in line with set targets, norms & standards	<ul style="list-style-type: none"> To provide and upgrade library services To give support and sustain poverty alleviation projects
OBJ #6	To provide risk-free, safe, clean and healthy environment to the community in line with set targets, norms & standards	<ul style="list-style-type: none"> To increase HIV/AIDS awareness in the community and Municipal workplace by partnering with other stakeholders.
OBJ #7	To promote integrated human settlement and land use management in line with set targets, norms and standards	<ul style="list-style-type: none"> Acquisition of well-located state land, tribal authorities, parastatal and privately owned land for housing development Infrastructure provision: water, sanitation, electricity and roads as well as storm water, Progressive informal settlements eradication, Information management and communication, Enhance municipal capacity and capability regarding housing planning and delivery Develop and nurture partnerships with important stakeholders (Communities, Employers, Financial sector and Contractors) Providing formal tenure arrangements

LOCAL ECONOMIC DEVELOPMENT

REF.	OBJECTIVES	STRATEGIES
OBJ #8	To promote and support LED initiatives in line with set targets, norms and standards	<ul style="list-style-type: none"> The promotion of the economy of Madibeng will be done through partnerships with the local community, business and other stakeholders, through the creation of public and private partnerships. Promote the economy of Madibeng through the development and support of Small and Medium Enterprises We will develop the municipality's tourism industry & increase the promotion of municipal tourism attractions.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

REF	OBJECTIVES	STRATEGIES
OBJ #9	To promote good governance and culture of accountability through public and stakeholder participation in line with set targets, norms and standards	<ul style="list-style-type: none"> A community satisfaction survey will be conducted to get feed back on how the municipality is performing its functions. The performance of customer care function will be streamlined through role definition and provision of constitutional capacity. Imbizos & other consultative methods will be strengthened Appoint a service provider to assist with the development of MISS policy Consultation with stakeholders & communities through Ward Level Public Participation exercises & IDP Rep. Forum eetings The Database of Stakeholders will be updated after each IDP Rep Forum Meeting

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

REF	OBJECTIVES	STRATEGIES
OBJ #10	To promote integrated municipal planning, monitoring, evaluation and improvement in line with set targets, norms and standards	<ul style="list-style-type: none"> • To annually review the Council's IDP document within the prescribed framework of time. • To annually develop a comprehensive PMS encompassing: Framework, Policy, Top Layer SDBIP, Technical SDBIP & PA's for Sec. 57 Managers and to cascade PMS down to Managers and further downwards to other staff in alignment with the IDP • Submission of Staff Performance Appraisal Report to Municipal Manager
OBJ #11	To enhance positive employer-employee relations through culture of discipline and prudent human resource management practices	<ul style="list-style-type: none"> • The local labour forum will be reconstituted in line with the collective bargaining chamber agreement • Training of members of Ward Committee • Training of members of Council • Training of Community Development Workers in consultation with the North West Provincial Government
OBJ #12	To enhance skills of employees, councillors and ward committees through training initiatives and set targets encapsulated in the WSP	<ul style="list-style-type: none"> • Training on IDP, PMS & Project Management, • Training on Teammate Audit Software • A work place skills development plan will continuously be reviewed in line with the strategic objective requirements of the municipality
OBJ #13	To enhance administrative systems in line with applicable instruments (e.g. legislations, policies, procedures, etc)	<ul style="list-style-type: none"> • The employment equity plan will be developed, reviewed, targets met and regular reports submitted to council and the Department of Labour • Annually Develop Municipal Calendar • The organogram to be reviewed to ensure alignment with the functions and strategic objectives of the municipality • The employment equity plan will be developed, reviewed, targets met and regular reports submitted to council and the Department of Labour. • To annually review the completeness of management's risk analysis, actions taken to remedy issues raised by risk management processes and suggest improvements • Develop ICT Disaster Recovery Plan and Business Continuity Plan • Labour disputes and disciplinary cases – Development of a policy and monitor implementation and compliance with the fair labour practice procedures and labour relations statutory & regulatory framework. • To develop an integrated service plan

MUNICIPAL FINANCIAL VIABILITY

REF	OBJECTIVES	STRATEGIES
OBJ #14	To enhance and maintain sound and sustainable financial management in line with set targets, norms and standards	<ul style="list-style-type: none"> • To curb over expenditure on operating budget • To decrease outstanding dept • To improve revenue base

Municipal Wide Challenges and Proposed Solutions

CHALLENGES	PROPOSED SOLUTIONS
WATER	
Supply of clean water to mines as mines are able to purify water if they are supplied with raw water, West limb mines are highly supplied with clean water from Madibeng which result in some communities suffering to access more clean water.	Contract regarding the supply of water from Tshwane Metro supply Authorities/Agencies must be reviewed with the inclusion of the service MIG grant and Cogta.
Water Network to rural areas and former Brits areas ;	Raw water supply to mines; a dedicated pipeline to all the mines be constructed in within financial year of 2011/2012 to reduce high supply of clean water to mines.
Consideration to build a second Purification plant in Ward 1 Klipvoordam –	A dedicated type of network be designed in future to reduce interdependent system of water supply
Temporary and emergency supply of Water by means of highly equipped boreholes, bigger reservoirs must be at least 4 bore holes to maintain the level of supply during pipe burst and network failure.	A feasibility study be conducted broadly to construct a second largest purification plant in Klipvoorstad in order to supply Moretele with water from Madibeng and areas within Madibeng which will result in reduction of exorbitant amounts paid to Tshwane.
Centreville Elevator Reservoir – methodology of network be reviewed urgently	Water supply in emergency situations and in informal settlements must be revisited and highly monitored, number of trucks deployed must be a value for money, trucks deployed to areas which experienced Shortage of Water during January 2011 must be reduced or redirected to areas where the need is.
Water Reticulations and Connections in Ward 35 – 1, 2, 3, 4, 5, 6, 7,8,10, 14,15,16,18,17,19, 29,33, 34	More MIG grants and National Departments grants must be mobilized
Refurbishment of Boreholes in all areas	
ELECTRICITY	
Additional high mast lights needed in most of the rural Communities	All Wards must review their IDP's and add number of high mast lights per area
Electricity connections by Eskom – Municipal IDP from the Department within municipality as not been monitored and consistently submitted to Eskom,a large backlog of more than 9000 connections is facing municipality	The Municipal Electricity division must be staffed with sufficient engineers and Technicians to face challenges and a dedicated Senior Engineer or Chief Technician post be created
ROADS AND STORMWATER	
Collapsed Bridges in Ward 1, 3, 8, 24, 25, provincial roads	The Provincial Department must be highly engaged with commitment to assist with the repair of bridges.
Repair of the Internal Roads and Tarring of Internal Roads, most wards has raised sharply the challenges regarding internal roads which must be attended urgently.	Re-gravelling of internal roads must be reviewed, a more Objective and sustainable means must be applied to deal with the challenge, a chip seal tar must be used as compared to regravelling which last longer and not easily eroded, also comparatively cheaper.
Repair of Potholes and Provincial Roads Maintenance; The provincial Department be informed of its responsibilities and a SERVICE LEVEL AGREEMENT BE ENTERED INTO.	Each Ward must submit to the IDP a 5-6km internal road in order to apply for a MIG per financial year to reduce the internal road backlog, (Totals – 216 km internal Road range to be tarred,PMU must be ready to engage with this task drastically and objectively)
LOCAL ECONOMIC DEVELOPMENT	
Poverty Alleviation Projects -	More poverty alleviation projects must be implemented to reduce the poverty levels and fight high rate of unemployment.
Support to SMME's and Cooperatives – 30% of the work in all municipal tenders must be given to SMME's and Coops	Supply Chain guidelines and Policies must be reviewed to cater for the mandate
Empowerment of Local Business people.	A working together situation must be achieved to empower local business people. Encouraged to do business fairly with the Municipality and undergo free
Review of SDF	To conduct a feasibility study for development of shopping mall in the vicinity of the Brits Toll gate on the N4

SOCIAL SERVICES	
Incomplete Community Facilities; Modderspruit Hall – Ward 31, Oskraal, Rabokala – Ward 35. Ward 20 Mothutlung	Mothotlung Hall is over a year without Electricity, Rabokala Hall toilets have been out of order longer than four years.
Clearance of Vegetation and cleaning of strategic areas	A dedicated funding be set aside to clean all strategic areas and clearance of vegetation in all the wards.
Health Centres	All Health Facilities must be improved using drastic intervention grants to restore patient A dedicated Health Practitioner be appointed in conjunction with the Provincial Government.
Crèches and Day-care Centres	A new system of support be developed to cater for such services.
Schools around Madibeng	The Department of Education must be brought closer to the Municipality to establish best methods of cooperation and working together
Pay points	The Department of Social Services must be engaged to improve conditions of our pay points.
Cost Recovery to all the Wards to improve the Financial indicators of the Municipality	Revenue collection methods be developed in all Wards and the billing system in rural areas be developed based on their needs and analysis
Establishment of Malls in Rural Communities to lift the economic trend and Municipal revenue.	Hebron, Oskraal-Kgabalatsane crossing, Majakaneng, Maboloka, Klipgat
TRANSPORT	
Development of Municipal Transport Plan	<ul style="list-style-type: none"> • Introduce Municipal Transport in areas of high economic viability, i.e. De Wildt train station • Extension of train services from De Wildt to Brits Town • Revival of rail infrastructure in the strategic economical route for transport of exports and Imports, inland and Africa • Construction of Truck Dry Ports due to N4 corridor

INTEGRATED SUPPORT PLAN

1. Governance, Institutional & Inter-Governmental Relations (IGR)

Key Challenges to be addressed	Specific Support to be Provided	Expected outputs	Support Mechanism and duration	Performance Indicator	ROLES AND RESPONSIBILITIES		
					Municipal	Provincial	National (specify departments)
Council Functionality S79/80 Committees not sitting regularly and therefore oversight role not practiced.	Relevant training for committee members	Trained committee members with clear roles and responsibilities Functional S79/80 committees to take resolutions and recommend items to council	Budget for management development training to be sourced by Nov 2012 Meeting schedule and documents circulated on time to members. Ongoing	Functional council able to take resolutions for implementation. Portfolio Committee sittings held as scheduled	Budget provision and cooperation with other stake holders. Draft meeting schedule and adhere to it. No item to be discussed by council before being discussed at the municipal Portfolio Committee.	DLGTA and SALGA to coordinate the training.	DCoG to monitor and support where necessary
Service Delivery protests	Conducive environment of engagements between the municipality and interested groups An internal task team, chaired by the Speaker to be established, to attend to memorandums handed over to the Mayor during protest actions.	Timeous attention to memorandums handed in by the communities and communication.	ToRs of the task team to be finalised by 30 Nov 2012 Development of a communication strategy	A set standard of attending to community unrests, and ToRs in place and adhered to Minimised service delivery protests Number of feedback sessions held	To initiate and set up the task team Cooperate and provide necessary resources	DLGTA to monitor and assist in addressing concerns raised in memorandums are attended to	DCoG to monitor
Provincial dept does not approve bylaws or respond to bylaws on time.				Approved council resolutions and by-laws implemented.		Provide strategic support and monitor council efficiency and quality of by-laws	None
No closing report received from Administrator, including relevant historical records.	Audit evidence records and report from Administrator to be availed to Council	Administrator close-out report with recommendations	DLGTA to ensure submission of Administrator report to municipal council immediately.	Records and report from Administrator's era recovered and interrogated by Council.	Audit evidence records and report from Administrator to be availed to Council	DLGTA to avail the administrator's close out report	Facilitate the administrator's close out report
No record management system in place	Training on and implementation of record management system	An effective record management system in place	DLGTA to provide training	Credible records management system in place	Implement proper storage mechanisms for sensitive data.	DLGTA to assist with training on records management	DLGTA COGTA to monitor compliance by municipality

Key Challenges to be addressed	Specific Support to be Provided	Expected outputs	Support Mechanism and duration	Performance Indicator	ROLES AND RESPONSIBILITIES		
					Municipal	Provincial	National (specify departments)
Leaking of information to media, both by councillors (especially from opposition parties who deliberately misquote council resolutions) and officials.	Training of the code of conduct (e.g. ethics management)	Compliance with the code of conduct	Development of training manual, coordinate and facilitate training on the code of conduct by councillors	Professional ethics adhered to	Set up a training programme for councillors and officials on the code of conduct.	DLGTA /SALGA to coordinate and facilitate training	SALGA to provide training on code of conduct
Functionality of ward committees Inadequate payment of stipends for ward committee members.	Dedicated budget for Ward Committee member stipends from July 2012.	Functional Ward Committees	Additional budget for ward committee member stipends – from July 2012	Functional Ward Committee meetings and implementation of Council resolutions in Wards		None. Municipality to implement	None. Municipality to implement.
Disagreements between elected councilor and ward committee members limiting efficiency in certain wards	Ward Committee training for closer cooperation between ward committee members and councilors from other parties Development of ward committee policy & by-law	Close collaboration between councilors and ward committees	Additional training for ward committee members	Clear roles played by each	IDP Processes to be led by Speaker and /or Mayor.		
No office space for ward committee administration	Office space to be identified (e.g. share community halls)	Office accommodation and administrative efficiency	To liaise with social development dept for office space (e.g. share with CDWs)	An enabling environment created	Municipality to identify office space	DLGTA to liaise with sector depts. For office space (e.g. Social Dev.)	DCoG to monitor-
Stability of Municipal Executive Management Team Directors in acting capacities (e.g. human settlement & planning; Infrastructure & Technical Services; Commu-nity Services; Public	None. Municipality to implement	Municipal Manager with a signed performance management contract in place Directors with fixed term contracts and signed performance management contracts.	Review of Municipal compliance by April 2012	Functional municipal executive management Team	To finalise appointment of directors on fixed term contracts and review performance in line with contract	To monitor compliance by municipality	CoGTA to monitor compliance by municipality
Delegations of functions No delegations of power in place.	Development of delegations of authority Councilors and senior officials trained on and/or made aware of the delegations.	Efficiency and accountability in work performance.	Guidance in the development of delegations of authority provided by DLGTA by July 2012.	Standard delegations of powers in place and implemented.	Municipality to craft the delegations of authority and present to council for adoption. Immediate implementation of adopted authority.	DLGTA and PT to provide guidance and monitor compliance.	NT and CoGTA to provide additional support to the municipality

Key Challenges to be addressed	Specific Support to be Provided	Expected outputs	Support Mechanism and duration	Performance Indicator	ROLES AND RESPONSIBILITIES		
					Municipal	Provincial	National (specify departments)
2. Operations and Administration: Human Resources							
High vacancy rates due to adverse workplace organizational culture (about 50% Illegal appointment of staff High costs incurred on legal and disciplinary proceedings. (e.g. about R7m spent)	Facilitate the survey of employee morale and workplace culture Fast track the process of adoption of the organisational structure by council. Finalisation of skills audit and verification process. Service provider appointed to conduct skills audit & verification of employees qualifications.	Conducive workplace environment with reduced labour turnover Completed organizational culture survey with implementable recommendations	Consultant to be hired to facilitate workplace transformation programme and productivity training to both management and staff to improve workplace organizational culture by December 2012	Staff retention policy developed and implemented. Reduction in current labour turnover rate Proper compliance with LRA and internal HRM capacity to implement approved policies.	Initiate the process and avail the necessary information. Appoint service provider to undertake organisational culture survey and implement recommendations Develop a staff retention strategy and policy, based on the outcome of the survey. SALGBC to be engaged to assist with job evaluations	DLGTA to monitor for compliance	DCoG to monitor for compliance. Productivity SA to be approach for productivity intervention
Local Labour Forum not functional and characterised by hostility and disagreement (LLF meeting either not taking place as required or are scheduled at inappropriate times and management does not attend the meetings) No secretariat for the LLF Poor compliance with organisational rights on collective agreements resolved with SALGBC.	Establishment of functional Local Labour Forum with union	Stable functional Local Labour Forum	Municipal Manager to intervene to stabilize LLF by Nov 2012 Meeting schedule to take place during office hours agreeable to all parties.	Number of successful meetings convened and resolutions taken by LLF monthly.	Municipal Manager to intervene to stabilize LLF. Meeting schedule to take place during office hours agreeable to all parties. Municipality to respect and implement mutual collective agreements	DLGTA legal unit to assist with compliance to collective agreements DLGTA to monitor for compliance	DCoG and SALGA to assist with labour relations agreements in place. SALGBC to be approached to advice municipal LLF on implementation of Collective agreement

Key Challenges to be addressed	Specific Support to be Provided	Expected outputs	Support Mechanism and duration	Performance Indicator	ROLES AND RESPONSIBILITIES		
					Municipal	Provincial	National (specify departments)
3. Financial Management, Viability and Risk Management							
Inadequate human resource in SCM	Effect structural changes to capacitate the SCM unit, and provide relevant training.	Effective and fully capacitated SCM unit	Review of the current structure	Reviewed and approve structure	Initiate the review of the structure. Appointment of officials dedicated to the SCM unit	DLGTA to provide strategic guidance and support	CoGTA to monitor
Lack of financial management skills	Skilled staff to be employed and trained on financial management skills	Trained and efficient SCM staff	Training in SCM processes for Finance staff.	Proper management and administration of SCM processes	Ensure compliance and adherence to SCM processes	DLGTA and PT to assist with coordination and facilitation of SCM training	
Internal Audit Committee not functioning well Internal Auditors on shared service with District Municipality	To strengthen internal audit committee and ensure functionality thereof	Effective and functional internal audit committee	Conduct quarterly work sessions to review and assess performance	Effective internal audit committee	Ensure establishment of the audit committee	DLGTA to coordinate and facilitate work sessions and monitor performance	DCOG and NT to provide support and monitor the progress
Non implementation of the Revenue Enhancement Strategy	Revenue Enhancement Strategy to be functional	Effective Revenue Enhancement Strategy in place	Assignment of revenue enhancement expert in municipality	Effective Revenue Enhancement Strategy	Strengthen RES implementation	DLGTA and PT to facilitate training in terms of Revenue Enhancement Strategy	DCOG and NT to facilitate and monitor training processes

Key Challenges to be addressed	Specific Support to be Provided	Expected outputs	Support Mechanism and duration	Performance Indicator	ROLES AND RESPONSIBILITIES		
					Municipal	Provincial	National (specify departments)
<p>High non-payment, disconnections and illegal connections by households</p> <p>50% of meters where the main revenue source is generated (townhouse complexes in Hartebeesport) are not working.</p> <p>Not all estate houses are metered</p>	<p>Institute credit control and legal action against defaulting housing developers.</p> <p>Households with illegal connections to be metered and billed for services.</p>	<p>Account collections and cost recoveries from defaulting housing developers.</p> <p>Proper implementation of credit control and debt management procedures.</p> <p>Establish and rectify number of meters installed in illegally connected households</p>	<p>Identification of defaulting landowners by 30 November 2012.</p> <p>Data cleansing and implementation of billing system by 30 November 2012</p> <p>Metering of urban households by 31 March 2012.</p>	<p>Reduction in physical and administrative water losses.</p> <p>Account collections and cost recoveries from defaulting housing developers.</p> <p>Metering of illegally connected households to reduce non-technical water losses.</p>	<p>Credit control and legal action to be instituted against defaulting housing developers.</p> <p>Avail budget to implement water demand management plan</p> <p>Households with illegal connections to be metered and billed for services.</p>	<p>DLGTA & DWA to provide technical support and oversight role.</p>	<p>DWA to provide advice and guidelines.</p> <p>DCoG to provide support and monitor the process.</p>
4. Service Delivery and Infrastructure: Water & Sanitation							
<p>4.1.Lack of Water demand management plan There is a high rate of water loss</p>	<p>Conduct water demand management (WDM) to identify and implement water conservation strategies</p>	<p>Water demand management plan developed and implemented</p> <p>Reduction in Water loss to acceptable levels</p>	<p>Appointment of PSP to carry out the Water Conservation & Demand Management Plan by 30 November 2012</p>	<p>Reduced water loss, effective operation and maintenance and capacitated technical personnel</p> <p>Acceptable reduction of water loss</p>	<p>Avail technical personnel and data for the recognisances survey</p> <p>Cooperate with the deployed PSP or experts</p> <p>Avail the budget for the implementation of WSDM recommendations</p>	<p>DWA and DLGTA to provide support and coordination</p>	<p>COGTA to provide and monitor technical support</p>
<p>4.2.Water Service Provision Lack of access to water and sanitation infrastructure. There is a huge water services backlog and some areas still using buckets in the LM</p>	<p>Deploy the PSP to develop pre-feasibility studies to help direct government funds to priority areas</p> <p>Prioritise MTEF MIG for both MIG and RBIG</p>	<p>Water Service Master plan developed</p> <p>Water and sanitation infrastructure extended to areas without it</p>	<p>Finalise the feasibility study by 30 November 2012</p> <p>Funding prioritisation to areas with no infrastructure finalised by November 2012</p>	<p>Feasibility study report finalised</p> <p>MIG and RBIG allocated to areas of higher backlogs</p>	<p>Cooperate with the PSP to finalise the feasibility study</p> <p>Prioritise allocated funds areas of high backlog with the support of COGTA</p>	<p>DWA/DLGTA support and monitor the deployed PSP (to conduct the feasibility studies)</p> <p>DLGTA and DWA support the municipality in prioritising allocated funds</p>	<p>DCOG to deploy the PSP through MISA in consultation with DWA, and the district</p> <p>Develop and maintain reporting and monitoring systems</p>

Key Challenges to be addressed	Specific Support to be Provided	Expected outputs	Support Mechanism and duration	Performance Indicator	ROLES AND RESPONSIBILITIES		
					Municipal	Provincial	National (specify departments)
	Provide geohydrological services to conduct ground water investigations and align the interim service with the long term master plan	Functional ground water sources developed	DCOG to deploy PSP to conduct geohydrological services by November 2012	Number of communities with interim water supply	Cooperate with the PSP to conduct geohydrological services	DWA/DLGTA support and monitor the deployed PSP	DCOG to deploy the PSP through MISA in consultation with DWA, and the district
4.3. Water Service Provision Municipal wards/areas with non-functional water and sanitation schemes	<p>Deploy PSP to conduct an assessment of all non-functional water & sanitation schemes and proposed actions to be undertaken</p> <p>Replace all diesel engines with electrically powered systems</p> <p>Eskom to energise all projects awaiting electricity to be commissioned.</p>	<p>Report indicating all non-functional schemes and proposed actions to be undertaken</p> <p>Diesel engines replaced with electricity systems</p> <p>All project awaiting Eskom connection energised</p>	<p>DCOG to deploy PSP for assessment of all non-functional water & sanitation schemes by 30 November 2012</p> <p>ESKOM to install electricity where there is electricity network and capacity by 30 November 2012</p>	<p>PSP deployed to conduct assessment of non-functional schemes</p> <p>Number of diesel engines replaced as well as schemes operated by electricity</p>	<p>Cooperate and support the deployed PSP</p> <p>Provide electronic spatial locations of water schemes operated by diesel engines</p> <p>Provide upfront funding as part of application to ESKOM for electricity installation</p>	<p>DLGTA/DWA to support the deployment and monitoring the work of the PSP</p> <p>DLGTA & DWA coordinate and assist the DM in operationalizing the non-functional schemes</p>	<p>DCOG to deploy the PSP through MISA in consultation with DWA, and the district</p> <p>Provide oversight on the implementation of the programme to install electricity for non-functional water schemes</p>

Key Challenges to be addressed	Specific Support to be Provided	Expected outputs	Support Mechanism and duration	Performance Indicator	ROLES AND RESPONSIBILITIES		
					Municipal	Provincial	National (specify departments)
4.4 Lack of skilled process controllers and artisans e.g. plumbers	<p>Training of the process controllers and artisans</p> <p>Placement of the Apprentices and Graduate Engineers</p>	<p>Skilled and competent process controllers and artisans</p> <p>Apprentices and graduate engineers placed</p>	<p>Facilitate the training of the process controllers and artisans by December 2012</p> <p>Implementation of the Artisan and graduate engineers Programme by end of December 2012.</p>	<p>Number of trained process controllers and artisans</p> <p>Number of apprentices and graduate engineers placed</p>	<p>Municipality to submit trade requirements and the number of people required per trade</p> <p>Municipality to identify the officials for Recognition of Prior Learning (RPL) training program</p> <p>Phased in budgeting and absorption of the trained artisans and graduate engineers</p> <p>Identify internal officials to be developed and mentored through the MISA Artisan Programme.</p> <p>Municipality to provide workshop equipped to carry out artisan work.</p>	<p>DLGTA to assist the rollout of MISA Artisan Programme.</p> <p>DLGTA to facilitate the establishment of the artisans and graduate Steering Committee.</p> <p>DLGTA to coordinate the skills need for all the WSA</p> <p>DOE to facilitate the training of the apprentices, graduates and recognition of prior learning</p>	<p>COGTA to provide training programmes for process controllers and artisans</p> <p>COGTA to place Apprentices and Graduate Engineers</p>
4.5 Lack of infrastructure asset management plan	<p>Support the municipality with the development/ review of the infrastructure asset management plan.</p> <p>Support the determination of tariff (water and sanitation)</p>	<p>Infrastructure asset management plan developed</p> <p>Water and sanitation tariff determined</p>	<p>Provide technical support by Oct 2012.</p> <p>Provide technical support by Oct 2012.</p>	<p>Efficient implementation of the infrastructure asset management plan</p> <p>Water and sanitation tariff developed and updated Credible O&M budget.</p>	<p>Approval and implementation of the infrastructure asset management plan</p> <p>Cooperate and support O&M budgeting process, tariff determination. Cooperate with the appointed technical support</p>	<p>DLGTA coordinate relevant sector support.</p> <p>PT to facilitate deployment of financial experts and monitor municipal budget.</p>	<p>COGTA to provide technical support.</p> <p>NT to deploy financial experts and assist with budget assessment.</p>

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<p>4.6 Water demand (as a result of rapid housing and townhouse development) exceeds water supply.</p> <p>Developers do not follow bylaws.</p>	<p>Develop master plan that will seek to address water stressed areas, and plan for future development.</p> <p>Enforce bylaw</p>	<p>Water Master Planning document that addresses focus areas for water demand in the municipality</p> <p>Bylaws enforced and building control policy implemented.</p>	<p>Conduct TOR for a water master plan to deal with water supply forecasts by 30 October 2012</p> <p>Assign a legal team to give notices and summons by October 2012</p>	<p>Sufficient water supply within the municipality that also caters for future development</p> <p>By laws enforced</p>	<p>Avail budget to conduct Water Master Plan ,relevant information</p> <p>Enforce by laws</p>	<p>DWA to provide Technical Expertise and funding.</p> <p>DLGTA to draft TORs</p>	<p>COGTA, National Treasury and DWA to provide Technical Expertise and funding.</p>
<p>4.7 Poor quality of water from Hartebeespoort dam a long term concern.</p>	<p>Conduct a water quality assessment to reference water quality against DWA standards</p> <p>Engage sector departments to review historical data and develop a TOR for the ongoing monitoring and evaluation of the dams water quality.</p>	<p>Water quality is in accordance with DWA standards</p> <p>Ongoing evaluation and testing of water quality to ensure compliance.</p>	<p>Co-ordinate task team who will work on this project by 30 September 2012</p>	<p>Water Quality assessment reports indicating recommendations</p>	<p>Convene the task team and allocate responsibilities based on resources.</p>	<p>DLGTA and DWA to facilitate the technical team to ensure water quality standards and sufficient supply</p>	<p>CoGTA to provide technical support and monitor compliance</p> <p>DWA to monitor municipal water quality standards compliance and assist with water provision</p>
<p>4.8 Water Service Provision Water carting costs unacceptably high.</p> <p>Supply of water to rural areas taking place using 27 tankers daily and there is no system in place to measure the volumes provided. 27 tanks on a daily basis rented for R1m per month</p>	<p>Identification of other alternative water supply solutions.</p>	<p>Plan developed and implemented to reduce costs of water carting to acceptable levels.</p>	<p>Finalise the plan for alternative water supply solutions by end of October 2012.</p>	<p>Approved plan.</p>	<p>Allocate funding to implement the recommendations for alternative water supply.</p>	<p>DWA in consultation with DLGTA to coordinate and monitor.</p>	<p>DCOG and DWA to develop guidelines on the use of alternative solutions.</p> <p>MISA to provide technical support in the development of the plan.</p>

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4.9 None spending of the MIG allocation, resulting to rollovers.	Provide technical support to improve planning and implementation of the MIG projects	MIG Infrastructure projects implemented	Provide technical support to develop implementation plan by 30 October 2012	100% MIG expenditure	Provide conducive environment to the technical team	DLGTA to Monitor and provide technical support	CoGTA to provide technical support and monitor MIG expenditure
4.10 Poor status of urban water metering Only 100 000 residents out of 500 000 households with access to water have metered connections	Water meter installations required for urban water consumers Internal staff to be trained in installing meters.	Increase in new water meter installations Increase in replacement of faulty or tampered meters.	Provision of extra funding to purchase new meters and replace faulty or damaged meters by 31 March 2012	Provision of new meters, recalibration of meters, replacement of faulty or damaged meters.	Transfer and retaining of current staff in the Technical department to increase internal capacity.	NW Water Affairs and DWA to provide Technical Expertise and funding.	National Treasury, DCoG and DWA to provide Technical Expertise and funding.
4.11 Water Service Master plan outdated.	Bulk-water & sanitation to be provided to new urban settlements built	Sustainable infrastructure provision	Provide technical support for development of an Infrastructure Master Plan by 31 March 2012.	Developed water master plan	Provide technical data required by the task team	DWA & DLGTA to provide technical support	COGTA to provide technical support
4.12 Rehabilitation of Municipal roads Rehabilitation of Provincial roads within municipal jurisdiction	Develop the Pavement Management Plan Develop SLA between LM and Province	Reduced maintenance backlog. Rehabilitated roads	Provide technical support in the development of the PMP by 30 Nov 2012 Provide technical support in the development of the SLA by 30 Nov 2012	Developed Pavement Management Plan	Create a conducive environment for external technical support. Create a conducive environment for external technical support	Co-ordinate the support. Co-ordinate the support.	DCoG to provide technical support and monitor DCoG to provide technical support and monitor

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HOUSING							
<p>1) Challenges in state housing implementation Building of houses in Refentse and Oukasie temporarily halted due to non-compliance with NHBRC regulations</p> <p>Housing beneficiaries that cannot be traced to occupy houses and long housing waiting queues. Poor registration of houses to beneficiary names.</p> <p>Housing damages and illegal occupation of new houses in Refentse. Deficient/damaged houses to be demolished and rebuilt.</p> <p>Unavailability of suitable land for housing provision, resulting in land invasions</p> <p>Housing applications rejected by Human Settlements dept, causing applicants to blame municipality</p> <p>Non-completion of damaged houses in Refentse, Oukasie and Lethabile Block</p> <p>1. Contractor chased offsite by community.</p>	<p>Regaining of municipal housing implementer status with Department of Human Settlements</p> <p>Damaged houses to be repaired. Resolve contractor issues in order to get the contractor back onsite to complete the project.</p> <p>Funding request to Human Settlements in order to complete connections of water and sewerage.</p> <p>Technical expertise required to build extra housing units</p> <p>Rebuilding and demolishing houses of substandard construction. Review housing list to ensure correct recipients occupy new houses. Fast track EIA's to ensure quick implementation of housing projects.</p>	<p>Provision of extra housing units to eradicate squatter camps.</p> <p>Regaining of municipal housing implementer status by NHBRC.</p> <p>Building of new housing units with zero deficiencies and rebuilding deficient houses</p> <p>Better stakeholder communication with housing applicants</p> <p>Registration of new houses to individuals names.</p> <p>Approved EIA's</p> <p>Updated Housing lists, based on most recent indigent register.</p>	<p>Technical Expertise deployment for compliance with Human Settlement standards by 30 November 2012</p> <p>Building inspection of new and current housing units by 30 October 2012</p> <p>Develop stakeholder relationship between the MLM and the DHS by 30 October 2012</p> <p>Review of outstanding EIA's by 30 October 2012</p>	<p>Completion of damaged houses</p> <p>Number of new housing units provided to informal settlements</p> <p>Number of title deeds transferred to new owners</p> <p>Completion of housing projects through availability of bulk services in Mothutlung and Sunway Housing projects.</p> <p>Transfer of housing ownership and title deeds to new owners names</p> <p>Finalization of outstanding Environmental Impact Assessments (EIA)</p>	<p>Retain ongoing compliance with NHBRC / and Human Settlements building standards.</p> <p>Develop a plan to rebuild and demolish substandard constructed houses</p> <p>Build new housing units to informal settlements, based on most recent indigent register.</p> <p>Transfer title deeds to current housing unit owners</p> <p>Finalize outstanding Environmental Impact Assessments (EIA)</p>	<p>DLGTA and NW Human Settlements to assist municipality regain municipal housing implementer status and maintain compliance</p> <p>To provide proper training to municipal officials in order to promote administration and allocation of housing units.</p> <p>DCoG to provide technical training to municipal building and planning inspectors.</p>	<p>National Human Settlements to assist municipality regain municipal housing implementer status and maintain ongoing compliance</p> <p>Deeds Office (Land Affairs) to assist with transfer of title deeds to current housing unit owners</p> <p>DEA to assist to finalise outstanding Environmental Impact Assessments (EIA)</p>

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<p>Housing projects stopped due to unavailability of bulk services in Mothutlung and Sunway Housing projects.</p> <p>Assessments (EIA) Long delays in finalization of Environmental Impact</p> <p>2) Deficiencies in implementation of Free Basic Services to indigents(100 000 total households being serviced for waste management. Extra 10 000 households being serviced through EPWP. Only 6 199 indigents registered. Free basic water provided to all including residents qualifying for payment</p> <p>Indigents policy in place but register needs review Physical addresses of farmers cannot be identified to postal addresses or billing incorrect addresses (9000 debtors). Licensing requested to help verify physical addresses</p>	<p>Technical Assistance in reviewing currently-registered and newly registered Indigents for payment status</p> <p>Rural indigents who can afford services to be identified, connected and invoiced for services</p> <p>Individual water and electrical services to be provided to individual households.</p> <p>Data cleansing campaign required to verify physical addresses to postal addresses of farmers and incorrect addresses (9000 debtors).</p>	<p>Reviewed Indigents Register</p> <p>List of indigents qualifying for payment of municipal services</p> <p>Individual water and electrical services provision to individual households and invoicing to qualifying indigents</p>	<p>Technical Support for audit and review of Indigents register</p> <p>Creation and invoicing of municipal accounts to qualifying indigents</p>	<p>Reviewed Indigents Register</p> <p>Number of Indigent Households qualifying for payment of municipal services</p> <p>No of individual rural and urban households provided with water and electrical services and invoiced accordingly</p>	<p>Identify indigents qualifying for payments for municipal services.</p> <p>Review Indigents register and Policy</p> <p>Provide individual water and electrical services to individual households</p> <p>Invoice qualifying indigents for municipal services</p>	<p>DLGTA and DWA to provide Technical Expertise and monitoring</p>	<p>CoGTA and DWA to monitor and provide Technical expertise.</p> <p>NT to assist MLM to implement surcharges on mining houses</p>

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5. Development and Economy							
Local Economic Development Challenges No fresh produce market in Brits	Facilitate the process of soliciting financial resources	Fresh produce market.	Identify site for the fresh produce market.	Functional fresh produce market.	Facilitate linkages with farmers and relevant stakeholders.	DARD to provide Technical and advisory support and facilitate linkages with relevant stakeholders.	DAFF provides financial support
Non implementation of the LED strategy.	Technical and advisory support. Develop implementation plan. Establish a functional LED unit	Implementation plan. Implemented LED strategy.	Coordinating the implementation of the LED strategy Capacitate LED staff	Functional LED strategy. Implementation plan. Number of personnel trained/coached.	Adopt and Implement the LED strategy and implementation plan.	NW SEDA to give Technical support DLGTA and SEDA NW to provide technical support in the implementation of the strategy.	DCoG, DTI and SEDA to give Technical support.
No database of local SMMEs with demographical and geographical data to assist with planning.	Technical and advisory support.	SMME Database.	Initiate the process to develop the database.	Developed SMME Database.	Identify and liaise with SMMEs to register in the database.	Technical and advisory support.	Technical and advisory support.
Quality of IDP partly credible. Projects implemented into IDP without consultation by District Municipality	Alignment of IDP with sector plans.	IDP aligned to district municipal IDP and sector plans.	Specify Identified gaps.	Credible IDP.	Align IDP and hold Consultative Workshops with relevant stakeholders.	Communicate IDP assessment report and ensure compliance.	DCoG to assist with technical support.
Mining forum is established but service delivery agreements with mines not implemented.	Consultative workshops with communities and mining houses on service delivery agreements.	Functional Mining Forum and reviewed service delivery agreements.	Engagement with mining houses on implementation of service delivery agreements.	Implemented service delivery agreements Functional Mining Forum	Resuscitate Mining Forum.	Office of the Premier to facilitate engagement with all relevant stakeholders.	DMR to facilitate resuscitation of mining forum and enforce compliance.
Mines only comply with municipal Social Plan conditions when they need mineral rights certificates from national government.	Development of an Implementation Plan. Monitoring of the implementation of social plan conditions Strengthening of private public partnership with mines.	Implemented Social Plan	Control and monitoring of the implementation of the Social Plan	Delivery of Social Plan agreements	Monitor the implementation of Social Plan agreements.	Facilitate compliance with Social Plan	DMR to implement penalty measures on defaulting mining houses.

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Mines only comply with municipal Social Plan conditions when they need mineral rights certificates from national government.	Development of an Implementation Plan. Monitoring of the implementation of social plan conditions Strengthening of private public partnership with mines.	Implemented Social Plan	Control and monitoring of the implementation of the Social Plan	Delivery of Social Plan agreements	Monitor the implementation of Social Plan agreements.	Facilitate compliance with Social Plan	DMR to implement penalty measures on defaulting mining houses.
Poor maintenance of public ablution Facilities, with only 2 plumbers internally providing the service Public ablution facilities not regularly serviced and in poor state of hygiene.	Facilities management of public ablution facilities.	Clean regularly maintained public ablution facilities.	Training of facilities staff.	Clean regularly maintained public ablution facilities	Municipality to dedicate more properly trained and dedicated officials to maintain public ablution and keep them clean.	DLGTA to assist MLM with facilities management training of staff and monitor municipality for compliance.	CoGTA to monitor municipality for compliance
No Access to housing at Skeerpoort Ward Partnership with Bapong Traditional Authority Village (Ward 28) not in place and houses not being provided in Skeerpoort Inequitable implementation of IDP No bulk infrastructure availability	Comprehensive SDF (land zoning) and Land Use Management Plans needed to separate rural and urban planning needs. Structured engagements between Public Works, Rural Development and Traditional Authorities. Outstanding land claims, land ownership, land invasions. 65% of land not owned by MLM.	Provision of housing and municipal services to Skeerpoort communities Clarification of jurisdiction between Bapong Traditional Authority and municipality. Finalisation of outstanding land claims and land invasions key issues. Transfer of land not owned by MLM to ensure service delivery	Comprehensive SDF (land zoning) and Land Use Management Plans to separate rural and urban planning needs. Structured engagements between Public Works, Rural Development and Traditional Authority to enable provision of housing and municipal services to Skeerpoort communities Clarification of jurisdiction between Bapong Traditional Authority and municipality. Clarification of jurisdiction between Bapong Traditional Authority & municipality. Finalisation of outstanding land claims and land invasions key issues.	Provision of housing and municipal services to Skeerpoort communities Clarification of jurisdiction between Bapong Traditional Authority and municipality.	Provision of housing and municipal services to Skeerpoort communities Initiation of discussions between Bapong Traditional Authority and municipality.	DLGTA to facilitate structured engagements between MLM and Traditional Authority to enable provision of housing and municipal services to Skeerpoort communities	Land Affairs, Public Works, Rural Development and Traditional Authority to initiate discussions for land transfers to MLM to enable provision of housing and municipal services to Skeerpoort communities

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<p>Reduction of Driver and Learner License Backlogs</p> <p>Completion of the Madibeng Drivers License Centre (DLTC) and increasing access to Licensing Facilities</p> <p>Madibeng Drivers License Testing Centre (DLTC) at 95% of completion.</p> <p>Only x1 testing station in Brits</p> <p>Average of 3 months waiting period for learners and drivers license bookings and testing.</p>	<p>Completion of DLTC With x1 satellite office in Hartbeespoort to cater for Motor vehicle registration and vehicle license renewals only</p> <p>Waiting backlog for applications to be reduced to at least 1 month</p>	<p>Functionality and occupation of building by DLTC and MVRA staff</p> <p>The Hartbeespoort satellite to cater for drivers license card renewals & public driver permits.</p> <p>Establishment of motor vehicle Registration Authority (MVRA) in Letlhabile.</p> <p>Reduction of backlog for applications to at least 1 month</p>	<p>Appointment of additional 3 licensing clerks & Grade L examiner</p> <p>Appointment of the following staff: 4 x Licensing Clerks 1 x Microfilming Clerk 4 x Grade L Examiners 4 x Grade A Examiners</p>	<p>Completion of the Madibeng Drivers License Centre (DLTC)</p> <p>Increased access to licensing facilities</p> <p>Reduction in driver and learner license backlogs</p>	<p>Completion of the Madibeng Drivers License Centre (DLTC)</p> <p>Increased access to Licensing Facilities</p> <p>Reduction in driver and learner license backlogs</p>	<p>None. DLGTA to monitor municipal compliance.</p>	<p>None. CoGTA to monitor municipal compliance.</p>