



MADIBENG LOCAL MUNICIPALITY



DRAFT 2024/25 INTEGRATED DEVELOPMENT PLAN REVIEW



“Madibeng, the Prosperous Platinum and Green Tourism City”

TABLE OF CONTENT	
Message from the Executive Mayor	6
Message from the Municipal Manager	8
ANALYSIS PHASE	
Municipal Transformation and Institutional Development	9
1.1. Location and extent	9
1.2. Area description per ward	12
1.3. Socio economic profile	13
1.4. Statistical overview	16
1.5. Political leadership	24
1.6. Ward and PR Councillors	25
1.7. Administrative structure	26
1.8. Section 79 Committees	27
1.9. Traditional authorities	27
1.10. Roleplayers within the Municipality	27
1.11. Established forums in Madibeng Local Municipality	27
1.12. Audit Committee	28
1.13. Performance review	28
1.14. Human resource information	28
1.15. Key committees for good governance and institutional transformation	32
1.16. Complaints management system	32
1.17. SWOT analysis	33
1.18. Audit Report from the Auditor-General of South Africa	35
1.19. Migration	55
1.20. Wards Committees	58
1.21. State of the Province Address	63
1.22. Gender-Based Violence	63
1.23. Lekgotla Resolutions	69
1.24. Strategic Risks	72
Basic Service Delivery and Infrastructure	
2.1. Water	74
2.2. Sanitation	76
2.3. Electricity	82
2.4. Roads	85
2.5. Transport	91
2.6. Required improvements to comply with the directive	95
2.7. Expanded Public Works Programme (EPWP)	95
2.8. Housing and land use management	97
2.9. Housing services	97
2.10. National upgrading support programme (NUSP)	101
2.11. Land services	103

2.12. Town planning	122
2.13. Community halls	127
2.14. Cemeteries	127
2.15. Recreation – Parks	129
2.17. Environmental management	130
2.19. Educational facilities	150
2.20. Health services	152
2.21. Fire and disaster services	155
2.22. Sports and recreation	156
2.23. Libraries	159
2.24. Social services	160
2.25. Traffic and licensing division	161
2.26. Security services (Division)	162
2.27. Integration phase	164
2.28. Tourism master plan	169
2.29. Interim water service development plan	172
2.30. Madibeng integrated economic growth strategy	182
2.31. Integrated economic growth strategy	184
2.32. Industrial development strategy	185
2.33. SMMEs development strategy	188
2.34. Utilization of government programmes	189
2.35. Networking and matchmaking	189
2.36. Development assistance provision (High level)	190
2.37. Information channelling	191
2.38. Tourism development strategy	192
2.39. Human resource development strategy	196
2.40. Investment incentives	197
2.41. Incentives packages	199
2.42. Disaster management plan	207
2.43. Draft disaster risk reduction plan	221
2.44. Madibeng HIV/ AIDS policy/ Strategy	223
2.45. The Madibeng Local Municipality's HIV and AIDS policy	225
2.46. Background to the HIV / AIDS strategy	226
2.47. Madibeng agriculture strategic development plan	228
Local Economic Development	
3.1. The vision and mission of Economic Development, Agriculture and Tourism	230
3.2. Vision	232
3.3. Mission	232
3.4. Primary sector	232
3.5. Secondary sector	235
3.6. Tertiary sector	236
Financial Viability	
4.1. Overview of the budget	238

4.2. Executive Summary	239
4.3. Revenue	243
4.4. Operating revenue	245
4.5. Operating Expenditure	249
STRATEGIES PHASE	
Good Governance and Public Participation	
5.1. Vision	252
5.2. Mission	252
5.3. Values	252
5.4. Background	253
5.5. Executive Summary	253
5.6. Public participation	254
5.7. Prioritise ward needs and projects	256
5.8. The overall outcome	288
5.9. Strategic objectives	288
5.10. Alignment	291
5.11. Corporate scorecard	293
5.12. Mid-term municipal performance report	316
PROJECT PHASE	
6.1. Capital Expenditure	317
6.2. District Development Model (DDM) High Impact Projects	319
6.3. Bulk Scheme	320
6.4. Sector Department Plans	320
6.5. Social And Labour Plan	330
6.6. Progress report on MIG projects	334
INTEGRATION PHASE	
7.1. Terms of reference	335
7.2. Performance management systems	336
7.3. Performance management framework	337
7.4. Summary of alignment with national plans and strategies	341
7.5. National key performance indicators	342
7.6. Sustainable development goals (SDGs)	342
7.7. Medium term strategic framework	343
7.8. The national development plan	344
7.9. Local government improvement model 2021 (LGMIM)	346
7.10. District development model – One plan	346
7.11. North-West Province 2023 – 2030 Provincial Growth and Development Strategy	349
7.12. Environment, Social and Governance	350
Spatial Rationale	
8.1. Spatial development framework	352
8.2. CBD regeneration plan	363
8.3. Report on the land invasion matters	365

APPROVAL PHASE	
Approval phase	368

MESSAGE FROM THE EXECUTIVE MAYOR

Municipality plays a crucial role as the closest government sphere to the community. The Integrated Development Plan (IDP) serves as a dynamic proposal for enhancing good governance and fostering community development. It serves as an open invitation for broader societal engagement in the pursuit of improved service delivery and the overall well-being of the populace. Active participation from all stakeholders is essential in achieving the shared goal of creating safe, cohesive, and vibrant communities.

The municipality is dedicated to realizing the vision of a prosperous platinum and green city by prioritizing human dignity, equality, human rights, and freedom. Additionally, the municipality is committed to fostering a non-sexist, non-racial society through democratic governance that reflects the will of the people. Collaboration and support from all stakeholders, including various government spheres, the private sector, and the community, are essential for advancing the municipality's goals and ensuring collective progress towards a sustainable and inclusive future.

The municipality has established a strong foundation for progress since the advent of democracy, leveraging the Constitution, democratic processes, and legislative frameworks to drive initiatives focused on service delivery. Through strategic planning such as the 2024/25 IDP Review, the municipality aligns developmental priorities with key frameworks like the District Development Model, North-West Eight Priorities, and National Key Performance Areas. The current administration represents a pivotal moment for transformative governance and service delivery. While significant strides have been made, challenges persist, particularly in addressing the enduring spatial inequalities inherited from apartheid. The municipality remains committed to overcoming these obstacles and ensuring that all residents have access to opportunities and essential services.

The District Development Model, known as One Plan, aims to address the historical legacy of fragmented government services by promoting integrated planning, implementation, and monitoring and evaluation processes. This model is designed to eliminate siloed approaches to governance and ensure that government initiatives are coordinated within a single district space. By establishing a unified budget and plan, the District Development Model encourages collaboration among all spheres of government, enhances transparency, and fosters partnerships with various sectors of society. This coordinated effort will lead to more effective and efficient service delivery, ultimately benefiting the community as a whole.

The District Development Model is poised to expedite service delivery and development within the municipality across all 41 wards. The municipality's success will be measured by the tangible and meaningful improvements in the living conditions of its residents. It is imperative that the community is placed at the forefront of the District Development Model, as it serves as a vehicle through which national aspirations can be achieved. By prioritizing the well-being and needs of the people, the municipality can effectively work towards fulfilling its mandate and creating a more inclusive and prosperous society.

The 2023/24 financial year saw notable achievements for the municipality, including successful initiatives such as Thuntsha Lerole, achieving the spending target of 51% for the Municipal Infrastructure Grant (MIG) during the mid-term, filling 8 senior management positions, implementing Operation Patella for revenue collections, and effectively navigating the Municipal Demarcation Board processes. Additionally, the municipality successfully objected to the establishment of a new municipality at Hartebeespoort, impacting wards 7, 28, 29 and 30, and facilitated the transfer of one ward from Bapong to Rustenburg Local Municipality and certain farms to Moses Kotane Local Municipality. Furthermore, the municipality improved its audit outcome from a disclaimer of opinion to an adverse of opinion for the 2022/23 financial year as assessed by the Auditor General of South Africa. The municipality also applied for debt relief from Eskom in accordance with Municipal Financial Management Act Circular 124. Despite these successes, challenges persist, particularly in managing load shedding and reliance on external service providers.

The six key municipal priorities outlined in the 2024/25 IDP Review have been revised to focus on Water and Sanitation, Roads and Stormwater, Land and Housing, Electricity, Social Services, and Local Economic Development, as determined by the IDP Representative Forum. The allocation of the budget reflects a significant investment in Water and Sanitation, with Roads and Stormwater receiving the second-highest allocation. The Brits Water Treatment Plant is recognized as a catalytic project within the District One Plan, highlighting its strategic importance in addressing water-related challenges and promoting sustainable development in the region.

The Integrated Development Plan (IDP) serves as a rallying cry for all public servants, especially those within municipal governance, to operate with speed, innovation, and a focus on the well-being of the community. It calls for a commitment to diligent work and the utilization of our full capabilities to create the desired municipality where safety, cohesion, and vibrancy are prevalent across all communities. Access to essential services, prosperity, connectivity, and thriving communities are key components of the envisioned future, requiring collaboration and dedication from all stakeholders to achieve these shared objectives.

Yours in service delivery,

A handwritten signature in black ink, appearing to read 'D. Maimane', with a long horizontal stroke extending to the right.

Cllr. Douglas Maimane
Executive Mayor

MESSAGE FROM THE MUNICIPAL MANAGER

The municipality has outlined its priorities and strategies in the 2024/25 IDP Review to address key outcomes and align with the goals set in the 2022/27 IDP.

Efforts have been made to strengthen the foundation of legislation and policies, including the Constitution of the Republic of South Africa, Municipal Financial Management Act, and Municipal Systems Act, to guide the municipality's mandate and priorities. Implementation of initiatives such as the National Treasury MFMA Circular 88 has shown progress, but there is still work to be done to make a tangible impact on the lives of the community.

Challenges such as inequality, poverty, and unemployment persist, necessitating a different approach to policy implementation.

One area of focus is the implementation of integrated planning through the District Development Model – One Plan, aiming to enhance coordination and efficiency in service delivery across government spheres.

Public participation and stakeholder engagement are crucial in shaping the municipality's transformation, with a vision of reduced service delivery protests, inclusive planning with stakeholders and economic development in rural and township areas.

Filling of 8 senior management positions, implementing Operation Patela for revenue collection, 51% spending of Municipal Infrastructure Grant (MIG), Municipal Demarcation Board processes that were in favour of the municipality, Eskom debt relief, budget alignment and governance reforms are essential to achieving the municipality's goals and improving audit outcome (adverse opinion) and compliance with regulations.

By working together and aligning efforts with the 2024/25 IDP Review, the municipality aims to realize its vision and enhance the quality of life for the people of Madibeng Local Municipality.

Yours in administration,



Morufa Moloto

Municipal Manager (Acting)

Municipal Transformation and Institutional Development

1.1. Location and Extent

The two main economic contributing areas within the Madibeng Local Municipality are Brits and Hartbeespoort Areas. The natural hydrology of Madibeng presents economic opportunities along the water bodies. There is increased pressure of residential developments along the Hartbeespoort Dam and the Rooikoppies Dam. The former has experienced the development pressure for longer than the latter. This is due to the scenic natural settings around the dams. The rivers on the other hand experience agricultural activity due to the favouring conditions on the river banks and areas within their proximity.



Brits

Brits Town Precinct is situated within Madibeng Local Municipality north of Hartbeespoort Dam and adjacent to N4 Bakwena-Platinum Highway intersection. Brits Town occupies an area of 54,47 km² of the total of 3,839 km² of Madibeng Local Municipality. The town area consists of the following areas:

- Town of Brits with the inclusion of the Central Business District
- Residential neighbourhood of Elandsrand
- Primindia
- Brits Industrial Area
- The remote townships of Oukasie, Damonsville and

Mothotlung; and the farm portions in-between these areas.

The Brits Town Area is the key economic as well as governance centre within the Madibeng Local Municipality. Brits is located in close proximity to key urban centres in Gauteng and 65 km from Rustenburg. This area is linked to both Rustenburg and Gauteng urban centres by N4 Bakwena-Platinum Highway.

The area is physically and functionally interconnected to the northern parts of Tshwane through a group of villages, such as Mmakau, stretching eastwards from Mothotlung up to Ga-Rankuwa. Formal residential developments are found in Lethlabile located north of Brits and Mothotlung in the easterly direction of Brits town.

Hartbeespoort

Hartbeespoort is located on the boundary between Gauteng and North West Province. The Precinct is in close proximity to and with good connectivity to key urban areas in Gauteng such as Pretoria, Sandton, Randburg, Midrand and Krugersdorp and is 65 km from Rustenburg. This area is linked to both Rustenburg and Gauteng urban centres by N4 Bakwena-Platinum Highway. From a regional tourism perspective the area is close to Lanseria International Airport which offers both domestic and international flights in Gauteng. This area consists of places around Hartbeespoort Dam in Madibeng Local Municipality and extends to approximately 180 km².



Hartbeespoort is characterized by residential development such as Schoemansville, Ifafi, Meerhof and Kosmos. Residential areas are very distinct from those in Brits. The Magaliesberg Mountain Range topographically separates these two areas. Towards the South of the mountain range there are high income estates and resorts which cater for up-market lifestyles. The residential area include but are not limited to golf courses, nature reserves, marinas and security control. These areas include the likes of Pecanwood, Birdwood, Xanadu to mention but a few.



Rural and farming areas

In rural areas, access to services, land, income and livelihoods contributes to the depiction of the municipal human resources and thus influence the rate of rural development. Rural areas are characterised by sparsely populated residential units. Similar and even further scattered settlements can be found in remote agricultural and farm units. These types of settlements can be found in the easterly direction of the municipal area. These areas include

Oskraal, Madinyane, Klipvoordam and Klipvoorstad. These settlements are characterised by subsistence farming.

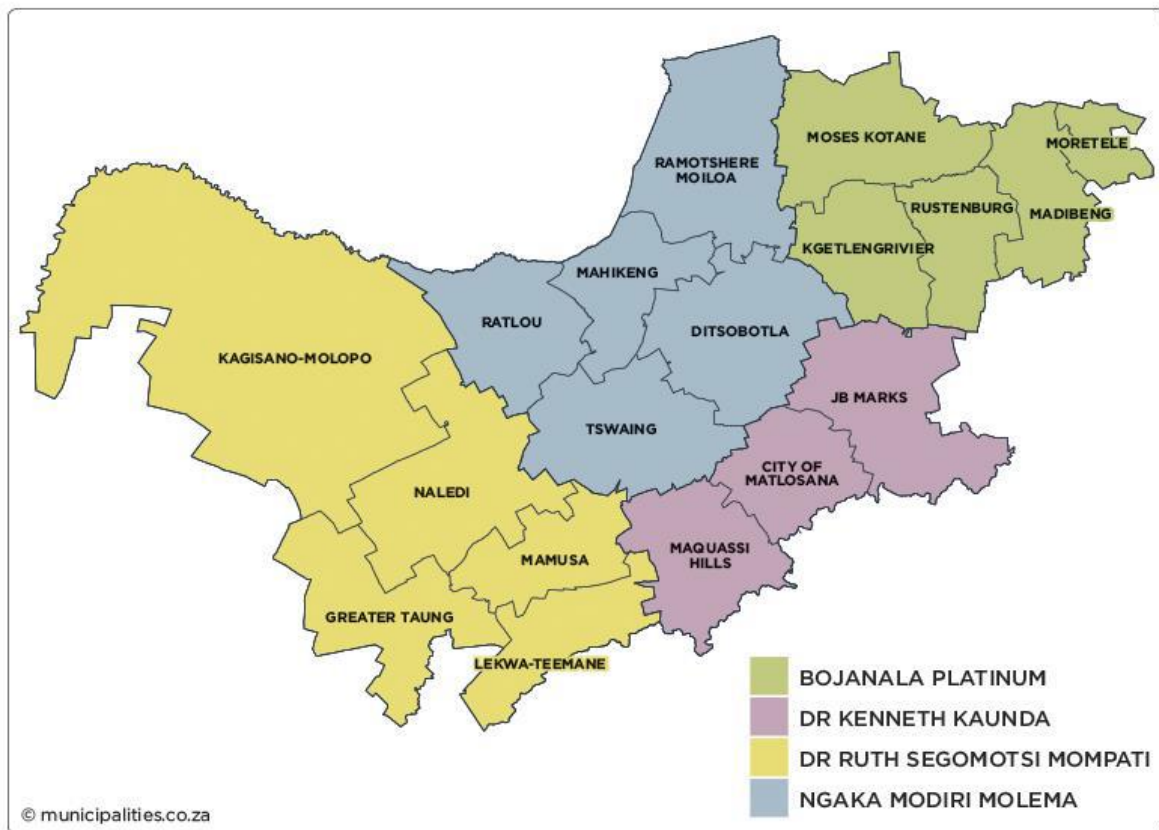
Located on the east side of Schoemansville and South of the Magaliesberg mountain range is the agricultural holding of Melodi. This areas unlike the rest who are subsistence farming rural areas, it's purpose is to foster rural living lifestyle. This is attributed by the affluent households it hosts.

Nuclear area

The Pelindaba Nuclear Plant facilitates nuclear activity for the state. It is located on the South Eastern side of the municipal area and it has a 5 km restricted development buffer zone.



North-West Province Map with District depiction



1.2. Area description per ward

The municipality consists of 41 wards, which are described as follows in terms of areas and ward councillor:

Ward	Ward Councillor	Geographic Location
Ward 1	Vacant	Alboschloot, Masebolane, Rooivaal, Sephai, Atlanta, Kwarikraal, Legonyane, Watervaal, Klipvoorstad, Rasai And Fafung
Ward 2	Cllr Peter Phaswana Legong	Rasegwati, Boalokobo, Legwirileng, Morolong, Malateng, Vuka, Selosecha, Mmamotsisi, Stateng and Morokwaneg
Ward 3	Cllr Keabaka Sefike	Block A, Block B, Block C, Block D, Block E and Block F
Ward 4	Cllr Motlalepule John Ratele	Bataung, Doornkop, Tshamahantse, Zone1 Bafokeng, Zone3 Bafokeng, Phuthanang, Ikageng and Roman Section
Ward 5	Cllr Lethogonolo Peter Sedio	Bafokeng section, Newline Section, Lethabong, Section A, Section B, Section C, and Section D
Ward 6	Cllr Shadrack Shanti Moreki	Newline, KL, New Stand, Junior Bucks, Roofers, Edward, Thambo and Sasol
Ward 7	Cllr Levy Ramathape	Sgandaf, Hall Section, Gomedede section, Soshanguve, Skirleke, Xanadu and Newstand
Ward 8	Cllr Rankwana Peter Padi	Madibeng Hills, Ngobeni Stands, Jackalsdams, Drie Koppies, Manamela, Ndlalane, Msiza Village, Selepe, and Phasha Maloka
Ward 9	Cllr Feni Motepe	Block C, Block B, Extension 2, Zone 1 Masalapala, Block H
Ward 10	Cllr Levy Selofela Gift Phaloane	Kagisano view, Micha Kgasi view, Itireleng section, Phiring section, Kgola section, Greenside section, Phuthing section, Nkandla, Montong and Morolong Section
Ward 11	Cllr Thamsanqa William Mhlanga	Block I, Block G, Extension 2, Mapantsoleng and Zone 16
Ward 12	Cllr Mojalefa Theophilus Selialia	Zone 2, Zone 8, Zone1, Zone 14, Zone 4, Zone 10 and Zone 5
Ward 13	Cllr Moses Molekoa	Phase4, Phase1, Phase3 and Block 6
Ward 14	Cllr Nicholas Ramaja Rakolle	Beestekraal, Klipkop, Sandrift, Rankotea, Slaagkraal, Snymansdrift, Kleinfintein, Kameeldrift, Moseja, Lindelani, Rooidekoppies, Mamogalieskraal, Ntsoapilong, Merekaneng, Tsetse
Ward 15	Cllr Phopholo Lucas Motaung	Manotshe, Ratswenyana, Lesetheng, Moagi, Ralegotlo, Miami Extension, Newstand, Phase1 and Phase2
Ward 16	Cllr Thobi-John Makhubela	Phase 3ext, Phase 3 CPR Office, Phase 5ext, Molefe section, ANC Sports Ground section, Mogakaneng section, Ontlametse, Molwelang and Apolo
Ward 17	Cllr Raymond Nchane Moraile	Mapetla, Newtown, Mangopeng and Polonia
Ward 18	Cllr Patrick Rankile Daniel Songwane	Central, Fota, Naledi, Niniva, Ramolapong, Block F, Springs, Tshwara, Tsakane, Selosecha, Mangopeng, Newtown, Romma, Silver House, Mashiapere and Ivory Park
Ward 19	Cllr Alex Tebogo Matlou	Thetele, switch, Fluckfontein, Molapong, Newtown, Moagi, Moumong, De-kroon, Vuka, Killarney, Blackrock, Mathateng, Ramolapong, Channel view, 1 & 2 Tshwara, De wildt and Zilkatsnek
Ward 20	Cllr George Mokonoto	Mothotlung, Domhuis and Disteneng
Ward 21	Cllr Peter Tshelane Mokau	Mothutlung ext 1 and 2, Damonville elandsview, Damonville ext 2, Tlapalawa, Nkandla and Elandsrand
Ward 22	Cllr Kagiso Godfrey Matlou	Masenkeneng, Greenside, Phase 2, Block 5, Satlhala and Corrie Saunders

Ward 23	Cllr Johan Pieterse	Brits
Ward 24	Cllr Monnana Isaac Sethe	Dikampaneng, Mabona, Lethabong, Boikhutsong, sofasonke ext 3, 6, Sofasonke ext7, Mashamplane, Ndlovu and Lekgem
Ward 25	Cllr Beauty Mogale	Bokfontein, Zandfontein, Brits, Bapong, and Khaluza section.
Ward 26	Cllr Magdonia Masuku	Wonderkop, Dikhibidung section and Nkaneng
Ward 27	Cllr Samuel Maphoru	Mooinooi, Bokamoso, Lokeng, Pekenene, Sarajeff, Malema view, Slovo new stand, Mamba and Mashimong
Ward 28	Cllr Aubrey Sethole	Sandaf, Safrop, Andries, Mosetheng, Modikwane, Mothabeng, Lesegaloapeng 2 shaft, Upper Newtown, Nommer one and Riverside
Ward 29	Cllr Lizelle Stoltz	Skeerpoort, Broederstroom, Schaumburg and Poland
Ward 30	Cllr Claudie Maria Greenwood-Selby	Rietfontein A/H, Sunway Village, Refentse (Afsaal), Ten Rooms, part of Melodie A/H, part of Syferfontein A/H, Ifafi, Meerhof, Birdwood and Xanadu
Ward 31	Cllr Isaac Bongani Bhebe	Old tornado, Newstand, Mandela, Slovo , Kathegong, Kutlwanong, Nkandla, Dimngong, Joe's Tarven, Buffelspoort, Seroophata, Bapong, Newtown, Legalaopeng, Oustad and Skoolplaas
Ward 32	Cllr Priscilla Daina Mamogwe	Segwaelene, Dithabeng, Mshongoville, Wond Skoolplaas, Rockville, Middleskraal and Dikhibidung
Ward 33	Cllr Maritza Du Plessis	Schoemansville, Kosmos, Melodie Town, Melodie Agricultural Holdings
Ward 34	Cllr Joseph Mogogole Sibanda	Madinyane, Moiletsoane, Letlhakaneng, Mmalerato, Rietview, Shakung, Dipompong, Shakunyaneng and Ramogatla
Ward 35	Cllr Nakiwe Faith Mokwena	Ipopeng, Newtown, Middletown, Skierlik, Oskraal and Rabokala
Ward 36	Cllr Raymond Bareng Matlala	Tsewe, Phuta View, Sabourn side, Ndlovu, Skierlik and Block 10 and 11.
Ward 37	Cllr Lindiwe Mhlambi	Ikageng, Hillside, John Dube, 2010, Fumane, Klipgat high, and Boepathuse
Ward 38	Cllr William Khumo Morare	Centreville, Block F, Zone 10, Zone 6, Block H and Malema
Ward 39	Cllr Jack Mathiba Mamabolo	Vuka section, Botlhabelo section, Greenside, Lemy's side, Kutlwano Primary side, Moutain view, Dekroon Farms, Mantjie Frams, Sheilings Farms and Multiplant
Ward 40	Cllr Cecil Mphahlele	Sonop, Khalamtwana Geluk and Pansdrift
Ward 41	Cllr Leah Mmakubu Ntobong	Moseja ,Bervely Hills, Block E, Motseng, Midas, Snake Park, Rockville and Block A

1.3. Socio economic profile

Primary economy

Agriculture, Tourism and mining are the main primary economies.

- The Agricultural sector, which produces food, is the biggest primary economy. It is categorized into four classifications, namely, extensive farming (44% of the Municipal area), intensive agriculture (18%), game farming (10%) and subsistence farming.
- The Tourism sector also plays a major economic role as it is based on the natural systems (11%) and Primary Production. Madibeng produces Lion Cubs, Baby Crocodiles, and lots of the bucks' family for export market. Scenic routes, heritage sites, resorts and nature reserves are some of the main attractions in the tourism sector.

- The mining sector is dominated by chrome, granite, vanadium and cement mining, as well as quarrying activity. The primary economic activities have to be managed in such a manner as to make sure that their impact on the natural environment and resources is controlled.

Secondary economy

Secondary economy refers to activities involved in the manufacturing of finished goods. The secondary sector is understood to include all manufacturing, processing, and construction. Activities associated with the secondary economy include metal working, smelting, automobile production, textile production, chemical industries, engineering industries, manufacturing, energy utilities, plastic industries, packaging material and construction. Large stock and poultry abattoirs are distributed around the Municipality.

Secondary economic activities are normally linked to the primary economic activity. Thus secondary activity in Madibeng Local Municipality is in alignment with agricultural processing without the exclusion of manufacturing and construction, except for the need of a Fresh Produce Market, which is still in plans. These activities are located in Brits, along the N4 Highway as well as a lesser activity scale in Letlhabile.

Tertiary economy

The tertiary sector of the economy is largely associated with service industries. This sector provides services to both the general population and businesses. Activities that are commonly associated with tertiary economy include retail and wholesale sales, transportation, distribution, entertainment, restaurants, clerical services, media, tourism, insurance, banking, healthcare and law.

A vast number of shopping complexes and malls exist around Madibeng Local Municipality and they contribute a lot to local economy through access to supply, and jobs creation.

Madibeng experienced high rates of mushrooming petroleum filling stations and the parking bays for trucks. This is another contribution to the local economy.

In most developed and developing countries, a growing proportion of workers are devoted to the tertiary sector. The N4 Highway plays a significant role within the transport, logistics and distribution activities within the municipal area. The N4 facilitates transport linkages between Rustenburg, Tshwane and Johannesburg. Even linking to Botswana, and Maputo Corridor.

Brits is the administrative capital of the municipality, bearing the bulk of municipal and government services. The Pelindaba nuclear facility also forms part of the government services. It is located on the south eastern side on the municipal area. The Dewilt Solar Panels also contributes towards the ESKOM electricity grid, and also towards jobs creation.

Demographic indicators

The ability of individuals to contribute to production is largely dependent on their level of human capital development. This level of development is indicated by demographic indicators such as education, housing, employment and income levels.

Education and formal training play an important role in the overall value of people. Increased value of Madibeng Local Municipality's residents can improve their living conditions. Further Education Training (FET) colleges, which concentrate on economic sectors present in the Municipality, will improve the human capital in Madibeng. This will reduce unemployment rate in the Municipality.

Rural development

The north eastern quadrant of the Municipality is composed of rural settlements (villages). These villages are characterised by subsistence farming and indigenous knowledge systems. Rural development can be assessed by investigating rural livelihoods, access to income, access to land and access to services. This will inform the manner in which basic services are provided and the rural landscape is retained.

Rural areas are characterized by relatively high logistical costs and high per capita service costs. Therefore the provision of government services such as the municipal office, clinic, schools, become costly. Thus in cases where services are provided, the recurrent costs of all but the most basic services must be met by those who use them. It is essential for Madibeng to recover costs in the peri-urban and rural areas through the proactive debt collection policies.

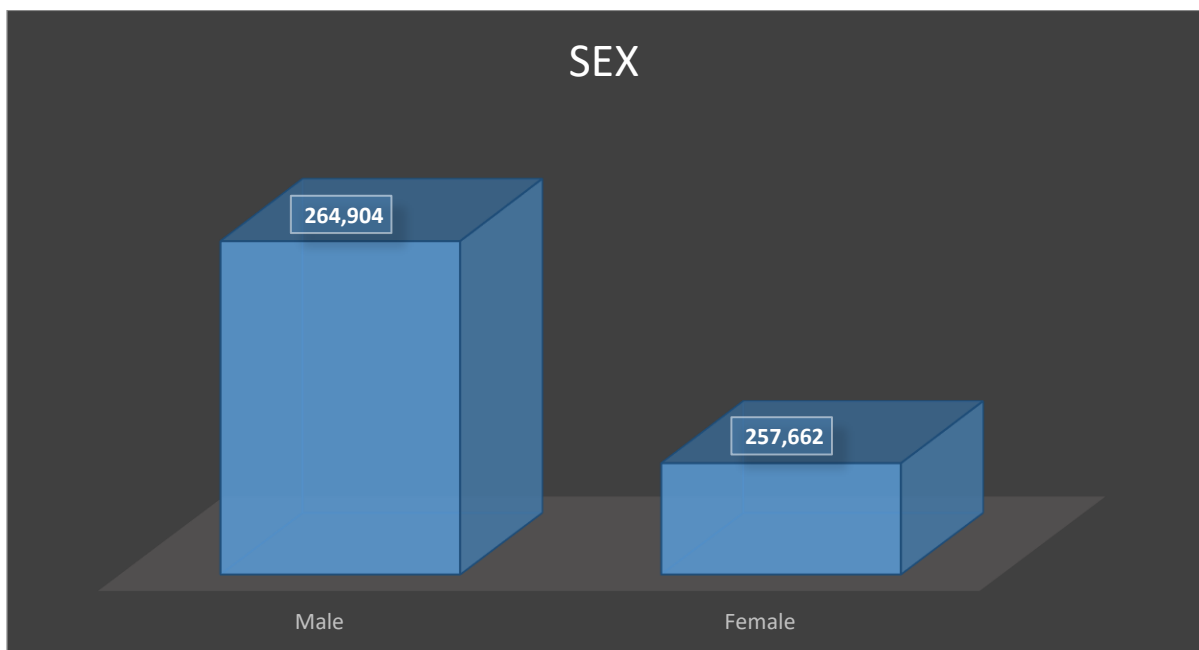
The process of formalising settlements in rural areas is essential. This process helps to unlock the economic potential of the area, facilitate appropriate regulation of land use as well as enable the municipality to implement cost recovery. This will ensure sustainable rural settlements.

1.4. Statistical Overview

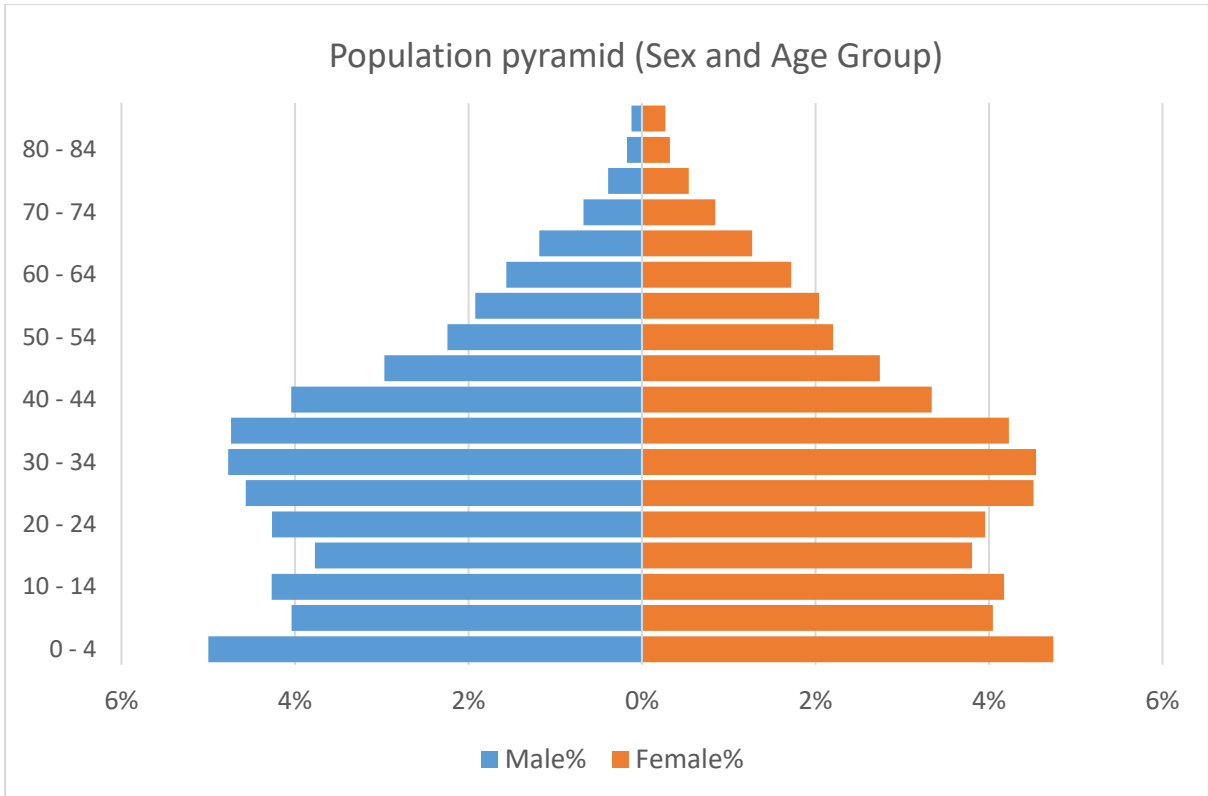
Statistics South Africa, Census 2022

Population of Madibeng Local Municipality is 522 566

Population	South Africa	North-West Province	Bojanala Platinum District Municipality	Madibeng Local Municipality
Number	62 027 503	3 804 548	1 624 428	522 566

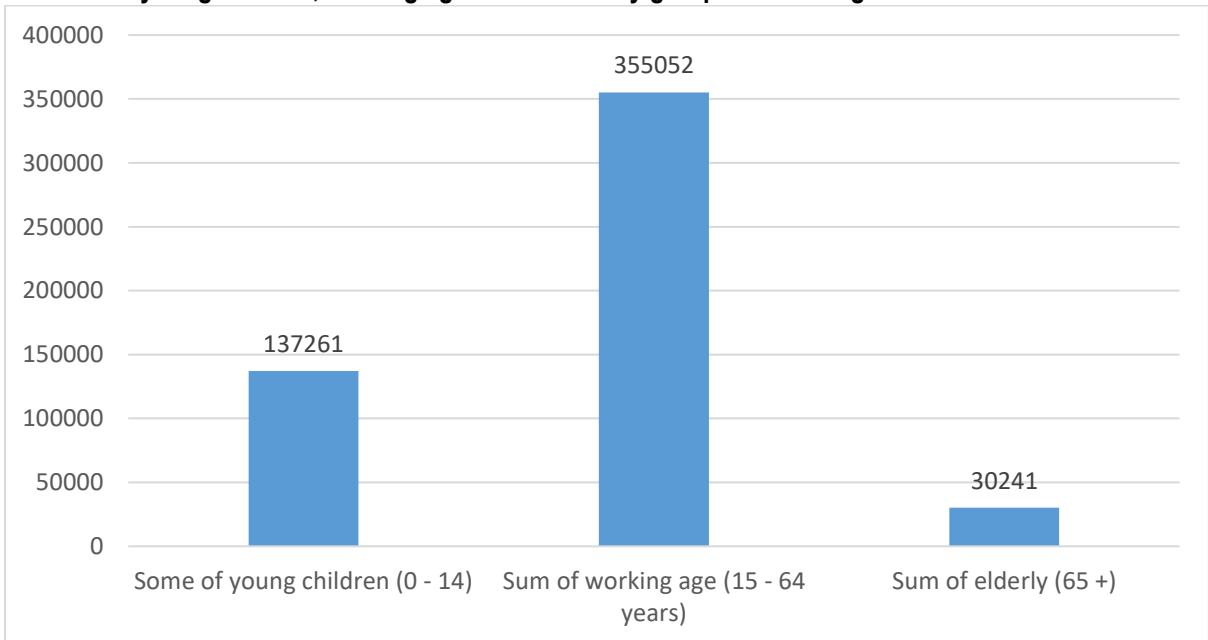


Stats SA, Census 2022



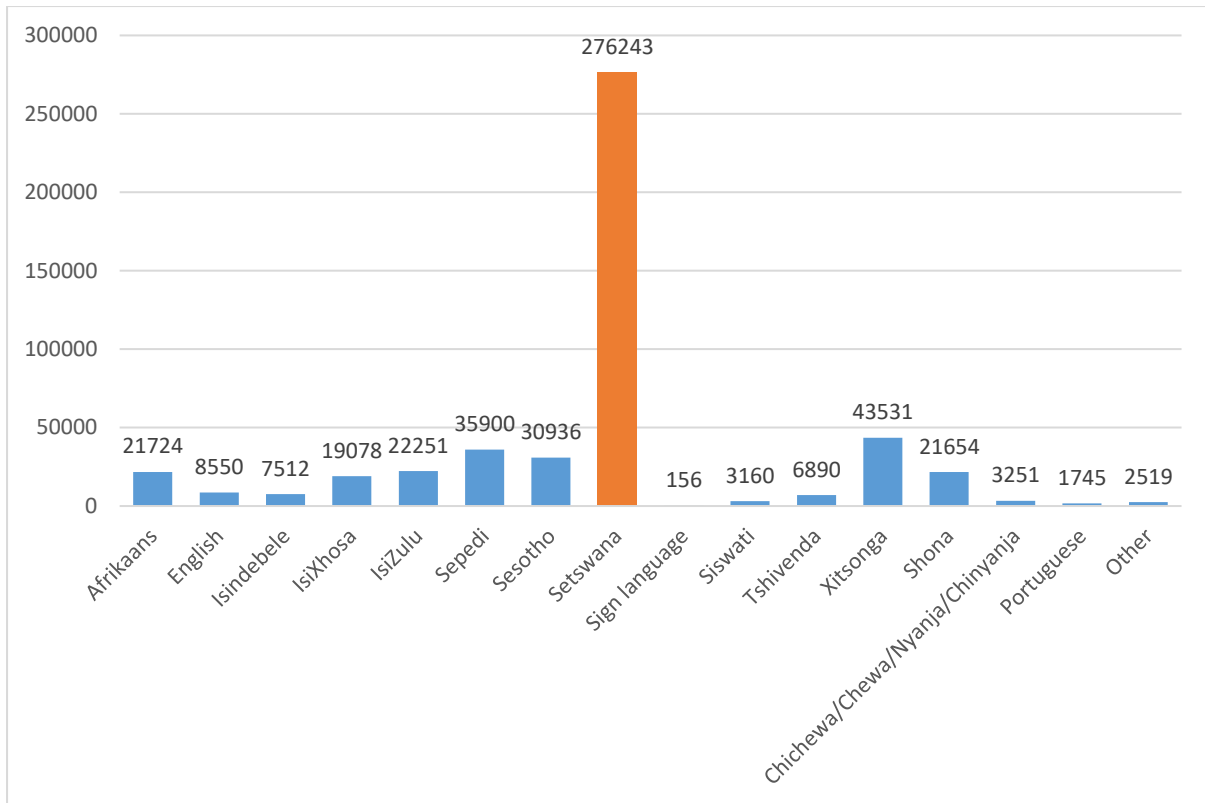
Stats SA, Census 2022

The sum of young children, working age and the elderly group in Madibeng LM

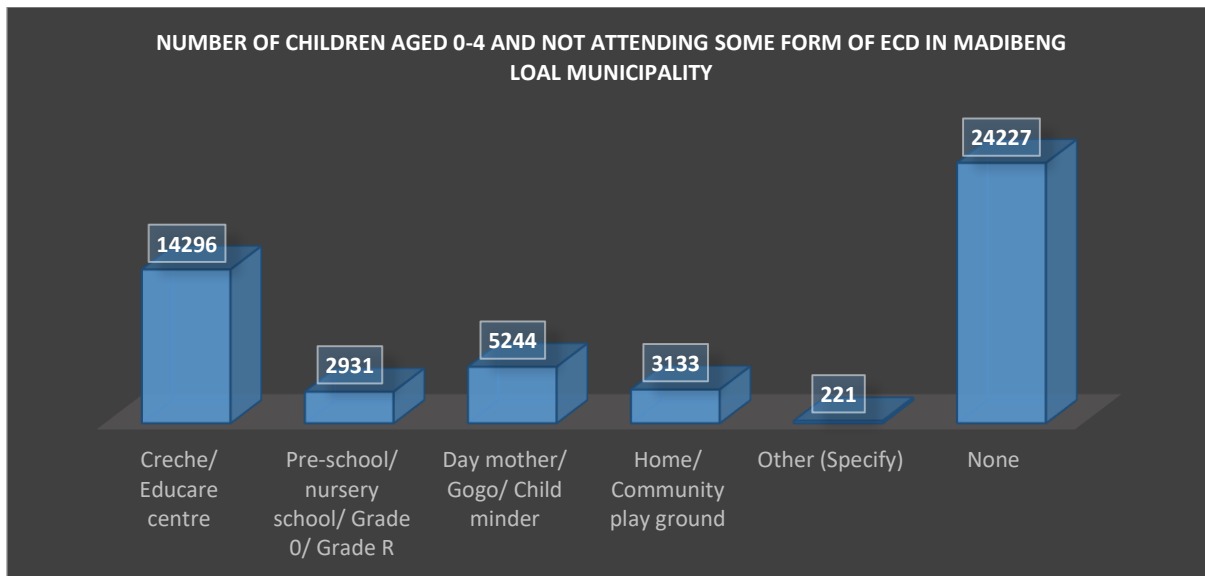


Stats SA, Census 2022

Setswana is the most spoken language in the Madibeng Local Municipality

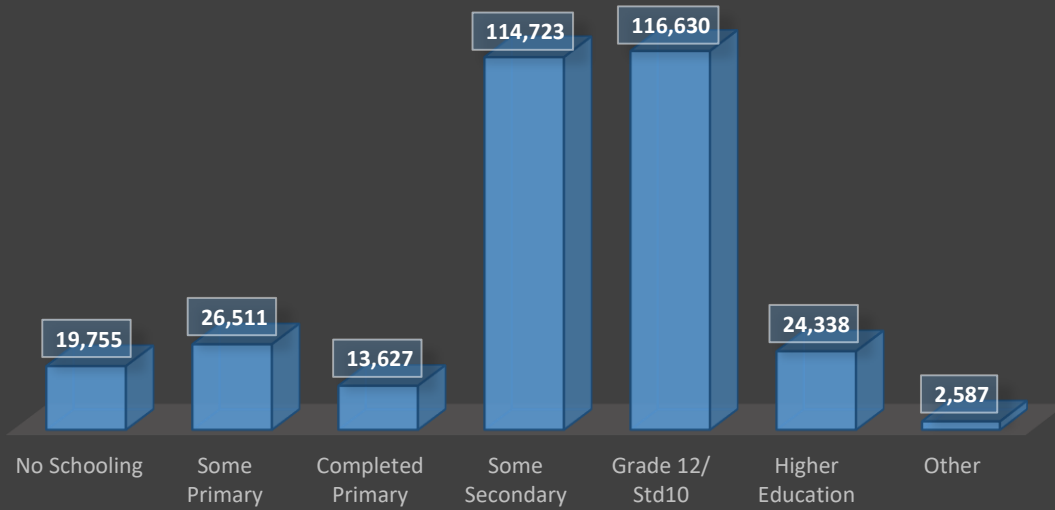


Stats SA, Census 2022



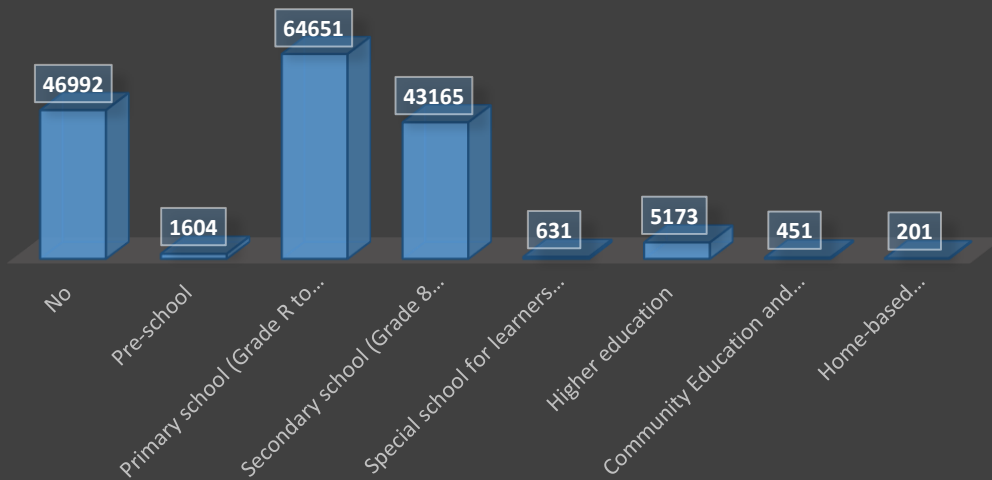
Stats SA, Census 2022

HIGHEST LEVEL OF EDUCATION (20+ YEARS)

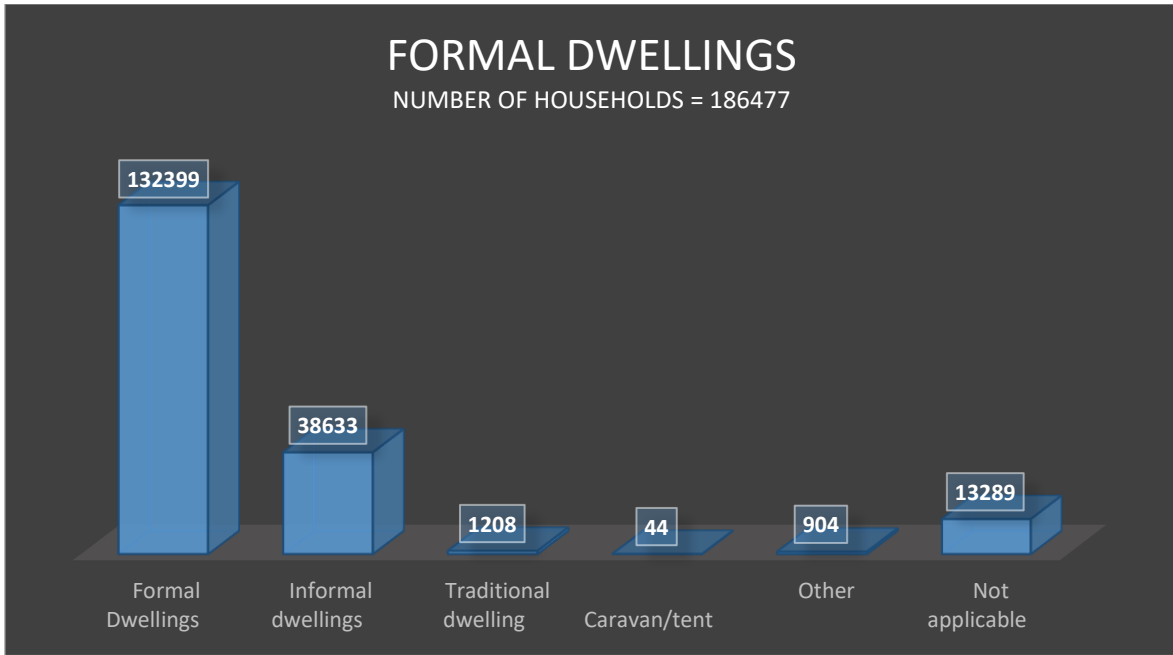


Stats SA, Census 2022

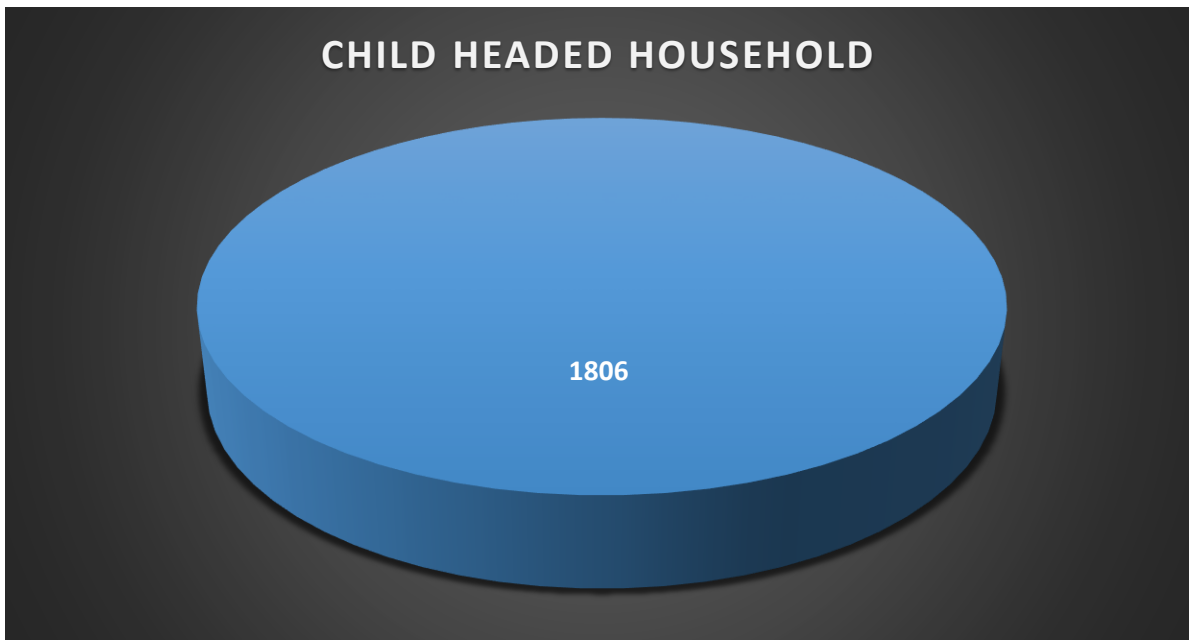
ATTENDANCE AND EDUCATIONAL INSTITUTION, 5 - 24 YEARS



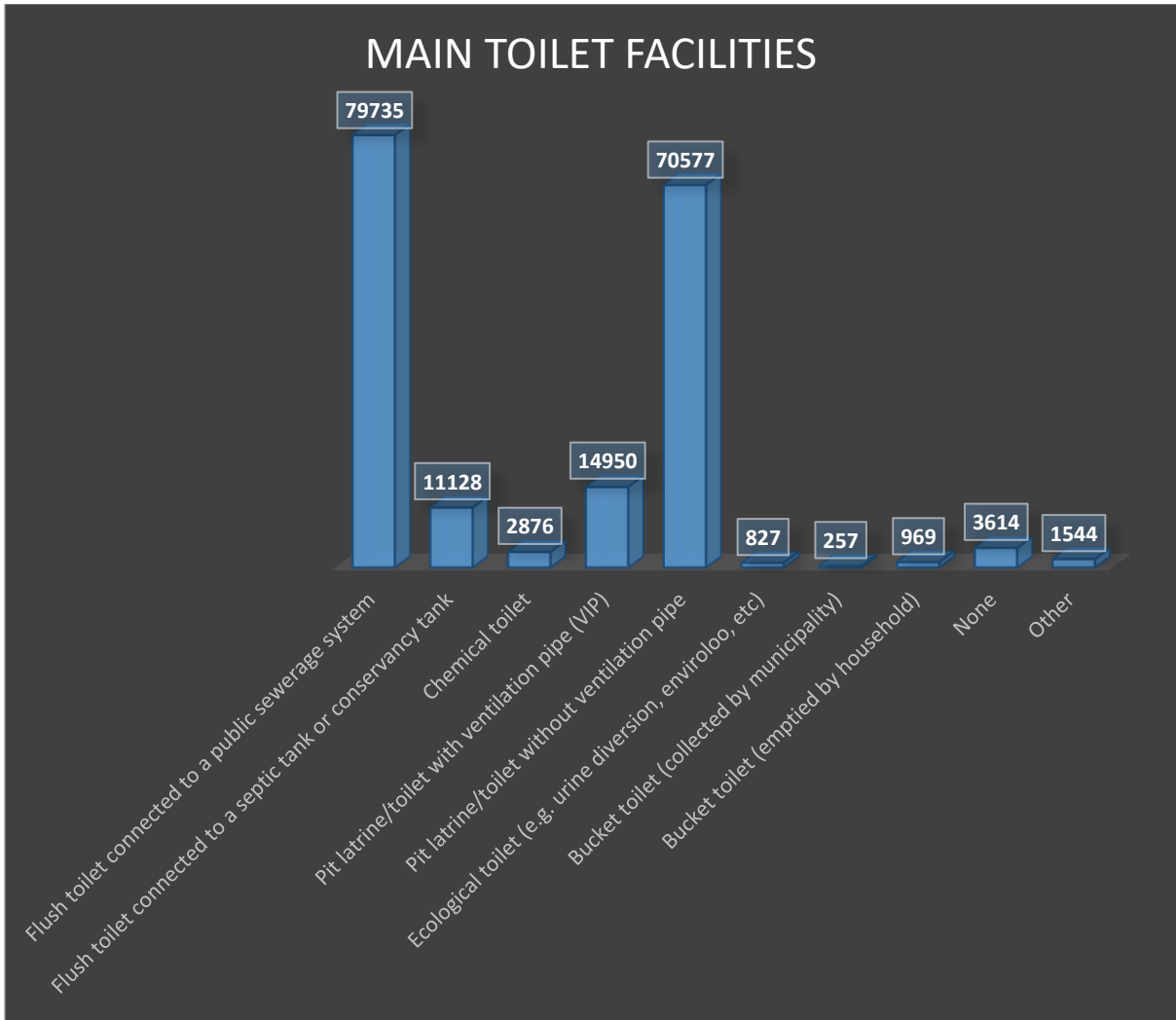
Stats SA, Census 2022



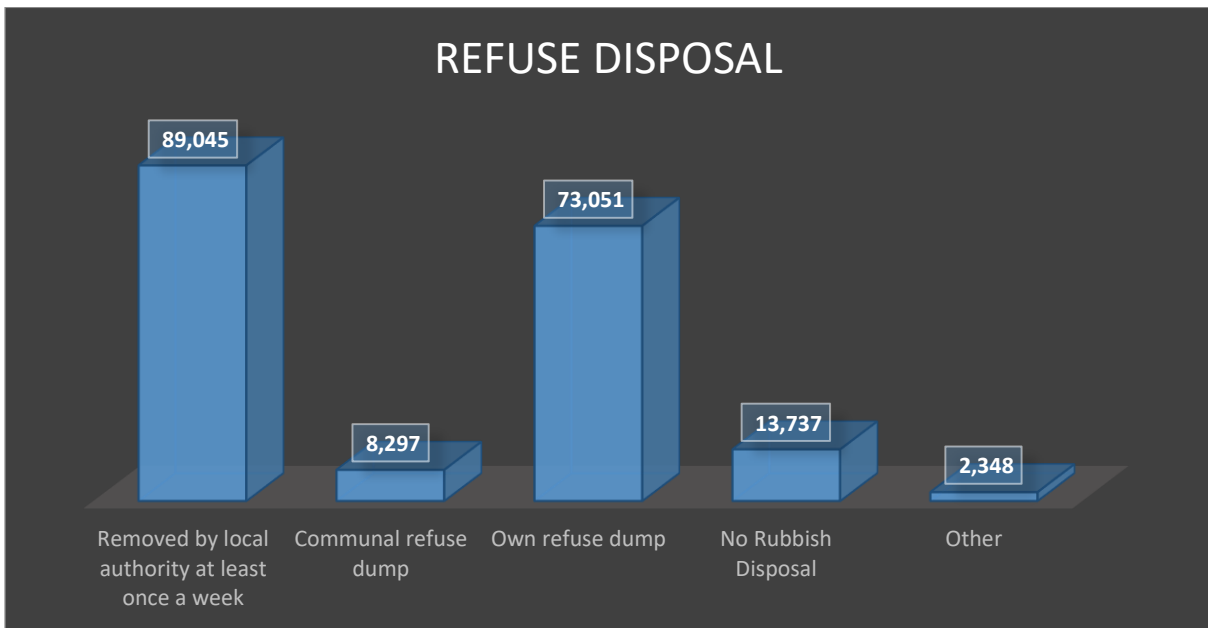
Stats SA, Census 2022



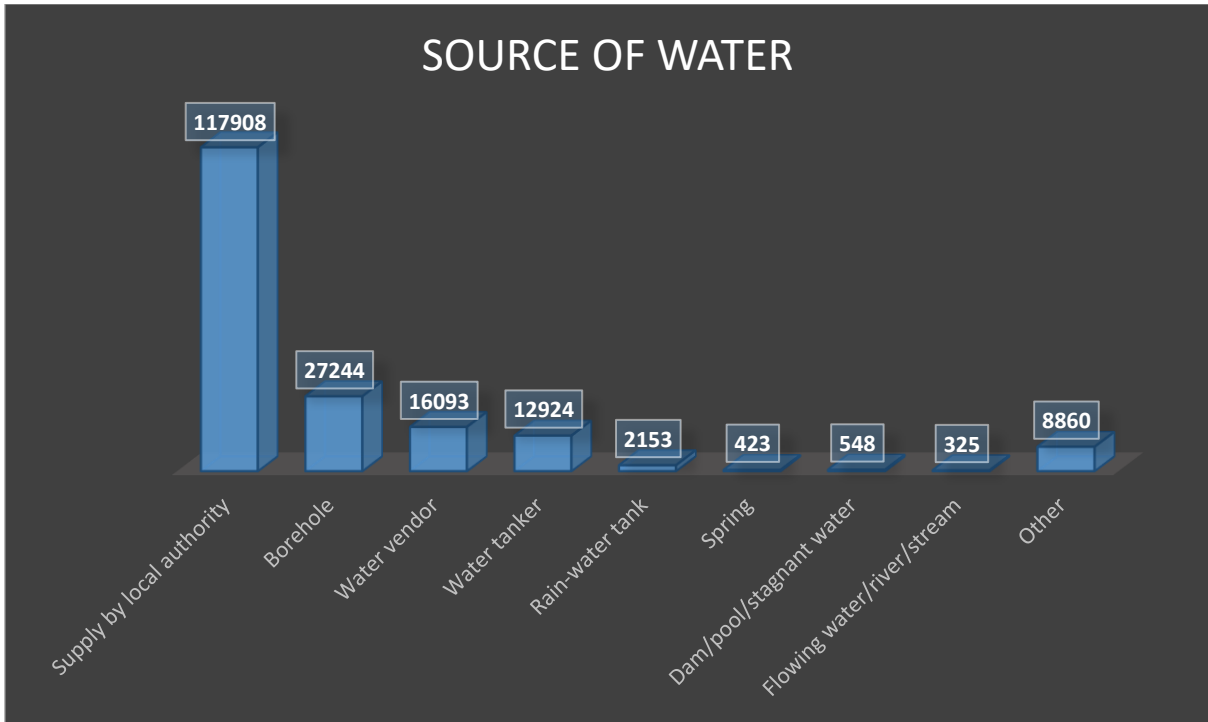
Stats SA, Census 2022



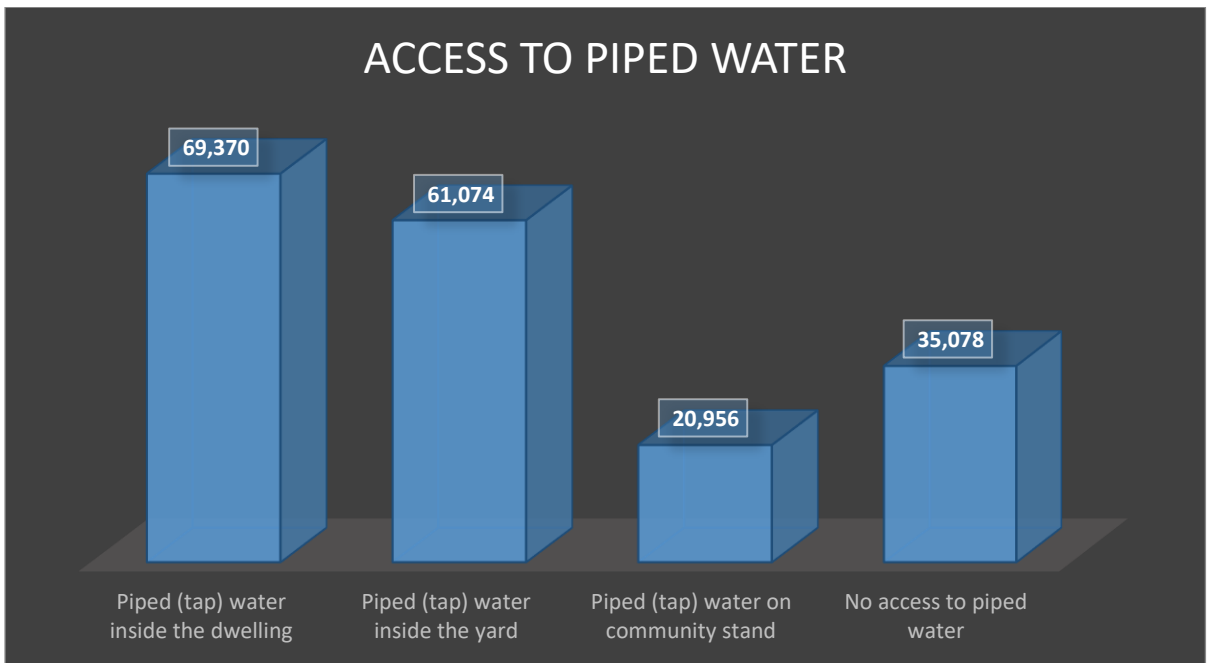
Stats SA, Census 2022



Stats SA, Census 2022

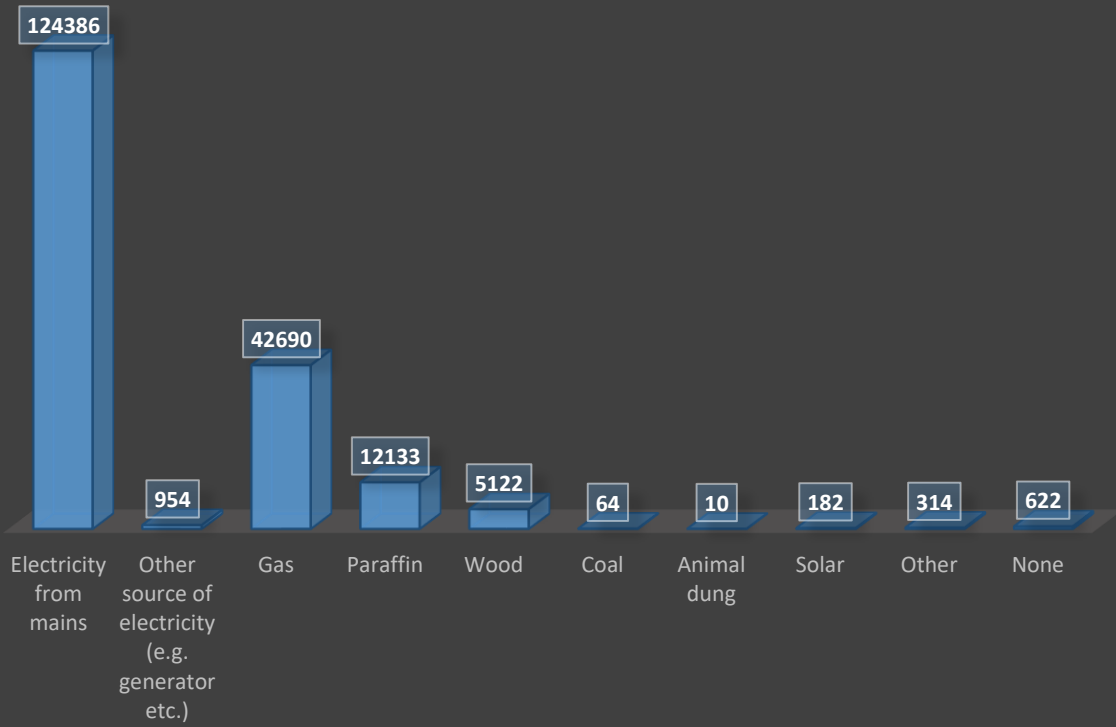


Stats SA, Census 2022



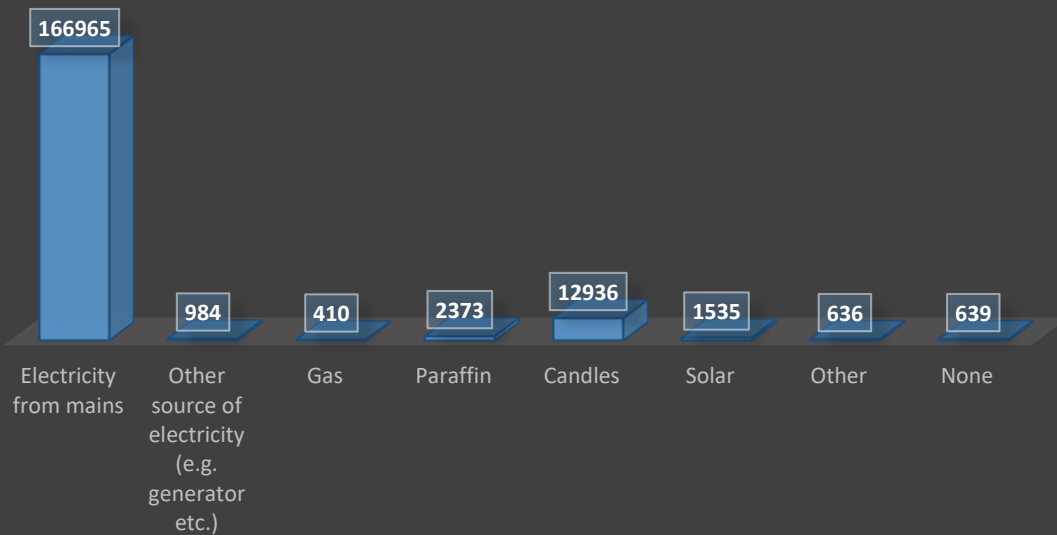
Stats SA, Census 2022

ENERGY FOR COOKING



Stats SA, Census 2022

ENERGY FOR LIGHTING



Stats SA, Census 2022

1.5. Political Leadership

MADIBENG LOCAL MUNICIPALITY

POLITICAL LEADERSHIP





Cllr Douglas Maimane
EXECUTIVE MAYOR





Cllr Ditshego Mbezi
SPEAKER OF COUNCIL



Cllr Sechaba Sekhoto
CHAIRPERSON: MUNICIPAL PUBLIC
ACCOUNTS COMMITTEE (MPAC)



Vacant
SINGLE WHIP OF COUNCIL

MEMBERS OF THE MAYORAL COMMITTEE

 <p>Cllr Moses Molekoa INFRASTRUCTURE AND TECHNICAL SERVICES</p>	 <p>Cllr Carol Montsho BUDGET AND TREASURY OFFICE</p>	 <p>Cllr Lindiwe Mhlambi COMMUNITY SERVICES</p>	 <p>Cllr Motladi Modipane ECONOMIC DEVELOPMENT, TOURISM AND AGRICULTURE (ACTING)</p>	 <p>Cllr Esther Bopape CORPORATE SUPPORT SERVICES</p>
 <p>Cllr Feni Motepa PUBLIC SAFETY, FLEET AND FACILITY MANAGEMENT</p>	 <p>Cllr Buti Makhongela HUMAN SETTLEMENTS AND PLANNING</p>	 <p>Cllr Magdonia Masuku ROADS AND TRANSPORT</p>	 <p>Cllr Lawrence Maluleke IDP, PMS AND LEGAL SERVICES</p>	 <p>Cllr Motladi Modipane INTER-GOVERNMENTAL RELATIONS AND SPECIAL PROGRAMMES</p>

'Madibeng , the Prosperous Platinum and Green Tourism City'

Issued: December 2021

1.6. Ward and PR Councillors



MADIBENG LOCAL MUNICIPALITY



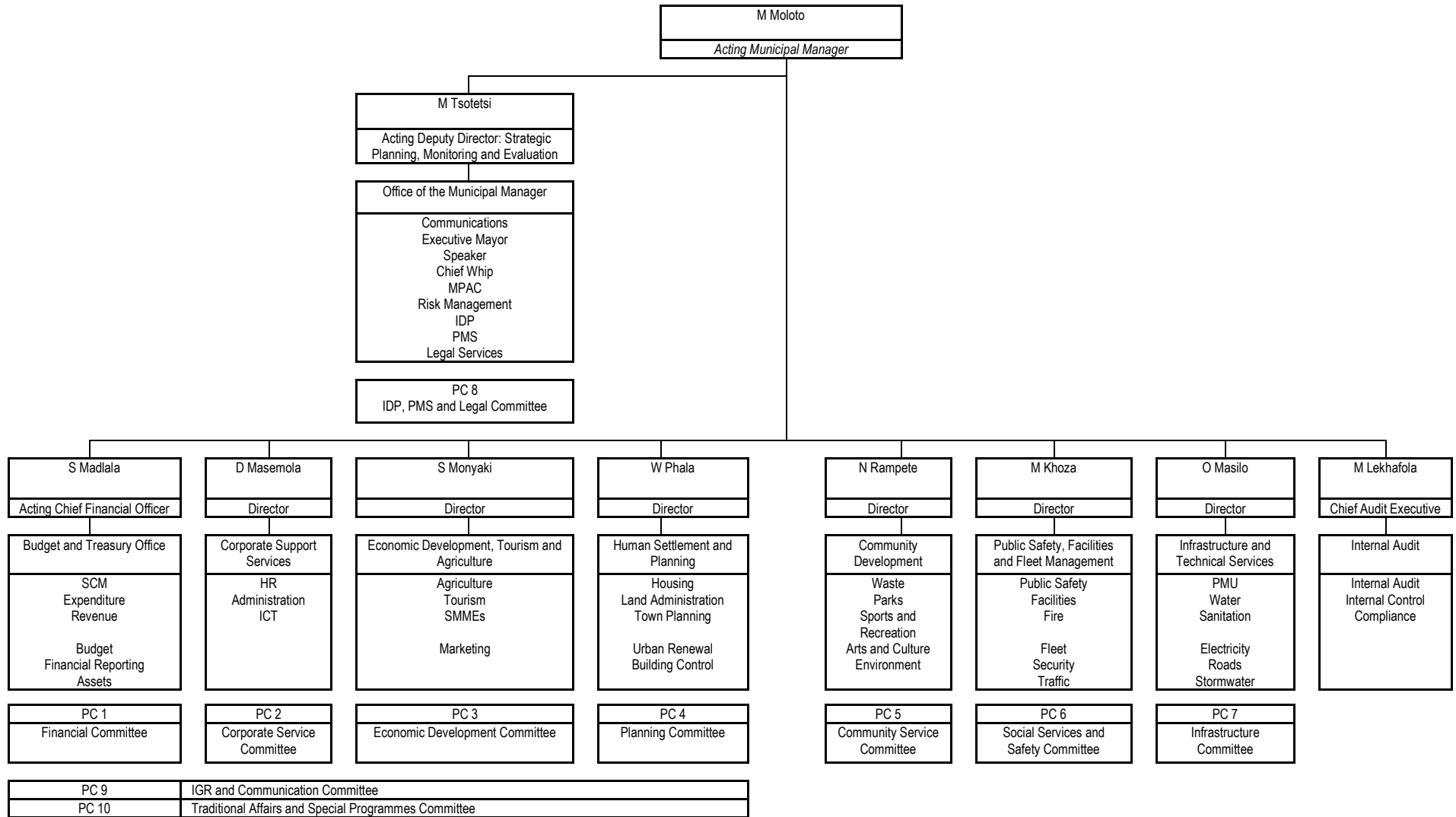
WARD COUNCILLORS

 CLLR PETER PHASWANA LECORNO Ward 02	 CLLR KSAABAKA SEYANE Ward 03	 CLLR MOTALEPULI JOHN RAJEE Ward 04	 CLLR LETSIHOSONLO PETER SEGO Ward 05	 CLLR SHADRACK SHWATI MOKENI Ward 06	 CLLR LEVY KUMALIMAPE Ward 07	 CLLR RANKWANA PETER POKI Ward 08	 CLLR LEVY SELOFELA GIFT MHALANE Ward 10	 CLLR THABANGA WILLIAMS MLENGISA Ward 11
 CLLR MOALEFA THEOPHILUS SELJALA Ward 12	 CLLR NICHOLAS RAMA-JA RAKOLLE Ward 14	 CLLR PHOENIXO LUCAS MOTUNG Ward 15	 CLLR THOMAS-JOHN MAKHUBELE Ward 16	 CLLR RAYMOND NCHANE MOKALE Ward 17	 CLLR PATRICK SAMUEL DANIEL BONGUWANE Ward 18	 CLLR ALEX TEDDGO MATLOU Ward 19	 CLLR GEORGE MOKWOTO Ward 20	 CLLR PETER TSEHLANE MOKAU Ward 21
 CLLR KAGISO GODFREY MATLOU Ward 22	 CLLR JOHAN PETERSE Ward 23	 CLLR MONNANA ISAAC Ward 24	 CLLR BEAUTY MOGALE Ward 25	 CLLR SAMUEL MAPHOSU Ward 27	 CLLR AUBREY SETSOLE Ward 28	 CLLR LIZELLE STOLTZ Ward 29	 CLLR CLAUDE MARISA GREENWOOD-HELVY Ward 30	 CLLR ISAAC BONGUANE DIEBIE Ward 31
 CLLR PRECILLA DAINA MAMOGWE Ward 32	 CLLR MANTJA DU PLESSIS Ward 33	 CLLR JOSEPH MOGOGOLE SIBANDA Ward 34	 CLLR NCHANE FAITH MOKWENA Ward 35	 CLLR BOYENGO BARENG MATLALA Ward 36	 CLLR WILLIAM EKUNO MOKANE Ward 38	 CLLR JACK MATHISA MAMABOLO Ward 39	 CLLR COEL MPHAIHELE Ward 40	 CLLR LEAN MAMAKUSU NTONGONG Ward 41

PROPORTIONAL REPRESENTATIVE (PR) COUNCILLORS

 CLLR JOSEPH RATLO	 CLLR TSEPO ALFRED KWILE	 CLLR MADIBANE	 CLLR MPOOTOKO DANIEL BONGOLE	 CLLR PHUMZA PHEKISO	 CLLR ABEL KHELA MABELO	 CLLR CHINCA RENOTLWANE MOGANE	 CLLR RHUFAS MAHLANGA MOKOENA	 CLLR SARANI MOHALE
 CLLR EBONGANO NEO SIMANGO	 CLLR PAULINA MMANANE BEFURU	 CLLR RATWITE SAMUEL TSEA	 CLLR MCHOTJO STANLEY KOMAPE	 CLLR TERHO JOSEPHINE MOKHABANE	 CLLR GERTHA JACOBA ROSSOUW	 CLLR MATHISO STEPHINA MASUNDA	 CLLR JAM COLLY VAN RHYN	 CLLR DANNARD MARNE
 CLLR WILLEM JACOBUS MILLER	 CLLR MAHLASI MABEL MOLO	 CLLR EUGENE VAN DER SCOFF	 CLLR LERATO ANNAH RATLO	 CLLR ELA DOROTHEA FREDERICK LOURENS	 CLLR JAN DANIEL SMITH	 CLLR JOHANNES ELABOUR KLOPPER	 CLLR DELLAUME CLOUSTON	 CLLR TRISOLO BRADLEY KHUTLANE
 CLLR BYRNEY MOKHOSOTLA	 CLLR ISHAM PRINDEANE BONGANE	 CLLR PETER TSHOKA	 CLLR AYANDA MGAWANA	 CLLR JOHANNES BONGUNKOSI CHRYA	 CLLR MABEL ABNEY MTHESISO			

1.7. Administrative Structure



1.8. 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
Municipal Public Accounts Committee (MPAC)	Councillor S Sekhoto
Rules Committee	Councillor D Mbezi
Petitions and Civilians Committee	
Delegations Committee	Councillor D Mbezi
Municipal Demarcation Committee	Councillor D Mbezi

1.9. Traditional Authorities

The Traditional Authorities situated within the jurisdiction of Madibeng are as follows:

Mmakau Tribal Office
Bapo ba Mogale Tribal Office, Bapong – Serving on the Council
Bakwena ba Mogopa, Jericho
Bakwena Ba Mogopa Tribal Office, Hebron
Bataung Tribal Office Maboloka

1.10. Roleplayers within the Municipality

Madibeng Council
Mayoral Committee
Portfolio Committees
Ward Councillors
Municipal Manager
Tribal Authorities
Community Development Workers
Officials

1.11. Established forums in Madibeng Local Municipality

Delegates of Business Sector, Industrialists, Tourism Sector, Council Members, Mining Forum, Heads of Departments and the Municipal Manager constitute the Business Consultative Forum. The chairperson of the forum is the Executive Mayor, and the forum meet monthly.

Representatives of all mining houses, councillors and officials constitute the Mining Forum.

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, Traditional Authorities, Professional Service Providers, members of communities and residents.*

1.12. Audit Committee

Madibeng Municipality has a functional Internal Audit Committee. The Audit Committee was established in December 2004. The current audit committee members were appointed by the Council effective from 01 October 2021 for a period of three years. The Audit Committee comprises of five (5) external members, namely:

Tendani Gaylord Nevhutalu - Chairperson
Suren Maharaj
Anna Mirriam Mmanoko Badimo
Avheani Princess Cindy Mangoma
Roy Mnisi

Audit Committee Meetings are held quarterly, with the authority to convene additional special meetings as circumstances require, ensuring that the Audit Committee discharge its responsibilities found in its Charter.

1.13. 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.

1.14. Human Resource Information Organizational Structure

The Council is still using the organisational structure adopted in May 2018.

Vacancy Rate

VACANCY RATE 2023/2024			
DESIGNATIONS	The number of employee posts on the approved organisational structure (A)	The number of permanent employees in the municipality (B)	Vacancy Rate [(A-B)/B]
Municipal Manager	1	0	100%
Chief Financial Officer	1	0	100%
Other Section 56 Managers	8	7	12.5%
Managers	48	24	50%
Professionally Qualified And Experienced Specialists And Mid-Management	289	107	63%
Skilled Technical And Academically Qualified Workers-Junior Management- Supervisors- Foremen- And Superintendents	435	208	52%
Semi-Skilled And Discretionary Decision Making	512	364	29%
Unskilled And Defined Decision Making	792	393	50%
TOTAL	2086	1103	47%

Total employees and vacancies

Structural Shape	Structural Layers	Public Office	Municipal Manager	Strategic	BTO	CSS	PSFFM	CS	ITS	LED	HSP	Total
Strategic level	Top Management		1									1
	Senior Management		2	1	1	1	1	1	1	1	1	10
Managerial Level	Middle Managers	3	3	4	7	5	5	3	5	4	4	43
	First-line Managers	13	6	6	12	7	11	8	26	7	8	104
Specialist Level	Supervisory	16	16	14	51	38	66	30	131	9	48	419
Operational Level	Discretionary/ Basic Level	19	1	0	75	26	398	484	472	24	10	1509
Total		51	29	25	146	77	481	526	635	45	71	2086

Total filled position = 1287
 Vacant positions = 799
 Staff Vacancy rate (%) = 38%

Turnover Rate

Turnover Rate			
Period	Total appointments as at the beginning of the year	Terminations during the financial year	Turnover Rate
2016/2017	95	52	55%
2017/2018	42	56	133%
2018/2019	383	44	11%
2020/2021	15	51	29%
2021/2022	51	58	88%
2022/2023	27	34	79%

Departmental Equity Information

Department	Number of Males					Number of Females					Number of Foreign Nationals		Total
	A	C	I	W	D	A	C	I	W	D	M	F	
Top Management	1	0	0	0	0	1	0	0	0	0	0	0	2
Snr Management	26	0	0	1	0	6	0	0	0	0	0	0	33
Prof. qualified and experienced specialists and mid	74	0	0	3	0	42	0	0	3	0	0	0	121
Skilled technical academically qualified workers, junior management, supervisors, foremen and superintendents	110	1	0	10	0	116	1	0	6	0	0	0	244
Semi-skilled and discretionary decision making	134	2	0	0	4	94	1	0	1	0	0	0	236
Unskilled and defined decision making	313	0	0	3	0	315	0	0	0	0	0	0	631
Total Permanent	651	3	0	17	0	574	2	2	10	0	0	0	1270
Temporary employees	31	0	0	0	0	10	0	0	0	0	0	0	26
Grand Total	709	3	0	17	12	584	2	0	10	0	0	0	1296

Workplace Skills Plan

Total planned training beneficiaries for 01 May 2022 to 30 April 2023

LGSeta Strategic Focus Areas	Municipal Key Performance Area	Female Employed	Male Employed	Totals
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance	48	115	163
Promoting Sound Financial Management and Viability	Financial Viability	22	13	35
Enhancing Infrastructure and Service Delivery	Basic Service Delivery	218	198	416
Enhancing Municipal Planning	Municipal Transformation	27	26	53
Promoting Spatial Transformation and Inclusion	Local Economic Development	2	5	7
Totals		317	357	674

Municipal Policies, Plans, Bylaws & Strategies

Name	Status	Adoption Date
Acceptance of Grants, sponsorships & gift policy		29/05/2014
Acting Allowances	Under review	05/05/2011
Alienation of Council Land Policy		24/08/2007
Anti-Fraud and Corruption Policy		07/04/2009
Assets Management Policy		28/05/2019
Attendance of Conferences Workshops and meeting policy		31/07/2000
Audit Committee Charter (2018/2019)		15/11/2018
Bad Debts Write-Off Policy	Reviewed	01/03/2023
Budget policy	Reviewed	01/03/2023
Business Licensing By-Law		N/A
Career Succession Planning policy	Under Review	24/08/2010
Cash Management and investment Policy	Reviewed	01/03/2023
Cost Containment Policy	Reviewed	01/03/2023
Customer Care Policy	Reviewed	27/08/2019
Credit Control & Debt Collection policy & By-Law	Reviewed	01/03/2023
Deposit policy	Reviewed	01/03/2023
Disability policy		09/12/2016
Disposal Policy		29/05/2014
Education, Training and Development Policy		30/06/2020
Employee Assistance/ Wellness	Under Review	12/20/2010
Employee Exit	Reviewed	29/08/2017
Employee Performance Management Policy		25/08/2015
Employment Equity Policy	Under Review	07/12/2011
Expanded public works program policy EPWP		25/11/2014
Financial Assistance for Funerals and Memorial Services to Officials		05/05/2011
Fire & Disaster Management By-Law		28/02/2017
Gender Policy		30/05/2013

HIV/AIDS Workplace Policy		30/05/2013
ICT Policy	Under Review	N/A
IDP Process Plan (2022/2027)		30/08/2021
Indigent Household Subsidy policy		01/03/2023
Integrated Development Plan (IDP 2022 – 2027)		30/05/2022
IDP Review (2023/24)		30/05/2023
Integrated Environmental Management Plan	Draft	N/A
Integrated Environmental Management Policy		02/12/2015
Integrated Waste Management Plan (IWMP)		09/12/2016
Internal Audit Charter (2018/19)		15/11/2018
Job Evaluation Policy		29/05/2018
Labour Relations		20/12/2010
Language Policy		09/12/2016
Leave Management Policy	Reviewed	30/06/2020
Marketing & Communication policy		26/05/2017
Mayoral bursary Fund		28/03/2014
Mayoral Fund Policy		28/03/2014
Medical Surveillance	Under review	05/05/2011
Occupational Health & Safety	Reviewed	29/05/2018
Open Space By-Law		26/05/2017
Operational Manual of Land Alienation Policy		07/04/2009
Outdoor Advertising By-Law	Review	N/A
Overtime Management Policy	Reviewed	30/06/2020
Payroll Policy		29/05/2014
Petty Cash policy		30/05/2013
PMS Framework & Procedure Manual		31/08/2022
Policy on Civic Funerals and Memorial Services for Councillors		25/08/2015
Policy on Council Houses		09/11/2000
Procedures on Development & Adoption of Policies & By-Laws.		26/05/2017
Property Rates Policy & By-Law		01/03/2023
Public Parks By-Law		26/05/2017
Public participation Policy		23/02/2016
Records Management Policy	Reviewed	24/11/2020
Recruitment, Selection & Personnel	Reviewed	29/05/2019
Renaming of Street and Other Public Places Policy		30/05/2013
Risk Management Framework, Strategy & Policy		29/11/2022
Sexual Harassment Policy		05/05/2011
Spatial Development Framework		26/05/2017
Spatial Planning & Land Use Management By-Law		28/02/2017
Staff Placement Policy		28/08/2018
Staff & Skills Retention		24/08/2010
Standby Allowance policy		27/08/2013
Standing Municipal Instructions on Legal Matters		26/05/2017

Street Trading By-Law	Review	N/A
Study Aid Policy	Reviewed	28/05/2019
Subsistence and Travel Policy		29/05/2014
Supply Chain Management Policy	Reviewed	01/03/2023
Tariff Setting Policy & By-Law	Reviewed	01/03/2023
Transport policy		24/07/2002
Vehicle Allowance Policy	Under review	29/08/2017
Volunteers Policy and Procedures	Under review	07/12/2011
Water Services Development Plan (WSDP)		09/12/2016
Youth Development Policy		07/12/2011

1.15. Key committees for good governance and institutional transformation

The municipality has the following committees, including Section 79 and 80 Committees:

- Audit Committee
- Portfolio Committees
- Mayoral Committee
- Post Audit Action Plan (PAAP) committee
- Integrity Committee
- Risk Management Committee
- Local Labour Forum
- Contract Management Committee (i.e. Supply Chain)
- Budget Steering Committee
- Delegations Committee
- Rules Committee
- Municipal Planning Tribunal
- Municipal Public Accounts Committee

1.16. Complaints Management System

The municipality has complain management system whereby the department of Corporate Support Services is custodian and responsible for managing all the complains made by officials and the community through helpdesk.

1.17. SWOT Analysis

STRENGTHS	
<ul style="list-style-type: none"> • Sound employer and employee relations • Communication (Corporate) • Economic Infrastructure of Municipality – Dams, Rivers and Natural Beauty • Governance systems in place • Highest allocation of MIG • Permanent administrative staff • Attractive Tourism, farming and manufacturing industry • Agricultural land • Gateway that connects countries and provinces • Strong Mining Sector • Adequate response to emergency services 	
WEAKNESSES	
<ul style="list-style-type: none"> • Low staff morale • Non-adherence to the value system • Non-adherence to the policy implementation • Inability to resolve long outstanding labour and litigations disputes • Poor revenue collection • Consequence management not in place • Overloaded and aged infrastructure • High staff turnover in critical posts • Lack of review and enforcement of by-laws • Dependency of government grants • Poor planning and planning tools • Poor Financial Management • Skills shortages in critical positions • None compliance to policies, acts and legislation • Inability to provide basic services to communities • Failure to update asset register and valuation roll • Ineffective use of resources 	<ul style="list-style-type: none"> • High Levels of fraud, corruption & maladministration • Poor municipal branding/marketing • Delay in payments of service providers • Water crisis in the Municipality • Illegal connection on water and electricity • No integrity of systems, SCM practices • Ill Discipline • High Vacancy rate • Lack of resources • Budget constraint • Outsourcing of critical departmental functions • Lack of available land for residential purposes • Poor implementation of the plan and non-review of Sector Plans • Non-functioning of Committees • Non-compliance with Municipal Calendar • Lack of accountability

OPPORTUNITIES

- Big population (growth potential)
- PPP availability in the mining, agriculture and motor industry
- Use of technology to improve service delivery
- Location of mining, tourism and Agricultural industries to the Municipality
- Land availability for Industrialization
- Maximise revenue streams
- Attract investment and Tourists in the Municipality
- Infrastructure expanding
- Land expropriation/acquisition
- Mining and Industrial development
- Forensic clean out
- Revenue enhancement initiatives
- Recruiting a diverse work force
- Migration and urban-led growth drive the local economy
- Alternative building technology
- Turn around possible under administration phase
- Informal settlements upgrades
- Inclusion of the municipality in Priority Housing Development Areas by National Department of Human Settlements
- Proclaimed restructuring zones for future developments
- Institutional Governance –Policies, Processes, Legislative and regulatory guidance, etc.

THREATS

- Loadshedding
- Poor Economic climate and outlook
- Non-payment of services by communities and businesses
- Unrests and protests by Communities
- Potential growth of Informal settlements
- Vandalism of Municipal Assets
- High Levels of unemployment
- High Levels of Crime
- Environmental pollution
- Poor perception of Municipality
- Land instability threat
- Public image and reputation
- Unfunded and inadequate budget
- Fleet
- Loss of revenue
- Litigation
- Service providers are not paid within 30 days
- Lack of bulk infrastructure
- Long turnaround time in procurement
- Negative AG Opinion
- Dysfunctional Intergovernmental Relation Structures District Mayors Forum, Municipal Managers Forum
- Alignment of Planning and Implementation Programme between District and Municipalities, as well as Spheres of Government
- Loss of key personnel
- Disaster

1.18. Audit Report from the Auditor General of South Africa

Report of the auditor-general to North West Provincial Legislature and the council on Madibeng Local Municipality

Report on the audit of the financial statements

Adverse opinion

1. I have audited the financial statements of Madibeng Local Municipality set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2023, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, because of the significance of the matters described in the basis for adverse opinion section of this auditor's report, the financial statements do not present fairly, in all material respects, the financial position of the Madibeng Local Municipality as at 30 June 2023, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 5 of 2022 (Dora).

Basis for adverse opinion

Prior year adjustments

3. The municipality did not correctly disclose all adjustments made relating to prior period errors in note 41 to the financial statements as required by GRAP 3, *Accounting policies, estimates and errors*. The nature and the amount of the correction for each financial statement item affected and the amount of the correction at the beginning of the earliest prior period were not disclosed for all adjustments made. I was unable to quantify the full extent of the omitted disclosures, as it was impracticable to do so. Furthermore, I was unable to obtain sufficient appropriate audit evidence for the prior year adjustments made, as the municipality did not have adequate controls in place to ensure that the supporting information for these adjustments were available. I was unable to confirm these adjustments by alternative means. In addition, I was unable to determine the resultant impact of these misstatements on the accumulated surplus of R5 034 912 073 (2022: R5 284 541 703), as presented in the statement of financial position and the statement of changes in net assets. Consequently, I was unable to determine whether any further adjustment was necessary to the prior year errors as disclosed in note 41 to the financial statements.

Unauthorised expenditure

4. I was unable to obtain sufficient appropriate audit evidence for the opening balance of unauthorised expenditure due to differences between the unauthorised expenditure register and the amounts disclosed in the financial statements. I was unable to confirm the unauthorised expenditure by alternative means. Consequently, I was unable to determine whether any adjustment relating to unauthorised expenditure of R4 613 743 418 (2022: R4 205 501 249), as disclosed in note 48 to the financial statements, was necessary.

Irregular expenditure

5. Section 125(2)(d)(i) of the MFMA requires the disclosure of irregular expenditure incurred. The municipality made payments of R42 163 588 in contravention of the supply chain management requirements, which were not included in irregular expenditure disclosed. As the municipality did not quantify the full extent of the irregular expenditure, it was impracticable to determine the resultant understatement of irregular expenditure as per note 50 to the financial statements. In addition, I was unable to obtain sufficient appropriate audit evidence for the opening balance of irregular expenditure due to the status of the accounting records. I was unable to confirm this irregular expenditure by alternative means. Consequently, I was unable to determine whether any further adjustment was necessary to irregular expenditure of R2 504 721 038 (2022: R2 766 445 401) disclosed in note 50 to the financial statements.

Payables from exchange transactions

6. I was unable to obtain sufficient appropriate audit evidence that trade payables, payments received in advanced – contract in process, unallocated deposits received and other creditors included in payables from exchange transactions had been properly accounted for, due to the status of the accounting records. I was unable to confirm these payables from exchange transactions by alternative means. Consequently, I was unable to determine whether any further adjustment was necessary to payables from exchange transactions of R1 453 414 342 (2022: R755 486 394) as disclosed in note 15 to the financial statements.

Service charges

7. The municipality did not measure revenue from service charges in accordance with GRAP 9, *Revenue from exchange transactions*. Service charges included R28 153 912 (2022: R26 385 611) for estimated billing. This billing was not based on actual consumption for a substantial period exceeding 12 months. The municipality did not have adequate internal controls in place to ensure that the revenue billed was based on recent actual meter readings, in compliance with the municipal by-laws. I was unable to determine the value of the misstatement on service charges of R867 323 786 (2022: R799 807 095) as disclosed in note 21 to the financial statements or the related consumer receivables, as well as on distribution losses, as it was impracticable to do so. This also had an impact on the deficit for the period and on the accumulated surplus.

Receivables from non-exchange transactions

8. I was unable to obtain sufficient appropriate audit evidence that sundry debtors included in receivables from non-exchange transactions had been properly accounted for, due to the status of the accounting records. I was unable to confirm the sundry debtors by alternative means. In addition, the municipality did not correctly calculate the provision for impairment of receivables in accordance with GRAP 104, *Financial instruments*, resulting in the allowance for impairment included in receivables from non-exchange transactions and debt impairment included on note 35 being understated by R18 444 976 (2022: R6 322 962). Consequently, I was unable to determine whether any further adjustments were necessary to receivables from non-exchange transactions of R583 727 667 (2022: R649 377 704) as disclosed in note 6 to the financial statements, as well as the related debt impairment of R118 316 810 (2022: R181 794 375) as disclosed in note 35 to the financial statements.

Cash flow statement

9. The municipality did not prepare a cash flow statement in accordance with GRAP 2, *Cash flow statements* as the municipality incorrectly calculated the net cash flows from operating activities and the net cash flows from investing activities in the current and prior year. I was unable to determine the full extent of these misstatements, as it was impracticable to do so. Consequently, I was unable to determine whether any adjustment was necessary to net cash flows from operating activities of R323 101 689 (2022: R359 178 748) as presented in the cash flow statement and disclosed in note 40 and net cash flows from investing activities of R344 422 923 (2022: R280 259 789) to the financial statements.

Other receivables

10. I was unable to obtain sufficient appropriate audit evidence that other receivables had been properly accounted for, due to the status of the accounting records. I was unable to confirm these other receivables by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to other receivables of R54 231 800 (2022: R56 594 150) as disclosed in note 5 to the financial statements.

Commitments

11. The municipality did not account for commitments in terms of GRAP 17, *Property, plant and equipment*, as the municipality did not accurately disclose the value of commitments on capital assets in progress. Consequently, commitments as disclosed in note 42 to the financial statement was understated by R50 974 648 (2022:R15 499 759).

Accounting by principals and agents

12. The municipality did not disclose the accounting by principals and agents in accordance with GRAP 109, *Accounting by principals and agents*, as not all disclosures and amounts were included on note 54 to the financial statements. I have not included the omitted information in this auditor's report, as it was impracticable to do so.

Context for opinion

13. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
14. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
15. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my adverse opinion.

Emphasis of matters

16. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Fruitless and wasteful expenditure

17. As disclosed in note 49 to the financial statements, fruitless and wasteful expenditure of R60 365 013 was incurred in the current year and fruitless and wasteful expenditure of R121 186 376 from prior years have not yet been dealt with in accordance with section 32 of the MFMA.

Material losses

18. As disclosed in note 36 to the financial statements, the municipality incurred electricity losses of R372 342 836 (2022: R163 816 094).

Other matter

19. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited disclosure notes

20. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion thereon.

Responsibilities of the accounting officer for the financial statements

21. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP and the requirements of the MFMA and Dora and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

22. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

23. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

24. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

25. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for selected key performance areas presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.

26. I selected the following key performance area in the annual performance report for the year ended 30 June 2023 for auditing. I selected a key performance area that measures the municipality's performance on its primary mandated functions and that is of significant national, community or public interest.

Key performance area	Page numbers	Purpose
KPA 2: basic service delivery and infrastructure	XX	To improve basic service delivery

27. I was engaged to evaluate the reported performance information for the selected key performance area against the criteria developed from the performance management and reporting framework, as defined in the general notice. An annual performance report prepared using these criteria provides useful and reliable information and insights to users of the report on the municipality's planning and delivery on its mandate and planned objectives. My objective was to perform procedures for the purpose of reporting material findings only and not to express an assurance opinion or conclusion.

28. The material findings on the reported performance information for the selected key performance area are as follows:

KPA 2: basic service delivery and infrastructure

Various indicators

29. I could not determine if the reported achievements were correct, as adequate supporting evidence was not provided for auditing. Consequently, the achievements might be more or less than those reported and were not a credible base for determining if the targets had been achieved.

Performance indicator	Target	Reported achievement
KPI 8: percentage of planned maintenance performed	40%	40%
KPI 11: percentage of unsurfaced road graded	50%	15.95%

KPI 12: percentage of surfaced municipal road lanes that have been resurfaced and resealed	40%	24%
KPI 19: percentage of callouts responded to within 24 hours (sanitation/wastewater)	95%	95%
KPI 20: percentage of callouts responded to within 24 hours (water)	95%	95%

KPI 18: percentage of reported pothole complaints resolved within standard municipal response time

30. An achievement of 100% was reported against a target of 100%. However, the audit evidence showed the actual achievement to be only 14%. Consequently, the achievement against the target was lower than reported.

Various indicators

31. Measures were reported to improve the performance against the targets. I could not determine if the measures were correct, as adequate supporting evidence was not provided for auditing. Consequently, I could not determine whether the reported measure was reliable.

Performance indicator	Measure
KPI 11: percentage of unsurfaced road graded	Municipality to purchase fleet for unpaved road services
KPI 12: percentage of surfaced municipal road lanes which has been resurfaced and resealed	Consultants awaiting appointment of contractors
KPI 13: kilometres of new municipal road network	Process of appointing contractors should be done with speed
KPI 21: percentage of total water connections metered	Meter readings to be connected to generate revenue for the municipality
KPI 22: number of new sewer connections meeting minimum standards	Process of appointing contractors should be done with speed
KPI 23: number of new water connections meeting minimum standards	Process of appointing contractors should be done with speed

Other matters

32. I draw attention to the matters below.

Achievement of planned targets

33. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or underachievements and measures taken to improve performance. This information should be considered in the context of the material findings on the reported performance information.

34. The municipality plays a key role in delivering services to South Africans. The table that follows provides information on the achievement of planned targets and lists the key service delivery

indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets and measures taken to improve performance are included in the annual performance report on pages xx to xx.

Basic service delivery and infrastructure development

<i>Targets achieved: 38%</i>		
<i>Budget spent: 100%</i>		
Key service delivery indicator not achieved	Planned target	Reported achievement
KPI 6: number of dwellings provided with connections to the mains electricity supply by the municipality	500	0
KPI 11: percentage of unsurfaced road graded	50%	15,95%
KPI 12: percentage of surfaced municipal road lanes that have been resurfaced and resealed	40%	24%
KPI 13: kilometres of new municipal road network	12	0
KPI 14: number of public transport facilities maintained	38	0
KPI 15: percentage of public carrier permits processed	100%	0%
KPI 16: percentage of roads conditional assessment conducted for maintenance of asset registry	100%	0%
KPI 17: percentage of land survey required on ad hoc basic	100%	0%
KPI 21: percentage of total water connections metered	26%	0%
KPI 22: number of new sewer connections meeting minimum standards	150	0
KPI 23: number of new water connections meeting minimum standards	280	0

Material misstatements

35. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for KPA 2 – basic service delivery and infrastructure development. Management did not correct the misstatements and I reported material findings in this regard.

Report on compliance with legislation

36. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the municipality's compliance with legislation.
37. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
38. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the municipality, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
39. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Annual financial statements

40. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets, liabilities, revenue, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records were provided subsequently, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving an adverse audit opinion.

Strategic planning and performance management

41. The performance management system and related controls were not maintained, as it did not describe how the performance planning, monitoring, measurement, review and reporting processes should be conducted, organised and managed, as required by municipal planning and performance management regulation 7(1).

Revenue management

42. An adequate management, accounting and information system, which accounts for revenue and debtors, was not in place, as required by section 64(2)(e) of the MFMA.
43. An effective system of internal control for revenue was not in place, as required by section 64(2)(f) of the MFMA.

Expenditure management

44. Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.

45. An adequate management, accounting and information system was not in place which recognised expenditure when it was incurred and accounted for creditors, as required by section 65(2)(b) of the MFMA.
46. Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The expenditure disclosed does not reflect the full extent of the irregular expenditure incurred, as indicated in the basis for qualification paragraph. The majority of the disclosed irregular expenditure was caused by the non-compliance with the supply chain regulations.
47. Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R60 365 013, as disclosed in note 49 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest payable on bulk purchases.
48. Reasonable steps were not taken to prevent unauthorised expenditure, as required by section 62(1)(d) of the MFMA. The full extent of the unauthorised expenditure could not be quantified, as indicated in the basis for qualification paragraph. The majority of the disclosed unauthorised expenditure was caused by overspending of the budget on the infrastructure and technical services as well as public safety and fleet management votes.

Consequences management

49. Unauthorised, irregular, fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person was liable for the expenditure, as required by section 32(2)(a) and (b) of the MFMA.

Conditional grants

50. Performance in respect of programmes funded by the water services infrastructure grant was not evaluated within two months after the end of the financial year, as required by section 12(5) of the Dora.
51. Performance in respect of programmes funded by the integrated national electrification programme (municipal) grant (INEP) was not evaluated within two months after the end of the financial year, as required by section 11(6)(b) of the Dora.

Human resources management

52. An approved staff establishment was not in place, as required by section 66(1)(a) of the MSA.

Procurement and contract management

53. Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of by SCM regulation 17(1)(a) and (c). Similar non-compliance was also reported in the prior year.
54. Some of the quotations were awarded to bidders who did not submit a declaration on whether they were employed by the state or connected to any person employed by the state, as required by SCM regulation 13(c). Similar non-compliance was also reported in the prior year.

55. Measures to combat the abuse of the SCM system were not implemented as per the requirements of SCM regulation 38(1), because some of the contracts were awarded to providers who, during the last five years, failed to perform satisfactorily on a previous contract with an organ of state.
56. Some of the contracts and quotations were awarded to bidders based on preference points that were not calculated in accordance with the requirements of section 2(1)(a) of the Preferential Procurement Policy Framework Act and its regulations. Similar non-compliance was also reported in the prior year.
57. Some of the contracts were awarded to bidders that did not score the highest points in the evaluation process, as required by section 2(1)(f) of Preferential Procurement Policy Framework Act and 2017 preferential procurement regulation 11 and 2022 preferential procurement regulations 4(4) and 5(4). Similar non-compliance was also reported in the prior year.
58. Sufficient appropriate audit evidence could not be obtained that tenders that failed to achieve the minimum qualifying score for functionality were disqualified as unacceptable tenders in accordance with 2017 preferential procurement regulation 5(6). Similar non-compliance was also reported in the prior year.
59. Some of the tenders that achieved the minimum qualifying score for functionality legislative requirement were not evaluated further in accordance with 2017 preferential procurement regulation 5(7). Similar non-compliance was also reported in the prior year.
60. Some of the invitations to tender for procurement of commodities designated for local content and production did not stipulate the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2).
61. Sufficient appropriate audit evidence could not be obtained that contracts were extended or modified with the approval of a properly delegated official, as required by SCM regulation 5. A similar limitation was also reported in the prior year.
62. Sufficient appropriate audit evidence could not be obtained that the performance of contractors or providers was monitored on a monthly basis, as required by section 116(2) of the MFMA. A similar limitation was also reported in the prior year.
63. Sufficient appropriate audit evidence could not be obtained that contract performance and monitoring measures were in place to ensure effective contract management, as required by section 116(2)(c)(ii) of the MFMA. A similar limitation was also reported in the prior year.

Other information in the annual report

64. The accounting officer is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected key performance area presented in the annual performance report that have been specifically reported on in this auditor's report.

65. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
66. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected key performance area presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
67. I did not receive the other information prior to the date of this auditor's report. After I receive and read this information, and if I conclude that there is a material misstatement, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

68. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
69. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the adverse opinion, the material findings on the annual performance report and the material findings on compliance with legislation included in this report.
70. The accounting officer did not adequately exercise its oversight responsibility regarding financial and performance reporting and compliance with legislation. The municipality did not have sufficient monitoring and reviewing controls to ensure that financial and performance reports submitted for auditing were accurate and complete, and that action plans developed were adequately and timeously implemented.
71. Management did not implement sound monitoring controls over proper record keeping, reconciliation of transactions and accurate processing of transactions that support reported financial information, performance on predetermined objectives and compliance with laws and regulations. Furthermore, action plans to address prior year audit findings were not fully implemented and monitored, as numerous instances of repeat audit findings were reported.

Material irregularities

72. In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit and on the status of the material irregularities reported in the previous year's auditor's report.

Status of previously reported material irregularities

Full and proper records not kept (2019-20) – significant distribution losses, revenue and accounts receivables, cash and cash equivalents, expenditure and accounts payable

73. Reasonable steps were not taken in the 2019-20 financial year to ensure that full and proper records were kept of significant distribution losses, revenue and accounts receivable, cash and cash equivalents and expenditure and accounts payable, as required by section 62(1)(b) of the MFMA. The non-compliance contributed to a disclaimed audit opinion, as I could not obtain sufficient appropriate audit evidence to support the amounts and disclosures in the financial statements.
74. The lack of full and proper records is likely to result in substantial harm to the municipality, as the municipality may not be able to continue its operations, i.e. it may not be able to demonstrate that it can ensure access to basic services in a financially sustainable manner. This is likely to have a negative impact on the municipality's ability to discharge its service delivery mandate.
75. The accounting officer was notified of the material irregularity (MI) on 8 June 2021. The accounting officer has not taken the appropriate action committed to in his written submission in response to the notification. I had recommended that the accounting officer should take the following actions to address the MI by 4 May 2022.
- The non-compliance with section 62(1)(b) of the MFMA should be investigated to determine the reasons and circumstances that led to the non-compliance for taking appropriate corrective actions and to address control weaknesses.
 - Based on the reasons and circumstances, appropriate action should be taken to develop and commence with the implementation of an action plan to address poor record keeping so that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards, as required by section 62(1)(b) of the MFMA. A plan should include anticipated timeframes and address the following key areas as a minimum:
 - a. Complete records of distribution losses relating to water and electricity
 - b. Billing information and reconciliations to support revenue from service charges
 - c. Reconciliations of the bank accounts
 - d. Clearing of suspense accounts
 - e. Complete records of all procurement processes
 - f. Payment vouchers, creditor statements and creditor reconciliations for purchases. The expenditure incurred should be supported by sufficient evidence that goods and services paid for were received.
76. I had further recommended that the accounting officer should take appropriate action to develop and commence with the implementation of an action plan to address the financial problems of the municipality, as required by section 135(1) and 135(3)(a) of the MFMA, by 4 August 2022. The accounting officer was supposed to describe the anticipated timeframe and milestones to be achieved and include, as a minimum, strategies to:
- a. increase the collection of revenue

- b. efficiently manage the available resources of the municipality
- c. enter into payment agreements with major suppliers.

77. The above timeframes for the implementation of the recommendations were running concurrently.

78. The accounting officer submitted a written response to and supporting evidence for the implementation of the recommendations on 12 August 2021 and 3 August 2022. Based on my assessment of the written response and supporting evidence submitted, I concluded that the recommendations had not been adequately implemented.

79. On 10 August 2023, I notified the accounting officer of the following remedial actions to address the MI, which should be implemented by within six months from the date of the notification, with a progress report after three months:

- The non-compliance with section 62(1)(b) of the MFMA must be investigated to determine the reasons and circumstances that led to the non-compliance for the purpose of taking appropriate corrective actions and to address control weaknesses.
- Based on the reasons and circumstances, appropriate action must be taken to develop and commence with the implementation of an action plan to address poor record keeping so that full and proper records of the financial affairs of the auditee are kept in accordance with any prescribed norms and standards, as required by section 62(1)(b) of the MFMA. The plan must include anticipated timeframes and address the following key areas as a minimum:
 - a. Complete records of distribution losses relating to water and electricity
 - b. Billing information and reconciliations to support revenue from service charges
 - c. Reconciliations of the bank accounts
 - d. Clearing of suspense accounts
 - e. Complete records of all procurement processes
 - f. Payment vouchers, creditor statements and creditor reconciliations for purchases. The expenditure incurred should be supported by sufficient evidence that goods and services paid for were received.
- I further recommend that the accounting officer must take appropriate action to develop and commence with the implementation of an action plan to address the financial problems of the auditee, as required by section 135(1) and 135(3)(a) of the MFMA. The plan must describe the anticipated timeframe and milestones to be achieved and include as a minimum strategies to:
 - a. increase the collection of revenue
 - b. efficiently manage the available resources of the municipality
 - c. enter into payment arrangements with major suppliers.
- A progress report on the implementation of the remedial action was received on 7 November 2023. Whilst the audit outcome moved from a disclaimer opinion to an adverse opinion, I am in the process of assessing the progress made with the implementation of the actions to address the remedial action.

- I will follow up on the implementation of remedial actions during my next audit.

Pollution of water resources not prevented – Mothotlung wastewater treatment plant

80. The municipality did not take reasonable measures at the Mothotlung Wastewater Treatment Works to prevent pollution or degradation of the environment and water resources from occurring, continuing or recurring, as required by section 28(1) of the National Environmental Management Act and section 19(1) of the National Water Act. The wastewater treatment works was demolished, vandalised and some of the infrastructure stolen, rendering it not operational for years, while infrastructure lines to and from the plant were also depleted, vandalised and stolen, causing regular sewerage overflows. This resulted in untreated effluent being discharged into the adjacent environment, including the groundwater, the Kgowa spring and its extended watercourse. The community is also directly impacted with raw sewerage overflows accumulating directly in gardens, houses and streets of the adjacent Mothotlung and Thetele settlements. The contaminated water sources are used by a number of settlements and communities in the Mothotlung area and along the extended watercourse. The non-compliance is likely to cause substantial harm to the communities exposed to and dependent on the contaminated water resources.
81. The accounting officer was notified of the MI on 25 May 2022 and invited to make a written submission on the actions taken and that will be taken to address the matter. The accounting officer, however, did not respond to provide any planned actions to address the MI. Based on a follow-up visit in July 2022, it was confirmed that no action has been taken at the wastewater treatment works, with it still being flooded, and no treatment of wastewater taking place before it is discharged into the environment and water sources adjacent to the plant.
82. The accounting officer has not taken sufficient action to minimise and rectify the pollution or degradation of the environment. Therefore, I concluded that the accounting officer was not taking appropriate action to address the MI.
83. I referred the MI to the Department of Water and Sanitation (DWS) on 30 June 2023 for investigation, as provided for in section 5(1A) of the PAA. The referral was accepted by the DWS on 5 July 2023 and the investigation is currently in progress.

Pollution of water resources not prevented – Letlhabile wastewater treatment plant

84. The municipality did not take reasonable measures at the Letlhabile Wastewater Treatment Works to prevent pollution or degradation of the environment and water resources from occurring, continuing or recurring, as required by section 28(1) of the National Environmental Management Act and section 19(1) of the National Water Act. The wastewater treatment works has not been operational with full ponds overflowing for a number of years already. This resulted in untreated effluent being discharged into the adjacent environment, including the groundwater and the Rakwasi Ramokgatla spring, which is used by the communities in the areas like the Letlhabile and Maboloka settlements. This contaminates a network of streams and rivers in the surrounding area that ultimately flows into the Tolwane River, which is used for consumption, farming and agricultural purposes by the communities of the towns and the farmers along the extended water network. The non-compliance is likely to cause substantial harm to the communities exposed to and dependent on the contaminated water resources.

85. The accounting officer was notified of the MI on 25 May 2022 and invited to make a written submission on the actions taken and that will be taken to address the matter. The accounting officer however did not respond to provide any planned actions to address the MI. Based on a follow-up visit in July 2022, it was confirmed that no action has been taken at the wastewater treatment works, with it being flooded and no treatment of wastewater taking place before it is discharged into the environment and water sources adjacent to the plant.
86. The accounting officer has not taken sufficient action to minimise and rectify the pollution or degradation of the environment. Therefore, I concluded that the accounting officer was not taking appropriate action to address the MI.
87. I referred the MI to the DWS on 30 June 2023 for investigation, as provided for in section 5(1A) of the PAA. The referral was accepted by the DWS on 5 July 2023 and the investigation is currently in progress.

Investment in a mutual bank

88. The municipality made investments totalling R60 000 000 with a mutual bank in 2018, contrary to municipal investment regulation 6(c), which states that a municipality or municipal entity must invest funds with banks registered in terms of the Banks Act 94 of 1990. The Mutual Bank's Act 124 of 1993, and not the Banks Act, as required govern the mutual bank.
89. During the financial period ending 2018-19, the investment balance of R31 504 247 was impaired and the investment not reported on in the financial statements for the period ending 30 June 2020, but disclosed in note 10 to the 2019-20 financial statements that the full balance of the investment was impaired, as there were no expected future cash flows from the mutual bank. A claim was submitted to the liquidator of the mutual bank and the non-compliance is likely to result in a material financial loss for the municipality, as the extent of the loss cannot be determined prior to the final distribution calculation by the liquidator.
90. The accounting officer was notified on 24 March 2021 and invited to make a written submission on the actions taken and that will be taken to address the matter. The following actions have been taken to resolve the MI:
- The municipality successfully lodged a claim against the estate of the mutual bank on 7 March 2019 in the Polokwane High Court. The claim and the process to recover the deposit from the estate of the mutual bank were still in progress. To date the municipality received an amount of R2 121 566 from the appointed curator.
 - The accounting officer opened a case with the SAPS in 2018 (Case no: CAS 47/9/2018). The investigation was still in progress at reporting date. The DCPI indicated during April 2023 that it would consider referring amounts that are not recovered through the liquidation process to the Asset Forfeiture Unit for further recovery.
 - The accounting officer initiated disciplinary processes in the 2017-18 financial year against some of the officials who were involved in making the investment. Some of the officials were on suspension in the prior year. The investigation concluded on 13 August 2021 that the officials charged were in junior positions and was not in the position to make such a significant investment decision, and the matter was dismissed and charges cleared.

- The municipality has reviewed its cash and investment policy in the 2021 financial year, and the chief financial officer and municipal manager are delegated to approve all the investment requests based on the quotations from the registered banks.

91. The MI was resolved.

Electricity account not paid within 30 days

92. The accounting officer did not take all reasonable steps to ensure that payments for bulk electricity purchases were made within 30 days of receiving the relevant invoice or statement, contrary to section 65(2)(e) of the MFMA. This contravention resulted in a material financial loss for the municipality due to interest of R3 482 853 levied on the outstanding balance 30 June 2021. During the 2021-22 and 2022-23 financial years, the municipality incurred a further interest of R12 978 131 and R56 878 714, respectively. The fruitless and wasteful expenditure was disclosed in note 49 of the 2023 financial statements.

93. The accounting officer was notified on 19 April 2021 and invited to make a written submission on the actions taken and that will be taken to address the matter. The following actions have been taken to address the MI:

- The electricity account was up to date and there was no outstanding balance as at 30 June 2021. The municipality was no longer incurring interest on this account. However, during the year under review, the municipality has defaulted on paying the account within 30 days, resulting in the account being in arrears for more than 90 days.
- Developed and implemented a financial plan to address cash flow challenges at the municipality that will assist in paying creditors on time.
- No action was taken to recover the financial loss, due to the municipality being in financial distress and the interest needed to be paid. Nonetheless, the fruitless and wasteful registers had been tabled in the council during the 2021 financial year and referred to the municipal public accounts committee (MPAC) for investigation to determine what caused the delays in making payment to the supplier and which officials should be held liable of the loss. The MPAC has not yet investigated if any official should be held liable for the loss.

94. This matter will not be pursued further as an MI and is therefore closed since the implementation of the financial plan will be tracked as part of the MI issued relating to full and proper records not kept.

Bulk water account not paid within 30 days

95. The accounting officer did not take all reasonable steps to ensure that payments for bulk water purchases were made within 30 days of receiving the relevant invoice or statement, contrary to section 65(2)(e) of the MFMA. This resulted in a judgement by the court on 7 May 2019 that the municipality had to settle their account with the DWS of R57 982 229, which includes interest of R12 049 290. The judgement required the municipality to pay an amount of R1 500 000 monthly towards the outstanding amount. However, the municipality did not adhere to the judgement and did not pay some of the monthly instalments. The municipality incurred additional interest of R1 920 845 for the year under review, which was disclosed as fruitless and wasteful expenditure in note 49 of the 2023 financial statements.

96. The accounting officer was notified of the MI on 11 October 2021 and invited to make a written submission on the actions taken and that will be taken to address the matter. The accounting officer indicated that the municipality was unable to settle creditors within 30 days due to cash flow concerns. Although a payment arrangement was entered into with the department, this was only honoured by the municipality when cash was available to pay.
97. A settlement agreement was entered into, which was made as a result of a court order dated 5 May 2019. The accounting officer is taking appropriate action through implementing the financial plan and, to date, they have been paying in line with the settlement agreement.
98. This matter will not be pursued further as an MI and is therefore closed since the implementation of the financial plan will be tracked as part of the MI issued relating to full and proper records not being kept.

Auditor General

Rustenburg

01 December 2023



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for key performance area and on the municipality's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a municipality to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Municipal Finance Management Act 56 of 2003	Section 1 - Paragraph (a), (b) & (d) of the definition: irregular expenditure, Section 1 - Definition: service delivery and budget implementation plan, Sections 11(1), 13(2), 14(1), 14(2)(a), 14(2)(b), 15, 24(2)(c)(iv), 29(1), Sections 29(2)(b), 32(2), 32(2)(a), 32(2)(a)(i), 32(2)(a)(ii), 32(2)(b), Sections 32(6)(a), 32(7), 53(1)(c)(ii), 54(1)(c), 62(1)(d), 62(1)(f)(i), Sections 62(1)(f)(ii), 62(1)(f)(iii), 63(1)(a), 63(2)(a), 63(2)(c), 64(2)(b), Sections 64(2)(c), 64(2)(e), 64(2)(f), 64(2)(g), 65(2)(a), 65(2)(b), 65(2)(e), Sections 72(1)(a)(ii), 112(1)(j), 116(2)(b), 116(2)(c)(ii), 117, 122(1), Sections 122(2), 126(1)(a), 126(1)(b), 127(2), 127(5)(a)(i), 127(5)(a)(ii), Sections 129(1), 129(3), 133(1)(a), 133(1)(c)(i), 133(1)(c)(ii), 170, Sections 171(4)(a), 171(4)(b)
MFMA: Municipal Budget and Reporting Regulations, 2009	Regulations 71(1), 71(2), 72
MFMA: Municipal Investment Regulations, 2005	Regulations 3(1)(a), 3(3), 6, 7, 12(2), 12(3)
MFMA: Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014	Regulations 5(4), 6(8)(a), 6(8)(b), 10(1)
MFMA: Municipal Supply Chain Management Regulations, 2017	Regulations 5, 12(1)(c), 12(3), 13(b), 13(c), 13(c)(i), 16(a), 17(1)(a), Regulations 17(1)(b), 17(1)(c), 19(a), 21(b), 22(1)(b)(i), 22(2), 27(2)(a), Regulations 27(2)(e), 28(1)(a)(i), 28(1)(a)(ii), 29(1)(a), 29(1)(b), Regulations 29(5)(a)(ii), 29(5)(b)(ii), 32, 36(1), 36(1)(a), 38(1)(c), Regulations 38(1)(d)(ii), 38(1)(e), 38(1)(g)(i), 38(1)(g)(ii), 38(1)(g)(iii), 43, Regulations 44, 46(2)(e), 46(2)(f)
Municipal Systems Act 32 of 2000	Sections 25(1), 26(a), 26(c), 26(h), 26(i), 29(1)(b)(ii), 29(3)(b), 34(a), 34(b), Sections 38(a), 41(1)(a), 41(1)(b), 41(1)(c)(ii), 42, 43(2), 56(a), 57(2)(a), Sections 57(4B), 57(6)(a), 66(1)(a), 66(1)(b), 67(1)(d), 74(1), 93J(1), 96(b) Parent municipality with ME: Sections 93B(a), 93B(b) Parent municipality with shared control of ME: Sections 93C(a)(iv), 93C(a)(v)
MSA: Municipal Planning and performance Management Regulations, 2001	Regulations 2(1)(e), 2(3)(a), 3(3), 3(4)(b), 3(6)(a), 7(1), 8, 9(1)(a), 10(a), Regulations 12(1), 15(1)(a)(i), 15(1)(a)(ii)
MSA: Municipal Performance Regulations for Municipal Managers and Managers directly Accountable to Municipal Managers, 2006	Regulations 2(3)(a), 4(4)(b), 8(1), 8(2), 8(3)
MSA: Regulations on Appointment and Conditions of Employment of Senior Managers, 2014	Regulations 17(2), 36(1)(a)
MSA: Disciplinary Regulations for Senior Managers, 2011	Regulations 5(2), 5(3), 5(6), 8(4)
Annual Division of Revenue Act	Section 11(6)(b), 12(5), 16(1); 16(3)
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations	Regulations 17, 25(7A)
Municipal Property Rates Act 6 of 2004	Section 3(1)
Preferential Procurement Policy Framework Act 5 of 2000	Sections 2(1)(a), 2(1)(f)
Preferential Procurement Regulations, 2017	Regulations 4(1), 4(2), 5(1), 5(3), 5(6), 5(7), 6(1), 6(2), 6(3), 6(6), 6(8), Regulations 7(1), 7(2), 7(3), 7(6), 7(8), 8(2), 8(5) 9(1), 10(1), 10(2), Regulations 11(1), 11(2)
Preferential Procurement Regulations, 2022	Regulations 4(1), 4(2), 4(3), 4(4), 5(1), 5(2), 5(3), 5(4)
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

1.19. Migration

The municipality has not yet started developing a migration policy and plan; and is experiencing a lot of movement of people who comes inside and outside the jurisdiction of the municipality.

There are huge population dynamics relating to migration that the municipality is experience.

Population Dynamics

- Birth
- Death
- Migration

Within the migrants, others reside permanently and others on a temporary basis.

As a municipality, we do experience illegal and/ or legal migrants

Causes of migration

- Labour
- Studies
- Return or repatriation
- Economic (Employment, business)
- Politics
- Instability (War, environment/ natural disaster)

The migrants within the municipality resides amongst our communities. The municipality promotes integration instead of isolation of migration.

In the future, the municipality will have to draft a migration policy and do a situational analysis concerning demographics, location challenges of migrants.

The municipality will have to come up with strategies on how best we can address challenges concerning migration.

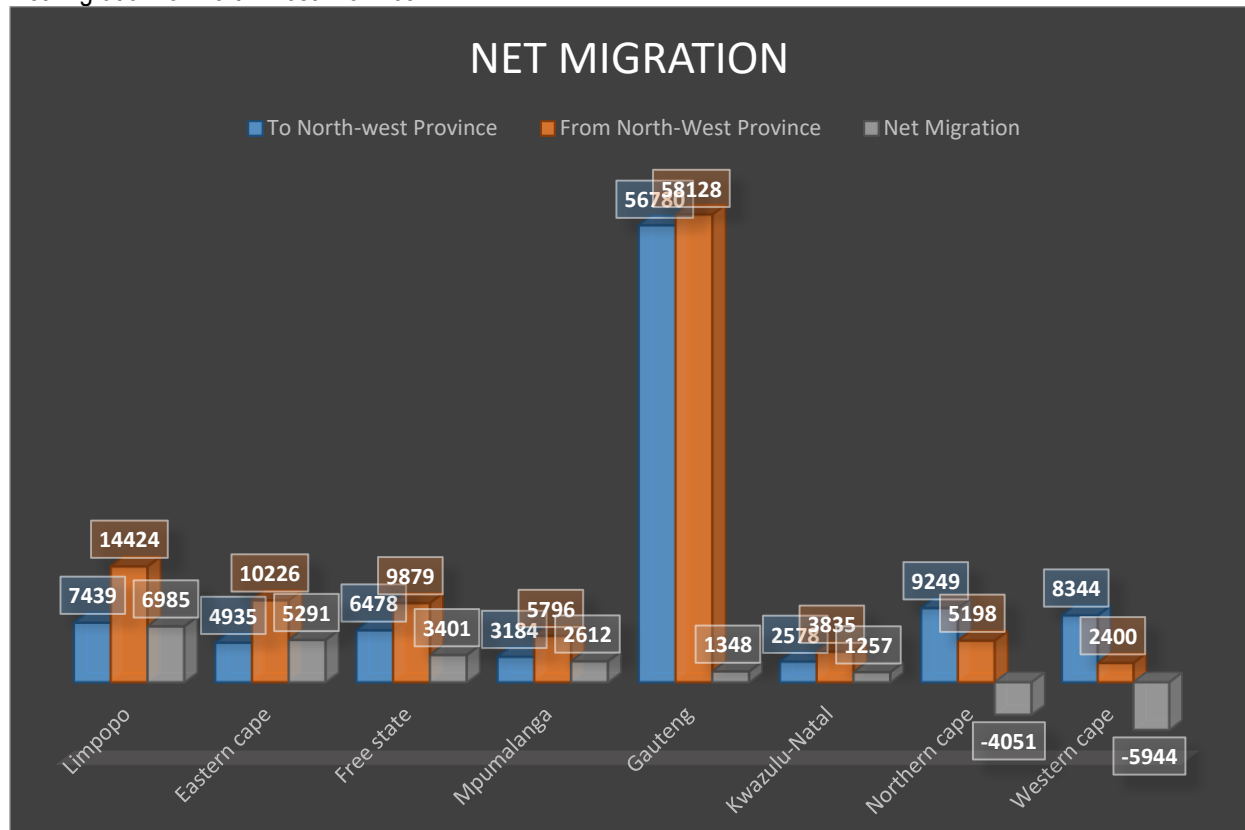
Our projects as a municipality need to be integrated and mainstreamed in the following areas:

- LED (Spaza shops, wholesalers)
- Spatial (Human settlements)
- Services (Clinics, schools, sports facilities)
- Human Resources (Diversity, equity)

There are four elements of interest to demographers:

- Size
- Distribution
- Structure
- Change

Net Migration for North-West Province



Stats SA, Census 2022

Health

The health systems need to be strengthened in order to accommodate migrants

The following strategies need to be considered in improving delivery of healthcare services to migrant and mobile users (including health promotion and education, preventive care and screening, continuity of treatment for chronic conditions, curative and palliative care, and access to medical technologies):

- Adopt a migration-aware approach: a whole-health system response whereby population movement is embedded as a central concern in the design of interventions, policy and research.
- Strengthen and ensure that PHC reform initiatives integrate a migration-aware response as a key feature, including the implementation of unique identifiers.
- Ensure that responses to migration and mobility are integrated into the existing healthcare system to avoid institutionalising social exclusion, to ensure quality control, and to guarantee sustainability and scale-up of responses.
- Develop tailored interventions to meet the needs of certain migrant groups, where evidence indicates that this is necessary, including scaling up the provision of mobile clinic and outreach services at district level for migrant farm workers.
- Work to implement a co-ordinated regional response to cross-border migration and communicable diseases, with an emphasis on ensuring continuity of access to treatment for chronic diseases regardless of immigration status.
- Strengthen internal referral and cross-border referral systems, communication and co-ordination mechanisms so that migrants are not left behind.
- Scale up pilot projects and tested interventions to support continuity of access.

- to treatment for migrant healthcare users, including patient-held records ('health passports), standardised referral letters and treatment roadmaps.
- Ensure that in all SADC countries there is no distinction or discrimination between locals and foreigners when providing health services and medical products and technologies.

Challenges of migration:

- Migration appears to drive establishment of smaller households resulting in increased number of housing units required
- Need for sustainable human settlements not developing evenly across SA.
 - Need for resources to be targeted to areas of greatest stress (metros, secondary cities)
- Limited resources at local level to deal with growing demands for housing, basic services which leads to illegal land usage and occupation, poor health conditions, tenure insecurity
- Negative impacts on settlement upgrading processes
- No single instrument to track migration, resulting in inability to plan effectively
- Upgrading of all informal settlements by 2014, despite commitment, will remain a challenge
- Need for a development planning system that ensures demarcation of land for specific use, and expedite township establishment
- Delivery of human settlements straddles functional mandates of three spheres of government – need for devolution of functions
- **Conclusions**
- Nearly three quarters of South Africa's population live in cities & towns: Figures are steadily rising, but the people who live in municipalities which are generally rural (B4) present those municipalities with services challenges which they often cannot afford or are not responsible for (powers and functions)
- Cities and towns are most productive and have most potential for job creation, accelerated growth and service delivery, BUT:
 - Nearly two thirds of the country's population living under the minimum living level also live in urban areas and this trend is on the increase
 - has implications on types of services required, who delivers those services (powers and functions), affordability of those services; we don't really understand what people want and government programmes dominate public discussions – housing and FBS
 - Cities and towns are also under immense pressure to deliver services to an ever-expanding population;
 - The population has different needs but are forced to accept what government delivers at various levels of efficiency

1.20. Wards Committees

The following is the list of ward committees:

No.	Name and Surname	Gender
Ward 01		
1	Katlego Johannes Pheto	Female
2	Lucky Nakana	Male
3	Letta Molefe	Female
4	Joseph Sambo	Male
5	Archie Monyai Tihwaele (Resigned)	Male
6	Jacob Makgopela	Male
7	Queen Mpolokeng Nthate	Female
8	Ruth Lydia Motlana	Female
9	Solomon Mhlongo	Male
10		
Ward 02		
1	Mmashadi Francina Rampa	Female
2	Jeremia Montsho Mabiletsa	Male
3	Constance Graziella Matsheke	Female
4	Mapale Frans Mohotlane	Male
5	Ephraim Rakgom Makgopela	Male
6	Johannes Mogapi	Male
7	Nomsa Zulu	Female
8	Cornelius Sothlane Modibane	Male
9	Phensy Senyelo Ramarau	Female
10	Tumiso Karabo Shane Komane	Male
Ward 03		
1	Kedibone Manzini	Female
2	Dumi Moretele	Male
3	Lindiwe Mogadingwane	Female
4	Patrick Lebese	Male
5	Sesi Musimeke	Female
6	Noki Lebogo	Female
7	Irene Lebyane	Female
8	Ipeleng Malema	Female
9	Selina Moeti	Female
10	Paulos Makobe	Male
Ward 04		
1	Tjodi Johannes Silomo	Male
2	Charmaine Sipoyo	Female
3	Tau Phillip Lion	Male
4	Mamosala Annah Khacha	Female
5	Kedibone Edith Tshabalala	Female
6	Aaron Josiel Moroe	Male
7	Julia Makasane	Male
8	Innocential Malematje	Female
9	Daniel Motaung	Male

No.	Name and Surname	Gender
Ward 22		
1	Mina Molefe	Female
2	Kedibone Germina Phasha	Female
3	Letlhogolo Solomon Maledi	Male
4	Lebogang Sarah Mashatola	Female
5	Sello Sonnyboy Gumede	Male
6	Johanna Mamorapo Tsie	Female
7	Percy Gwebu	Male
8	Moses Kekana	Male
9	Martha Rakoma	Female
10		
Ward 23		
1	Edward John Barlow (Deceased)	Male
2	Marlene Barlow	Female
3	Anna Elizabeth Hattingh	Female
4	Sarel Johannes Hattingh	Male
5	Heelmien Ayres	Female
6	Christoffel Francois	Male
7	Erica Stapelberg	Female
8	Eileen Valma Adonis	Male
9	Bradley Brian Adonis	Male
10	Petrus Johannes Muller	Male
Ward 24		
1	Zanele Nyathikazi	Female
2	Mokgadi Makgata	Female
3	Ephraim Seabi	Male
4	Johannes Thabiso Makgananisa	Male
5	Mpho Banda	Female
6	Thabo Siphon Skosana (Resigned)	Male
7	Portia Sarah Mokobe	Female
8	Nhlanhla Nkomo	Female
9	Maedo Modise	Female
10	Lebogang Johannah Mokone	Female
Ward 25		
1	Rethabile Precious Sekgwelea	Female
2	Mantshabi Florah Matlhabe (Resigned)	Female
3	Ellen Ntombi Ngobeni	Female
4	Bafedile Evelyn Modungwa	Female
5	Tintswalo Gadys Zubisi	Female
6	Francina Dikeledi Molebatsi	Female
7	Maria Dora Tlhapane	Female
8	Nkhumeleni Elson Ndou	Male
9	Ebrahim Muhammand Nanabhay (Resigned)	Male

10	Vacant	
Ward 05		
1	Nelisiwe Peggy Ngwenya	Female
2	Stephina Gomolemo Satheke	Female
3	Obakeng Solly Mathibe	Male
4	Maria Dikeledi Mabogo	Female
5	Maybe Letlape	Female
6	Lynnette Ntshebo Makoetje	Female
7	Phuni Esther Mongaula	Female
8	Suzan Moyabo Mbatha	Female
9	Sebasa Joel Masisi	Male
10	John Dimakatso Kagiso Kgatlhane	Male
Ward 06		
1	Malebala Monica Lebusa	Female
2	Gabriel Bushman Mabote	Male
3	Johannah Gopane-Pinkoane	Female
4	Evelyn Maboy Motaung	Female
5	Phineas Kediemetse Moeketsi	Female
6	David Mpho Molise	Male
7	Busisiwe Joyce Mashaba	Female
8	Tefo John Pholisi	Male
9	Minah Sizeka Feliti	Female
10	Germina Mzimba	Female
Ward 07		
1	Richard Vusi Sana	Male
2	Batshipile Petricia Mogapi	Female
3	Elizabeth Modise	Female
4	Bongi Kobus Nkosi (Resigned)	
5	Vatiswa Guwata	Female
6	Koketso George Ndlovu	Male
7	Erica Maria Banda	Female
8	Johannes Meshack Fickland	Male
9	Levy Ramathape	Male
10	Mary Moyo	Female
Ward 08		
1	Elizabeth Tema	Female
2	Elias Pitsa	Male
3	Erick Thulane Sambo	Male
4	Vacant	
5	Vusimusi Nicholas Gwebu	Male
6	Esther Dikeledi Mboweni	Female
7	Julelia Ntsuba	Female
8	Absalom Mahlangu	Male
9	Zemokona Frans Sikosana	Male
10	Tebogo Mofokeng	
Ward 09		
1	Penejambeko Domingos	Female

10	Mpotseng Christinah Kgobane	Female
Ward 26		
1	Nomfanelo Jali	
2	Gabsile Khanyile	
3	Nomsa Yengwa	Female
4	Neziswa Nyathela	
5	Sipo Mafumba	
6	Zanovuyo Mhlanga	
7	Neliswa Dingezweni	Female
8	Herman Kgomo	Male
9	Maimane Abbey	Male
10	Dimakatso Portia Ramokgadi	Female
Ward 27		
1	Cliford Shao Seleka	Male
2	Gloria Madula Moagi	Female
3	Sindiswa Zaba	Female
4	Andisiwe Renene	Female
5	Andre Rhine Rousseau	Male
6	Osmandias Hoco Khwezi	Male
7	Kingsley Dineo Tiro	Male
8	Zanethemba Badula	Male
9	Anna Qola	Female
10	Zanethemba Badula	Male
Ward 28		
1	Tihlogello Lydia Mogomotsi	Female
2	Stofel Ratshwene	Male
3	Salome Magret Tiwani	Female
4	David Ngobeni	Male
5	Daniel Lesego Molefe	Male
6	Sina Dipuo Molefe	Female
7	Johannes Tshiamo Senakane	Male
8	Johannes Mosito	Male
9	Christina Lesabane Sithole	Female
10		
Ward 29		
1	Moses Thabo Rafedile	Male
2	Nancy Stawik-Camobell	Female
3	Tshegofatso Matlomabe	
4	Francina Mashele	Female
5	Karabo Masechaba Mmutle	Female
6	Monicca Mosweu	Female
7	Mpho Piet Mokone	Male
8	Cristinah Malola	Female
9	Osia Orapeleng Mojafu	Male
10		
Ward 30		
1	Erik Gustav Devillers	Male

2	Vacant	
3	Dornald Phuthi	Male
4	Cathrine Mathe	Female
5	Patrick Mojalefa Tjale	Male
6	Maria Kgakgamatso Babedi	Female
7	Emily Poppy Selwane	Female
8	Henny Jabu Pitse	Male
9	Sibongile Nkabinde	Female
10	Vacant	
Ward 10		
1	Mpho Given Pege	Female
2	Betty Nkale Komane	Female
3	Solomon Matlobokoane Modipane	Male
4	Lebogang Promise Rufino	Male
5	Motlalepule Jeanette Tshelela	Female
6	Lerato Olga Masilo	Female
7	Neo Bertha Dororthy Mokoena	
8	Dimakatso Margaret Thabana	Female
9	Ntsutsa Deborah Mokgadi	Female
10	Freddy Metholo Thoa	Male
Ward 11		
1	Cathrine Mosima	Female
2	Obed Monyai	Male
3	Samuel Daniel Hlongwane	Male
4	Tshegofatse Ndlovu	Female
5	Ntshimane Benjamin Dikutle	Male
6	Thoelene Elizabeth Manel	Female
7	Refilwe Sefatsa	Male
8	Amanda Elizabeth Maluleke	Female
9	Kgomotso Maseko	Female
10	Sophie Mofokeng	Female
Ward 12		
1	Kagiso Mogajane	Female
2	Florence Malope	Female
3	Refilwe Mmabatho Motlhabane	Female
4	Andrew Jacob Ramatlhape	Male
5	Isaac Masego Makalela	Male
6	Nteseng Patricia Letlape	Female
7	Rose Nkele Pooe	Female
8	Grace Moyahabo Makgato	Female
9	Constance Phiri	Female
10	Patricia Smith	Female
Ward 13		
1	Yvonne Macassa	Female
2	Mmamapeng Gladys Mokgabudi	Female
3	Patrick Lebogo	Male
4	Isaac Kagiso Tau	Male

2	Johanna Dorothea De Jager	Female
3	Sello Nathaniel Pitso	Male
4	Marize Sophia Coetzee	Female
5	Francoi Le Grange	Male
6	Romano Van Der Spuy	Male
7	Grace Malope	Female
8	Nancy Nthabiseng Mahlaba	Female
9	Lerato Kobe	Female
10	Basani Sarah Maluleke	Female
Ward 31		
1	Letta Moiane	Female
2	Klaas Setlabosigo Ntshekisana	Male
3	Johannes Mthoki Mokalleng	Male
4	Rebecca Maserame Makgabo	Female
5	Bogadi Maria Makena	Female
6	Beauty Dineo Sewedi	Female
7	Andries Mlangeni	Male
8	Tebogo Charles Rametsi	Male
9	Nancy Mmatapa Sekgobela	Female
10	Thabiso Ronald Shilenge	Male
Ward 32		
1	Obakeng Babalwa Radebe	Female
2	Solomon Modise	Male
3	Andronica Kedibone Mataboge	Female
4	Evah Sindi Siteo	Female
5	Felix Sibongeleni Zulu	Male
6	Donald Solomon Lesabane	Male
7	Adelaide Thentiwe Mfana	Female
8	Lydia Mmapule Kubu	Female
9	Matsietsi Catherine Kubu	Female
Ward 33		
1	Andries Zietsman	Male
2	Anza Zietsman	Male
3	Joe Hara	Male
4	Laurence Mthiba	Male
5	Marieke Van Linge	Male
6	Mauritz Du Preez	Female
7	Simon Shaba	Male
8	Tshepo Mokoena	Male
9	Ursula Byrne	
10		
Ward 34		
1	Paulos Mashoni	Male
2	Tsietsi William Mabelane	Male
3	Lucia Molemi Leballo	
4	Minah Aphistos Moaloshi	Male

5	Paulinah Ditshele Motshwane	Female
6	Nkisa Caroline Tshwane	Female
7	Adelaide Kedibone Mogale (Deceased)	Female
8	Tears Tshoko Makanye	Male
9	Makamone Mary Manganyi	Female
10	Katlego Sithole	Male
Ward 14		
1	Donald Ramokopa	Male
2	Anna Mmpule Kekana	Female
3	Tshepo Tele	Male
4	Pokky Ntobeni	Male
5	Dipuo Matsereng	Female
6	Alleta Puseletso Mongaula	Female
7	Thabo Letlape	Male
8	Mathapelo Legasi	Female
9	Dipuo Emely Wales	Female
10	Johana Chauke	Female
Ward 15		
1	Jacobiwah Sylvia Orepe Ranta	Female
2	Jacob Josia Mwena	Male
3	Tsholofelo Sanny Masilo	Female
4	Rebecca Molekoa	Female
5	Tsholofelo John Hlaletwa	Male
6	Nonceba Hendrinah Sibeko	Female
7	Yandanya Dorah Chauke	Female
8	Disebo Dei-Gratia Batshega	Female
9	Boitumelo Joyce Seshabela	Female
10	Martin Modau	Male
Ward 16		
1	Lebogang Daphney Sebatyane	Female
2	Georgina Modiselle	Female
3	Elizabeth Mphaphathi Sereme	Female
4	Katlego Johannes Phaswane	Male
5	Mahlodi Maria Makhura	Female
6	Daniel Mnyakeni	Male
7	Shirley Mapula Padi	Female
8	Thulani Mahlangu	Male
9	Tharang Brian Rauwane	Male
10	Evah Mapule Modisakeng	Female
Ward 17		
1	Maryann Motaung	Female
2	Matshidiso Elsie Nthite	Female
3	Emily Motlatsi Morudi	Female
4	Phillip Doty Mokoena	Male
5	Cathrine Makamela	Female
6	Nicholas Klaas Moloto	Male
7	Benny Kota Mokgoko	Male

5	Julia Dlamini	Female
6	Gugulethu Kau	Female
7	Cornelius Letlogolo Molapo	
8	Jobe Ndhlovu	Male
9	Maria Sanni Aphane	Female
10	Letlhogonolo Molapo	Male
Ward 35		
1	Naledi Maphooe	Female
2	Chris Moloisane	Male
3	Thabo Kokela	Male
4	Motlalepula Nkala	
5	Deborah Molefe	Female
6	Tshepo Mpamile	Male
7	Baleseng Mophuting	Female
8	Lorraine Mmolotsi	Female
9	Justice Ramannye	Male
10	Eulendah Morare	Female
Ward 36		
1	Nothemba Madumo	Female
2	Kgothatso Moali	Female
3	Mohanuwa Sekaja Maria Khambule	Female
4	Simon Lucky Maselesele	Male
5	Sonia Masemola	Female
6	Khuduga Milford Johannes Mekgwe	Male
7	Maria Mashapa	Female
8	Patricia Mokobane	Female
9	George Khoza	Male
10	Gladwin Mabandla	Male
Ward 37		
1	Maluleke Petrus	Male
2	Lentheng Letsatsi Lebodi	Male
3	Anna Raisibe Mashala	Female
4	Jack Matshego	Male
5	Abraham Tetsoane Tlali	Male
6	Moetji Caroline Rapoo	Female
7	Elinah Kesenyang Serapedi	Female
8	Kabelo Romeo Pheto (Resigned)	Male
9	Stephen Nnyama Molokwane	Male
10	Nicodemus Molefe	Male
Ward 38		
1	Otshepeng Ivan Malapane	Male
2	Obakeng Boikanyo	Male
3	Solly Mawela	Male
4	Esther Mongatane	Female
5	Cathrine Ntema	Female
6	Martha Moaka	Female
7	Matsie Gloria Kgapanana	Female

8	Alina Mokgoko	Female
9	Shiko Salthiel Mathekga	Male
10	Mear Matsoge Mokhine	Male
Ward 18		
1	Theresa Michell Makalane	Female
2	Mmamothakane Onica Mohajane	Female
3	Jomo Patrick Baloyi	Male
4	Mmaboshadi Lesedi Rakau	Female
5	Jerry Letshwene	Male
6	Basetsana Julia Rakoma	Female
7	Petrus Thabo Basiamisi	Male
8	Margaret Moitiri Kanyane	Female
9	Annah Elizabeth Sekwele	Female
10	Johathan Mafutha Molefe	Male
Ward 19		
1	Alfred Mothoa	Male
2	Benny Diremelo	Male
3	Christine Boshielo	Female
4	Rebecca Manne	Female
5	Portia Matlala	Female
6	Gilbert Boikhutso	Male
7	Lawrence Moumakwe	Male
8	Brian Madisa	Male
9	Simon Masimini	Male
10	Thabo Mokona	Male
Ward 20		
1	Frans Masebe	Male
2	Buang Kgwele	Female
3	Johanna Letsae Moatshe	Female
4	Ntshadi Hermina Seemise	Female
5	Kebafiloe Herminah Mogale	Female
6	Audrey Aretha Seema	Female
7	Tshepo Kenneth Montshiwa	Male
8	Koketso Steve Mafathe	Male
9	Lekau Charhie Takalo	Male
10	Gloria Daisy Mathibedi	Female
Ward 21		
1	Tebogo Montoedi	Male
2	Magaret Oitsile	Female
3	Minah Matlala	Female
4	Peter Songwane	Male
5	William Mabetwa	Male
6	Moipone Zera Maduna	Female
7	Lerato Mase	Female
8	Tihogi Mafora	Male
9	Edward Maake	Male
10	Sipho Sethole	

8	Godfrey Madoa	Male
9	Daniel Ramodise Sibinde	Male
10	Mathapelo Petronell Masilo	Female
Ward 39		
1	Pretty Masango	Female
2	Matilda Mathapelo Molefe	Female
3	Bontle Anna Maponyane	Female
4	Butiki Nelson Kgositsile	Male
5	Lydia Thembi Gwebu	Female
6	Sello Peter Modise	Male
7	Rebecca Thete	Female
8	Jacob Ramatsane	Male
9	Tony Mary Ramoroa	Female
10	Joseph Makheje	Male
Ward 40		
1	Elizabeth Mmathapelo Mphela	Female
2	Gopolang Andries Molamu	Male
3	Moses Mothamme	Male
4	Nurse Ngwanathamaga Matjie	Female
5	Tebogo Jacob Tsheko	Male
6	Macefa Nathanael Koakoa	Male
7	Nono Elizabeth Mhlanga	Female
8	Khathutshelo Unice Mulatela	Female
9	Mathapelo Esther Mataboge	Female
10	Nokuthuthala Zandile Ndabeni	Female
Ward 41		
1	Mina Mogotlane	Female
2	Salome Phahlane	Female
3	Elsa Keneilwe Mopai (Resigned)	Female
4	Joseph Pye Tlhoale	Female
5	Victor Vusi Masotla	Male
6	Mathodi Maria Moumakwe	Female
7	Dimakatso Pauline Mashela	Female
8	Evelyn Winnie Pooe	Female
9	Joseph Cristoph Mbhele	Male
10	Kgomotso Seemise	Female

1.21. State of the Province Address

The municipality has noted the SOPA by Acting Premier Patrick Dumile Nono Maloyi on the 20th of February 2024 and we are committed in bringing quality service delivery to the community of Madibeng Local Municipality. As the municipality we are pleased to hear about following, amongst others:

- Brits Water Treatment Plant will be completed by May this year. The completion of this project will bring an additional twenty mega-litres that will ensure provision of water in the communities of Oukasi, Mothotlung, Damonsville, Mmakau, Brits town, Elandsrand, Lethabile and Sonop. The pipeline from Mafenya to Tlhabane will be completed in April. The twenty-five mega-litre Tlhabane reservoir is ninety nine percent complete and will be handed over within the next two weeks.
- Municipalities are encouraged to start insourcing provision of water supply through tankering by procuring their own trucks. We have engaged the police to start investigating a possible link between damaging of water infrastructure and water tankering in the province. We would like to urge our communities to be vigilant and report these incidents to the authorities. Vandalism of state infrastructure is tantamount to treason and appeal to all segments of our society to help nip this criminal act in the bud.
- Rehabilitation and widening of the Phelindaba to Pecanwood road is progressing well and due for completion in December 2026. The Hartbeesfontein to Ottosdal road is envisioned to be completed ahead of schedule in June this year.
- As part of addressing road infrastructure backlogs, twelve (12) roads have been transferred to SANRAL for construction. This includes portions of roads on the N18 from Mahikeng to Vryburg and R30 that will cover Klerksdorp to Ventersdorp as well as Orkney. The remainder of these projects will be spread across Bojanala-Platinum, Ngaka Modiri Molema, and Dr. Kenneth Kaunda Districts. Over 320 kilometers of potholes across the province will be resealed, creating 429 job opportunities.
- Termination and appointment of a new contractor to start working on the Majakaneng to Sun City Road.
- We are continuing to provide dedicated support to all municipalities to improve financial management through the implementation and monitoring of the Financial Recovery Plans (FRP's).
- We have instituted a sustainable implementation of a turnaround strategy in all the 22 municipalities in the province through the District Development Model (DDM).
- To date there are fourteen (14) confirmed investment projects to the tune of R13,5 billion, which are in the pipeline for the Bojanala Special Economic Zone.

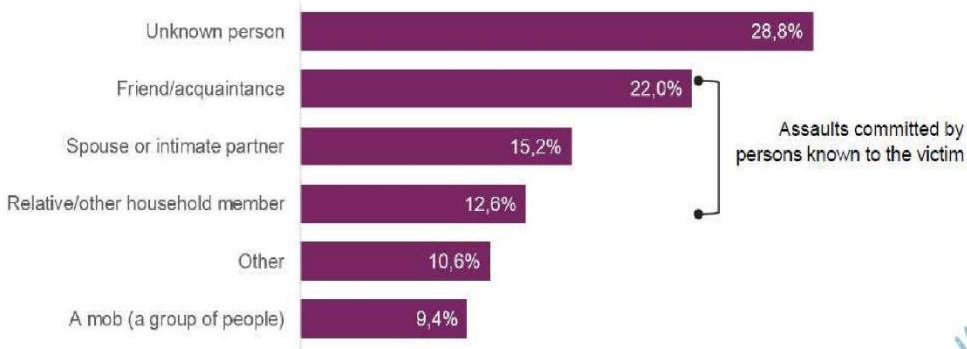
1.22. Gender-Based Violence

The municipality condemns all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual abuse and other types of exploitation. As a municipality, achieving gender equality and empowering all women and girls is a priority.

According to South Africa's population, mid-2020: Approximately 51,1% (30,5 million) of the population of South Africa is female.

Almost 50% of the assaults were committed by someone close such as a friend or acquaintance (22%), a spouse or intimate partner (15%), a relative or other household member (13%). About 29% of the assaults were committed by unknown persons.

Percentage of assaults committed by a specified perpetrator, 2018/19

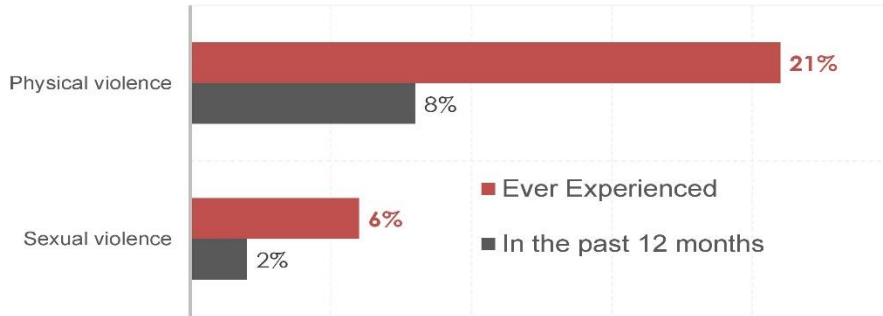


Source: Governance, Public Safety and Justice Survey 2018/19



One in five (21%) partnered women has experienced physical violence by a partner (Ever Experienced)

Experience of violence by any partner, women 18+ years

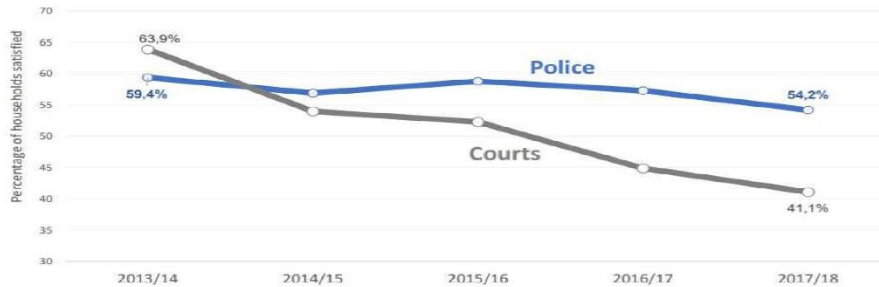


Source: SADHS 2016



WIDENING GULF IN HOUSEHOLDS SATISFACTION BETWEEN POLICE SERVICES AND HOW COURTS GENERALLY DEAL WITH PERPETRATORS OF CRIME

Percentage of households satisfied with the police or the courts



Source: VOCS 2017/18



A larger proportion of females felt unsafe walking alone at night in their neighbourhoods compared to males.

Feelings of safety when walking alone in areas of residence when it is dark, by gender

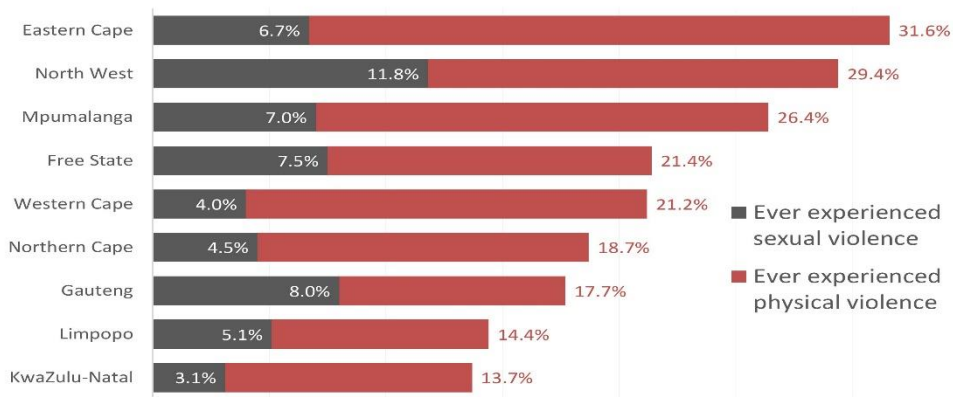


Source: Governance, Public Safety and Justice Survey 2018/19



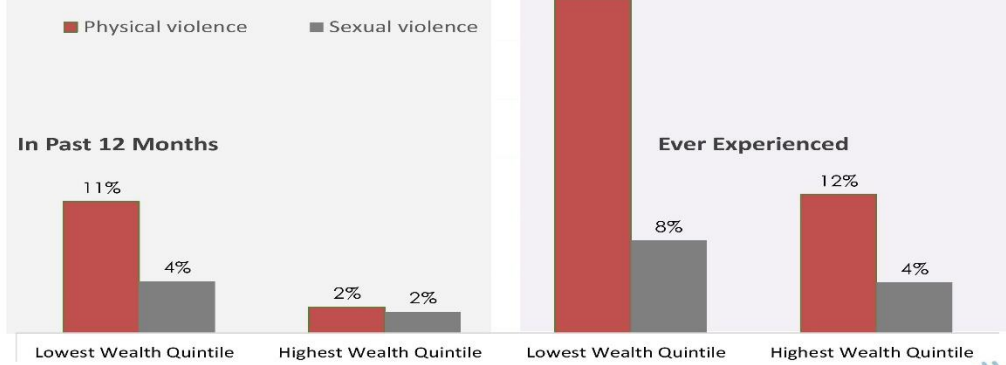
Ever- experience of partner violence is highest in the EC for physical violence while NW had highest rates of sexual violence ever experienced

Experience of physical violence by any partner, women 18+ years by province



The prevalence of physical and sexual violence decreased with the wealth quintile.

Domestic Violence by Wealth Quintiles, women 18+ years

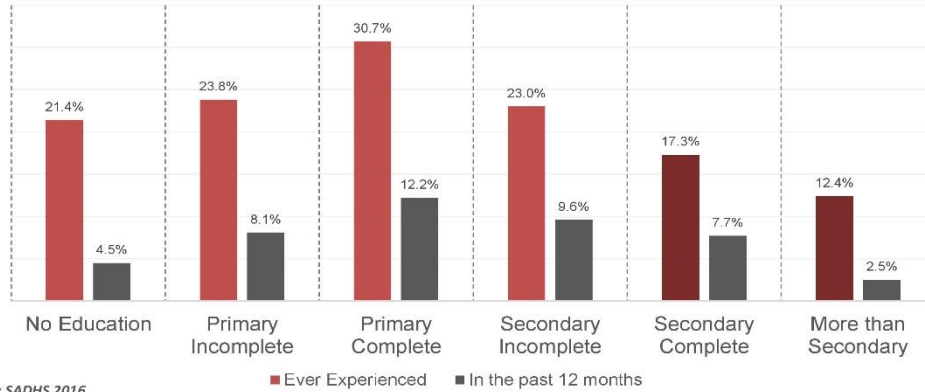


Source: SADHS 2016



The prevalence of physical violence was **greater among less- educated women** than those with secondary education or higher.

Experience of physical violence by any partner, women 18+ years by educational attainment

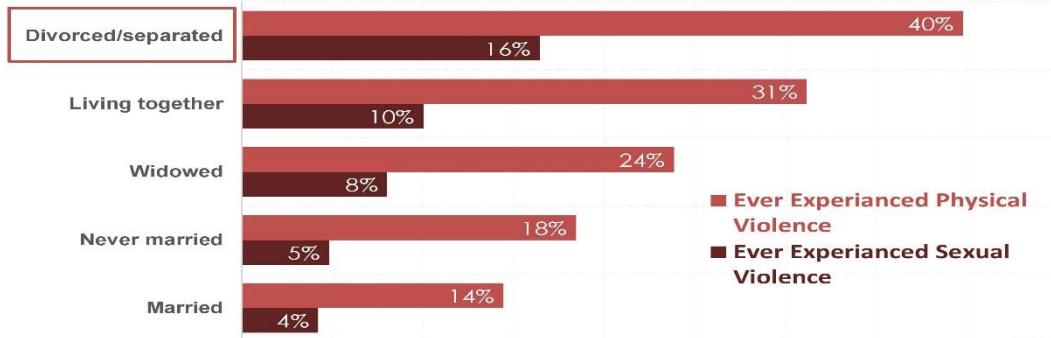


Source: SADHS 2016



Women who are **divorced or separated** were more likely than other women to have experienced physical violence or sexual violence (Ever Experienced)

Experience of Violence by Marital Status, women 18+ years



Source: SADHS 2016



1.23. Lekgotla Resolutions

The North-West Provincial Government convened the 2024 Provincial Executive Council (PEC) Lekgotla from the 10th to the 11th of February 2024 at Rustenburg Civic Centre, in Rustenburg.

In a quest to accelerate much needed services in the province, the PEC Lekgotla will amongst other things, highlight a clear implementation plan on priorities.

This includes accelerating infrastructure development, boosting the local economy through massive industrialization. The Lekgotla will also discuss how the province can contribute in finding a lasting solution to the country's energy challenges.

PRIORITY	RESOLUTIONS	CURRENT STATUS	NEXT 3 MONTHS INTERVENTIONS	BUDGET	TIMEFRAME	LOCATION	MUNICIPALITY
Water	Klipgat Water reticulation (Extension)	As at 04/12/2023, The project is on practical completion, and under the defects liability period	Klipgat Water reticulation (Extension)	R14 422 065,34	04-Dec-23	Klipgat	Madibeng Municipality
Water	Hebron,Kgabalatsane,Rockville.Erasmus & Itsoseng Water Network	1000m of waterline erected As at 14/11/2023 , Contractor had laid 17000 meters and 380 house connections. Currently busy with pressure testing The project is on practical completion, and under the defects liability period	Hebron,Kgabalatsane,Rockville.Erasmus & Itsoseng Water Network	R12 466 564.31	14-Dec-23	Hebron,Kgabalatsane,Rockville.Erasmus & Itsoseng Water Network	Madibeng Municipality
Sanitation	Klipgat Sanitation Project	As at 04/12/2023 100% 160 mm installed ,100% 250 mm installed 100% 315mm installed,100 % toilet structure installed, 100% Manholes ,100% ref connection	Klipgat Sanitation Project	R16 262 299,63	13-Dec-23	Klipgat	Madibeng Municipality
Roads	Upgrading of Itsoseng Internal Roads :Cemetery	Project is practically completed – 05/02/24, and under the defects liability period	Upgrading of Itsoseng Internal Roads :Cemetery	R3 744 738,03	05/02/2024	itsoseng	Madibeng Municipality
Roads	Lethabong Internal Taxi Route Ward5	Project is practically completed – 05/02/24, and under the defects liability period	Lethabong Internal Taxi Route Ward5	R5 669 828,07	05/02/2024	Lethabong	Madibeng Municipality
Roads	Rehabilitation and Resealing of Taxi Route - Lethabile	Project is practically completed – 05/02/24 - 7,2 km of the road has been resealed	Rehabilitation and Resealing of Taxi Route -Lethabile	R19 944 756.29	05/02/2024	Lethabile	Madibeng Municipality

		-11,5km of the road marking has been done					
		-24 speed humps has been constructed					
Roads	Rehabilitation and Resealing of Taxi Route - Damonsville	Project is completed, and under the defects liability period	Rehabilitation and Resealing of Taxi Route - Damonsville	R13 997 462,17	06/02/2024	Damonsville	Madibeng Municipality
Roads	Upgrading of Itsoseng Internal Roads :Cemetery	Project is practically completed 06/02/24), and under the defects liability period	Upgrading of Itsoseng Internal Roads :Cemetery	R3 744 738,03	04/12/2023	Itsoseng	Madibeng Municipality
		10/07/2023 stabilization of base					
		17/07/2023 Install kerbs					
		24/07/2023 – 26/09/23 - kerbs,v drain and paving					
		31/10/2023 v drain and Road marking					
		04/12/2023 Finishes and snag list					
Roads	Upgrading of internal Roads of Cluster 4 (Madibeng Hills Ext of Taxi Road)	06/02/2024 Overall progress = 84%. Contarctor busy with pavement construction ,V- drain and manholes	Upgrading of internal Roads of Cluster 4 (Madibeng Hills Ext of Taxi Road)	R8 251 892,75		Madibeng Hills	Madibeng Municipality
Roads	Upgrading of Internal Roads of Cluster 6 (Jericho Taxi Road)	25/07/2023 Project is practically completed	Upgrading of Internal Roads of Cluster 6 (Jericho Taxi Road)	R12 975 399,10	25/07/2023	Jericho	Madibeng municipality
		Project under defects liability period					
Patching of potholes	Potholes		Rehabilitation includes major work carried out to restore structural service levels which includes structural asphalt overlays, major pothole repairs and slurry seal Public routes for CBD /Schools Brits CBD – Van Deventer Brits Industrial – Marthinus Ras, Krokodilrif Ln Brits CBD – Kooperasie Ave, De Boer, Maclean Brits- Raasblaar Ave, Vleilaan elandstrand-drakensburg Primindia – Tom	R5,000,000	30-Jun-24	Public routes for CBD /Schools Brits CBD – Van Deventer Brits Industrial – Marthinus Ras, Krokodilrif Ln	Madibeng Municipality

			Street Schoemansville – Waterfront, Scott, Marais Ifafi - Die Ou Wapad, Jan Smuts				
Community facilities	Mmakau Community Library	05/02/2024 The contractor is busy with remedial works of vinyl, painting	Mmakau Community Library	R6 982 854,84	14-Aug-24	Mmakau	Madibeng Municipality
Community facilities	Upgrading Oukasie Taxi Rank	06/02/2024 Sewer, Water and electrical connections and finishing repairs	Upgrading Oukasie Taxi Rank	R5 423 140.70	03-Apr-24	Oukasie	Madibeng Municipality
Community facilities	Madibeng SMME Development Hub	14/11/2023 Contractor started with the building roof preparation 10, External Earthworks 10% (progress is at 34%) 04/12/2023 Contractor started with the building roof preparation 10, External Earthworks 14% (progress is at 38%)	Madibeng SMME Development Hub	R4 532 927,36	12-May-24		Madibeng Municipality
WASTE REMOVAL	Collection of refuse by municipalities	Non-collection of refuse by municipalities leading to illegal dumping	Accelerate Thuntsha Lerole program: dedicated cleaning programs of cities and towns over the next 3 months. Ensure households have waste bins				
SEWERAGE	Sewerage spillages have affected many municipalities in the province. Pollution of water by spillage into the water system and by honeybee suckers who emptied their tanks into the system. Electricity cut-offs affect the sewerage systems		Address ailing infrastructure. Municipalities must use honeybee suckers to unblock sewerage blockages Monitor and regulate honeybee suckers NOT to spill sewerage in dedicated areas. Clear lines of responsibilities between districts and local municipalities concerning solving spillages				
Economic sabotage: Criminal elements stopping projects demanding percentages			<ul style="list-style-type: none"> •Involvement of intelligence agencies and South African police •Banning of sale of scrap metal 				
Front Loading (<i>challenge is budge not front loading</i>)			<ul style="list-style-type: none"> •All infrastructure Departments to apply for frontloading to deal with immediate service delivery challenges 				
Functional Municipality	No Meetings No-Sitting of Council	Application of Councillor Consequence Management Council Calendar adherence Training of Portfolio Committees CoGTA must lead the convening one on one with municipalities to improve performance assisted by relevant stakeholders					By Municipality TROIKA
Revenue enhancement	Not Updated on Financial System Meters		Update all meters in the SAP system within 3 months. CONVERT FROM CONVENTIONAL METERS TO PRE-PAID METERS	Start immediately and complete within 3 months			

Focus on Large Electricity Power Users	Increase billing and collection efficiency for large electricity power users by 20% within 1 year	Start immediately and review progress quarterly	
Large Electricity Meters Not Being Billed		Start immediately and complete within 6 months	Identify and rectify all large electricity meters not being billed within 6 months
Intake EPWP	Recruit more EPWP participants	90 Days	ALL MUNICS / COGTA
Little or No Local Economic Plans	Develop/Update LED Strategy	90 Days	COGTA / Council
Skills Training	•Basic skills training for example subsistence farming	Monthly	Municipality / SETAs
	•Leverage on SLP		
Too Few Fire Trucks (yellow fleet)	Municipalities must budget accordingly LMs to Recover From Districts	90 days	DM / LM / COGTA
Propose mechanisms to align Provincial and Municipal Planning Cycle (APPs and IDPs)			

1.24. Strategic Risks

The municipality conducted the strategic risk assessment on the 12th and 13th of June 2023 at Kosmos Hall whereby the following strategic risks were identified, analysed and responded to:

No.	Key Performance Indicator	Risk Description	Initial Assessment	
			Inherent rating	Residual rating
1	Percentage reduction of electricity loss	Increased losses Electricity	25	21
2	Number of waste water treatment works complying 90% against applicable water qualifying standards	Failure to adhere to water quality standards	25	21
3	Percentage of drinking water samples complying to SANS 241	Failure to comply to all requirements of SANS 241 and demand requirements	25	21
4	Percentage of total water connections metered	Failure to meter new connections	25	23
5	% of MIG budget spent by 30 June 2024	Withholding of MIG Grants/ stoppage of a portion of MIG funds	25	21
6	% reduction of water loss	Increased water losses	25	21
7	Number of Records Management Policy Implemented	There might be loss of information	25	23
8	100 % implementation of POPIA act	There might be contraventions of POPIA act	25	25
9	Number of reports on engagements made to monitor SLP projects implementation	Report on implementation of SLP might not be made	25	23
10	% Of Intergraded Master Plan implemented	There might be Misaligned infrastructure	25	23
11	Percentage of land acquired by 30 June 2024	Land transfer might not be achieved.	25	25
12	Percentage of known informal settlements receiving basic refuse removal services	Failure to provide waste removal services to informal settlement	25	21
13	Percentage of councillors who have declared their financial interests	Fraud and Corruption	25	21
14	Number of senior management posts filled by 30 June 2024	Unfilled Senior Managers positions	25	23
15	Implementation of Internal Audit Recommendations	There might be an increase in non-implementation of IA recommendations	25	21

16	Percentage of municipal payments made to service providers who submitted within 30-days of invoice submission by 30 June 2024	Not all Creditors may be paid within 30 days	20	23
17	Total Capital Expenditure as a percentage of Total Capital Budget by 30 June 2024	Capital budget may not be spent	25	23
18	Approved Funded budget (Y/N) (Municipal) By 30 June 2024	Approved budget may be unfunded	25	23
19	Submission of credible financial statement to AG by 31 August 2024	AFS submitted might lack credibility	25	24
20	Qualified Audit opinion	Qualified audit opinion may not be achieved	25	24
21	Reduction Plan UIF&W	Failure to curb and reduce the UIFW register	25	23
Aggregate risk rating			520	473

Basic Service Delivery and Infrastructure

2.1. Water

Geography by Piped Water for Household Weighted¹

Piped (tap) water inside the dwelling	69,370
Piped (tap) water inside the yard	61,074
Piped (tap) water on community stand	20,956
No access to piped water	35,078
Total households	186,478

Stats SA, Census 2022

Piped Water

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.

Sec.139 (1)b Implementation

- ▶ Municipality's Water and Sanitation services was placed under s139 of the constitution since 23 March 2015
- ▶ Department of Water and Sanitation has given Magalies water directive to assist with the operation of bulk services for water and sanitation
- ▶ Joint Operating Centre has been established by the Province

Overview : Water Services

<i>Demographics</i>		
Item	Description	Comment
Total population	522,566	Projected to grow at 3.1 % per annum. The unemployment rate is 41.7 %.
No. of household consumer units	186,477 - 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 %.
<i>Level of service</i>		
Water backlog (households)	35,078 <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
<i>Supply and demand</i>		

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)

Demographics		
Item	Description	Comment
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.

2.2. Sanitation

Geography by toilet facilities for household weighted

Flush toilet connected to a public sewerage system	79,735
Flush toilet connected to a septic tank or conservancy tank	11,128
Chemical toilet	2,876
Pit latrine/toilet with ventilation pipe (VIP)	14,950
Pit latrine/toilet without ventilation pipe	70,577
Ecological toilet (e.g. urine diversion, enviroloo, etc)	827
Bucket toilet (collected by municipality)	257
Bucket toilet (emptied by household)	969
None	3,614
Other	1,544
Total	186,477

Stats SA, Census 2022

Insufficient and Inadequate Infrastructure: Backlogs

Water
<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 186,477 households 35,078 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.

Sanitation
<ul style="list-style-type: none"> • 3614 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 14,950 VIP's/Enviroloos 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 Plants²

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 design capacity of this plant is 10 MI per day and extracts directly from the Hartbeespoort Dam</p> <p>Over utilized as demand is 11MI per day Demand in peak season is 15MI per day</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

<p>The water works is critically overburdened and has serious capacity shortfalls in terms of water quantity</p> <p>Demand is 80 MI per day and in Peak Season 108MI per day</p> <p>The Brits plant is currently being upgraded from 60 MI per day to 80MI per day. The project started in 2014 and it's expected to be complete by end of 2020.</p>	<ul style="list-style-type: none"> 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 constrains
--	--

Water Schemes²

Component	Description of the main functional tasks	Responsibility,/Challenges
Brits Water Scheme	Supplies Brits, Sonop and Oskraal, Lethlabile, Madidi, Oukasie	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 Kalkheuwei, 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 Infrastructure²

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 Infrastructure²

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	

Water Losses

- Network losses : 55% unaccounted for water losses
- Technical losses – 20%
- Non Technical losses – 35% (mainly illegal connections)

Wastewater Works

Brits Wastewater	Mothutlung	Rietfontein	Lethlabile
Capacity 12 MI/day	Capacity 1 MI/d	Capacity 5 MI/d	Capacity 3 MI/d
Current load 9 MI/day	Current load 0.4 MI/day	Current load 3 MI/day	Current load 2 MI/day
Compliance – 30%	Compliance – None	Compliance – 50%	Compliance – 20%
Technology	(Vanda-lized)	Technology	Petro System
New Plant	Technology	New Plant	Ramogathle Spruit
Modified UCT	Biofiltration	Modified UCT	
Old Plant	Pond System	Old Plant	
Bardenpho Discharge	Discharge Effluent to	Bardenpho	
Effluent to Crocodile River	Kgowa Spruit	Discharges to the Swartspruit	

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

Mothutlung Waste Water Treatment Works was vandalized due to community unrests during October 2018. The plant is in complete shut down and interventions to refurbish are urgently needed

The Local Municipality of Madibeng owns most of the water services infrastructure which has been established to service its urban- and rural settlements. The following water supply schemes services the Madibeng customers:

1. **Brits Water Supply Scheme:** supplying treated water to the Brits urban centre including Oukasie, Elandsrand and Damonsville as well as rural dense communities to the west, and north-east of Brits including Bapong, Modderspruit and Majakaneng to the west Mothutlung and Mmakau to the east and Lethlabile, Maboloka, Rabokala, Lerulaneng, Ntsopilong, Rankotia, Lethabong, Lethlakaneng, Jericho and Madidi to the north-east. Bulk water connections have also been established to the Sonop urban settlement to the west of Brits, Losperfontein and the De Kroon Mine.

Raw water is abstracted directly from the Crocodile River downstream from the Hartbeespoort Dam and treated at the Brits Water Purification Plant which has been supplied with a capacity of 60 MI/d. Treated water is pumped via eight (8) pump stations to several bulk reservoirs to supply potable water to approximately 86 000 households as well as to several mines, industries, businesses and public amenities.

Due to the rapid expansion of the Brits Water Supply Scheme, the capacity of the bulk water infrastructure including the capacity of the water treatment plant, is insufficient to cater for the demand. The capacity of the

Brits Water Purification Plant is currently being increased by 20 Ml/d as funded through the Department of Water and Sanitation's Regional Bulk Infrastructure Programme (RBIG).

It should be highlighted that as a result of the capacity restrictions of the Brits Water Supply Scheme that several boreholes have been established or re-commissioned in several of the settlements which are being supplied by the scheme in order to augment the bulk water supply.

2. **Hartbeespoort (Schoemansville) Water Supply Scheme:** supplying water to the urban settlements established to the north of the Hartbeespoort Dam including Schoemansville, Kosmos, Caribbean Beach and Kosmos Ridge as well as a bulk water supply point to the Magalies Golf Estate. The scheme also extends to Melodie, Ifafi, Xanadu and Meerhof on the eastern banks of the Hartbeespoort dam, however due to capacity restrictions, bulk water supply to these residents are augmented from the Rand Water (Pelindaba) bulk water scheme.

Raw water is abstracted directly from the Hartbeespoort Dam and treated at the Hartbeespoort Water Purification Plant which has been supplied with a capacity of 10 Ml/d. Treated water is pumped to the surrounding area as well as to the Kommandonek Reservoir from where it is supplied mostly via gravity to approximately 5 700 households as well as to several businesses and public amenities. Two (2) booster pump stations are operated to ensure adequate supply to high lying areas in Schoemansville and Kosmos East.

3. **North East ODI 1 Water Scheme:** bulk water is supplied from the City of Tshwane to service the settlements of Mmakau (eastern portion), Kgalabatsane, Hebron, Klipgat (including Mapoch) and Dipompong, Moiletswane and Buffelsdoorn. It should be highlighted that the infrastructure supplying water to these settlements formed part of the historic Rand Water ODI 1 scheme, of which the components within the Madibeng area of jurisdiction was transferred to Madibeng, except for the bulk pipeline through Hebron and the Ga-Rankuwa Industrial Reservoir which was transferred to the City of Tshwane as a result of agreement reached between the City of Tshwane and the Local Municipality of Madibeng.

Approximately 22 000 households are serviced through this scheme, however, bulk water supply restrictions are in place due to capacity restrictions in the City of Tshwane ODI 1 scheme. In order to augment the bulk water supply, boreholes are being established or re-commissioned.

4. **West Water Scheme (West ODI 2):** the rural dense settlements to the south west of Madibeng is serviced from the historic ODI 2 water scheme which was transferred to the Local Municipality of Madibeng in 2004. Bulk water is however supplied from the Rand Water Marikana System to approximately 15 800 households. It should be noted that initially, Bapong, Modderspruit and Majakaneng was also supplied from the Rand Water Marikana System, however as of 2004/2005 infrastructure has been established to supply bulk water from the Brits Water Supply Scheme.
5. **16 off Rural Water Supply Schemes** several of Madibeng's rural settlements are serviced through localized community borehole schemes, including:

- Kwarriekraal
- Klipvoor
- Ga-Rasai
- Mankgekgetha & Jonathan
- Fafung
- Sephai
- Makgabetlwane
- Legonyane
- Ga-Tshefoqe
- Ga-Moti
- Ga-Rantlapane
- Kgomo-Kgomo (Rooival)
- Shakung
- Madinyane
- Ga-Tsogwe
- Mmakaunyane

It should be noted that several of the Madibeng settlements are not serviced by the municipality including private developments to the south of the Hartbeespoort dam as well as many rural scattered communities.

The following wastewater treatment schemes have been established to provide wastewater collection- and treatment facilities to certain communities in the Local Municipality of Madibeng:

Brits: a 14 MI/d WWTW which serves Brits, Oukasie, Elandsrand, Damonsville and Mothutlung Ext. 1 and Ext 2

Hartbeespoort (Rietfontein): a 7 MI/d WWTW which serves Schoemansville, Melodie, Meerhof, Ifafi and Xanadu Exo Park

Lethlabile: a 3 MI/d WWTW which serves Lethlabile

Mothutlung: a 1 MI/d WWTW which serves Mothutlung excluding Ext 1 and Ext 2

There are also several sewage treatment plants which have been established by others including:

- Sonop
- Mooinooi
- Pelindaba
- Losperfontein
- Mines
- Private developments

In addition to numerous localized groundwater supply schemes, 4 water supply schemes as well as 4 wastewater schemes are to be operated by the local municipality in line with existing regulations and standards.

The Local Municipality of Madibeng performs most of the water services provision function within its area of jurisdiction. There are however also the following additional Water Services Providers:

- Magalies Water Board: is the Water Services Provider for the rural water supply schemes which relies predominantly on groundwater;
- City of Tshwane: is the bulk Water Services Provider for supplying bulk water to the North East ODI 1 Water Scheme
- Rand Water: is the bulk Water Services Provider for supplying bulk water to the West Water Scheme (West ODI 2) as well as augmenting bulk water to the Hartbeespoort (Schoemansville) Water Supply Scheme and other industries and mines within Madibeng
- Mines: several of the mining companies are responsible for the water services provision of its housing areas, example Mooinooi
- Private Institutions: several developments and other institutions are responsible for water services provision for its own premises example, Pelindaba, Pecanwood Estate, etc.
- Department of Public Works: is responsible for water services provision in Losperfontein

Water Service Development Plan

The Water Service Development Plan has been completed for 2011/2012. A review is underway on route to Council and is subject to public participation for final approval and adoption. An Interim Water Services Development Plan was developed during 2016 for incorporation in the IDP as prescribed by the Water Service Act, Act 108 of 1997 and features on pages 139 to 142 of this document.

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 Households	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	

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

Number of households with no access to basic level of services (Current Backlogs)

Service	Backlog (households)	Total Cost
Water including bulk	17 500	R115m
Sanitation including bulk	40 428	R210m

2.3. Electricity

Geography By Energy Or Fuel For Lighting For House Hold Weighted¹

Electricity from mains	166,965
Other source of electricity (e.g. generator etc.)	984
Gas	410
Paraffin	2,373
Candles	12,936
Solar	1,535
Other	636
None	639
Total households	186,478

Stats SA, Census 2022

The Municipality is an authorized energy distributor (NER/D/NW372) within the demarcated region as per the license issued by NERSA supplying electricity to Brits, Lethabile, Hartebeespoort and Ifafi. The energy/electricity distribution from the utility Eskom is facilitated by means of four main Municipal distribution substations. The intake points totals 180 MVA installed capacity thus at Lethabile, Brits Munic, Brits Industries and Ifafi substation. The Madibeng population served with different forms of energy is 160724 with majority supplied by Eskom and City of Tshwane.

City of Tshwane supplies bulk electricity to Ifafi and Hartebeespoort area in the main residential estates such as Peacon Wood, Xanadu and Kosmos. Eskom supply region constitute in the main Mining, Tribal areas, Farming communities, Mothutlung, Mmakau, Mining villages and Settlements, Skeerpoort area and plots. On annual basis a funding Agreement is entered into and between the Municipality and Eskom for the Indigents in the Eskom distribution region.

Total registered Municipal consumers is 30,543 categorized as: 28,278 domestic prepaid, 1,173 domestic credit meters, 962 commercial and 89 Industrial customers. The Municipality does have an indigent Policy and qualifying registered indigents do receive the subsidy.

The installed and demand capacities of the Municipal intake points are outlined below for ease of planning and forecasting electricity loading however the following capacities need to be revised due to more and more developments that are happening around the Municipality:

Lethabile (20 MVA)

- Existing demand = 18.97 MVA
- Available spare capacity = 1MVA

Brits Industrial (including Damonville, Elandsrand and Oukasie)

A transformer capacity of 60 MVA of which one 20 MVA transformer is deemed as standby.

- Existing demand = 33MVA
- Spare capacity = 7MVA

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

- Existing demand = 31MVA
- Spare capacity = 29MVA

Hartbeespoort-Main Ifafi Substation (20MVA)

- Existing Demand = 19 MVA
- Available capacity= 1 MVA
(25MVA transformer property of Tshwane)

Upgrading of MVA and replacement of switchgear in Ifafi Substation is needed. As part of remedial action provided, bid steering committee report for appointment of contractors will be submitted and provision to be made in the budget for the operational project.

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.
- Small scale Embedded Generation (SSEG) Policy and tariff structure.

Electricity Connections

Level of Service	Households		
	Madibeng	ESKOM	Tshwane
Above RDP	26 451	45 000	8 000
Backlog	3000	15 000	3 319
Total	29 451	60 000	11 319

Number of households with no access to basic level of electricity (Current Backlogs)

Service	Backlog (households)	Total Cost
Eskom	15 000	R255m
Municipality	639	R45m

ESKOM Electrification Areas

Area Description	Number of Households	Area Description	Number of Households
Jericho Malateng Ptn 1&2	100	Bapong	100
Maboloka Lethabong Section	448	Segwaelane	98
Itsoseng phase 2,3 & 5 Extensions	1000	Modderspruit Katlegong Sec	143
Sofasonke Tuin	250	Madibeng Infills	620
Jakkalsdans phase 2	300	Oukasie Proper	500
Maboloka	250	Kgabalatsane Phase 3	753
Madidi Dikampeng Section	46	Makgabetwane	500
Madibeng Infills	150	Oskraal	200
Mmakau Mapetla Section	35	Regorigile	400
Maboloka Lethabong Section	448	Hebron/Beverley Hills	800
Mmupudung	55	Shamburg	1000
Modderspruit Katlegong Section	40	Mabaloka	1000
Oskraal Plot 51	350	Damonsville	1000
Madibeng Infills	400		

2.4. Roads

From a glance there is more tarred road infrastructure in the southern region than any other area in the MLM. The southern quadrant is characterised by a national highway and several regional and secondary roads. The northern side however has one regional road and plenty of secondary roads.

The N4 (Platinum highway) is the only national freeway found in MLM. It stretches on the south of Brits and the north of Magaliesberg mountain range. On the west it links to Rustenburg until the Trans-Kalahari Corridor, while it links up to City of Tshwane. On the Southern side N4, the R104 runs parallel until it merges into R560. The latter road stretches from the south of Magaliesberg and ends south of the N4 where it merges into the R511. From the R51, the R513 runs similarly to the R104 but in the easterly direction.

The R566 (Pendoring Street) in the south east of Brits links Madibeng to the Ga-Rankuwa in City of Tshwane. In the westerly side, the R566 branches off on from the N4 at Modderspuit and spreads in a north westerly direction. In the northern side of MLM, the R511 (Hendrik Verwoerd) is the only regional route that stretches along the Crocodile River and all the way to Elandsberg. The north eastern side of the MLM is dominated with secondary gravel roads.

The municipality has a mixture of formal and informal settlements which are interconnected by means of paved (tarred, concrete and block paved) and unpaved (gravel, dirt, pathways) roads.

The division of Roads and Stormwater Management is responsible for the planning and maintenance of the roads and stormwater systems in the jurisdiction of Madibeng Local Municipality.

These functions are executed in one department when at the level of the District Municipality, Province and National in terms of programmes and objectives.

- 2.1 The function of Transport is the responsibility of all spheres of government including the local authority in line with the provisions of Part B of schedule 4 of the Constitution of South Africa. Section 84 (1) (a)(f)(g)(h) of the Municipal Structures Act of 1998 further confirms that local government also has responsibility towards this function;
- 2.2 The function of Roads and associated drainage is the responsibility of all spheres of government in line with the provisions of Part B of schedule 5 of the constitution of South Africa. Section 84 (1) (f) of the Municipal Structures Act of 1998 further confirms that local government also has a responsibility towards this function. Whilst the District municipalities also having a roads function, these roads were generally proclaimed by the provincial governments to realise wall to wall municipalities;
- 2.3 Integrated Transport Plans illustrates in detail the infrastructure and systems available and required to achieve a functional public transport systems in municipalities and other spheres of government, these plans are required to ensure planning is effective as well as operations and maintenance. This is possible should relevant data be collected and collated in line with both legislative and non legislative controls and policies such as but not limited to;
 - a) Integrated Development Plans;
 - b) Spatial Development plans;
 - c) Town Planning schemes;
 - d) Integrated Transport Plans;
 - e) Road Assets Management Systems;
 - f) Municipal By-laws;

The municipal area is divided into three service areas for ease of operations;

NORTH (Mmasebolane, Kwariekraal, Atlanta, Fafung, Rasai, Klipvoorstad, Valboschloot, Rooiwal, Jonathan, Sephai, Legonyane, Mnupudung and Assen; Jerico; Madidi & Lekgema; Maboloka; Klipgat; Lethabile; Midas Square, Rockville, Micha-Kgasi view, Kagisanong view & Kgabalatsane; Lethakaneng, Madinyane, Dipompong, Shakung, Moiletswane & Mmakgabetlwane).

CENTRAL (Oukasie; Mangopeng, Polonia, Ramogodi, Uitseal, Mapetla; Switch, Thetele, Ramolapong, Naledi, Niniva, Central Mmakau, Ivory park, Mashiapere & Newtown; Seloseshu, Tshwara, Springs, Channelview, Blackrock, Mathathaneng, Moumong, Dekroon & Moagi; Mothotlung; Damonsville; Elandsrand & Vuka; Brits, Primindia, Verwoedlaan & OuDorp).

SOUTH (Majakaneng; Bapong; Wonderkop; Stomhuis, Nkaneng, Tussen die Boom, Mooinooi, Machadam, Khalamtswana, Masimong, Piekienienie Transkei, Maretlwane, Matamong, New Mine Malaeneng, Dithabeng, Mamba & Sekolong; Ifafi, Meerhof, Melodie, Rietfontein, Silkatzenet, De-Wildt, Tenroom, Popo Molefe, Marius & Refentse; Modderspruit, Leokeng, CPA & Katlegong; Wonderkop; Dekroon, Multiplant, Sheillings farm & schoemansville).

The Madibeng Local Municipality's road network is one of its largest public sector assets and appropriate road maintenance is critical to ensure the preservation and to prolong the lifespan of road infrastructure. The Public Transport infrastructure is also characterised by a growing backlog and a state of malfunction. Some of the contributing factors are but not limited to inadequate planning, insufficient resourcing and poor maintenance as it may be evidenced that inadequate maintenance will rapidly increase the deterioration of these assets and eventually collapse the back bone of the local economy. Land surveyors office works on a diverse variety of projects from planning and design of new or existing infrastructure, land and building development, construction (buildings, roads, bridges, sports fields, farming, etc.), to monitoring and environmental measuring. The latter is characterised by lack of equipment and tools of trade. The maintenance teams are without employee facilities that are essential for habitability such as ventilation, water and sanitation

The increase in cost of replacement of infrastructure increases dramatically over a poor maintenance period. Unmaintained infrastructure offer poor service delivery to the community, create traffic safety hazards and eventually the roads become un-drivable. Public transport infrastructure are not accessible and unsafe.

The RMS is responsible to collecting data for planning, routine maintenance, provision of roads network, paved roads, gravel roads, stormwater network, traffic signal, traffic signs and road marking to enhance the mobility and access including public transport infrastructure to Madibeng Communities as part of Service delivery.

Assets Management Systems

Asset management refers to the management of infrastructure or investments for the appreciation of such assets over time while mitigating risk. The maintenance thereof is primarily done to ensure that the assets that has been constructed, or improved, is to the extent possible kept in its original condition. Most municipal infrastructure require maintenance as they are subjected to impact such as forces of weather. Even with the highest possible quality of construction, maintenance is essential to get optimum service from the assets during its design life. By applying preventive maintenance, the deterioration of the infrastructure and its components can be slowed down, thus postponing the need for costly investments in rehabilitation and securing the planned design life.

Types of maintenance

The effective organization of maintenance is based upon the concept of damage control. With timely interventions based on regular inspections of the road network, works are planned and carried out at an early stage to counter the detrimental effects of traffic and weather.

Maintenance work is classified according to its timing or frequency as well as the scale or complexity of activities. Although emphasis is always on preventive measures, there will still be damages that cannot be prevented. Minor repairs are therefore part and parcel of the regular maintenance activities. Before rectifying a defect, the underlying cause of the problem should be identified. In many cases therefore the corrective activity alone may not be enough, the underlying cause must also be dealt with

Routine maintenance activities are usually small-scale, widely dispersed, and often performed using manual labour. The need for routine maintenance can to a large degree be forecasted.

Routine maintenance activities are further defined as either *cyclic* or *reactive*, although the distinction between these terms is not always very clear.

Reactive activities are performed in response to a triggering condition that requires action before the problem gets out of hand (e.g. blocked culvert, crack sealing and pothole patching).

Emergency maintenance responds to occasional, unforeseen events such as landslides, washouts, large trees or debris on the road and broken drainage structures. Emergency maintenance can be categorised into

- (i) temporary restoration works, re-opening safe passage on the road, and
- (ii) permanent restoration, securing the stability of the road and reinstating all its components

Roads and Classification

South African Road Classification and Access Management Manual (Technical Recommendation Manual (TRH26)).

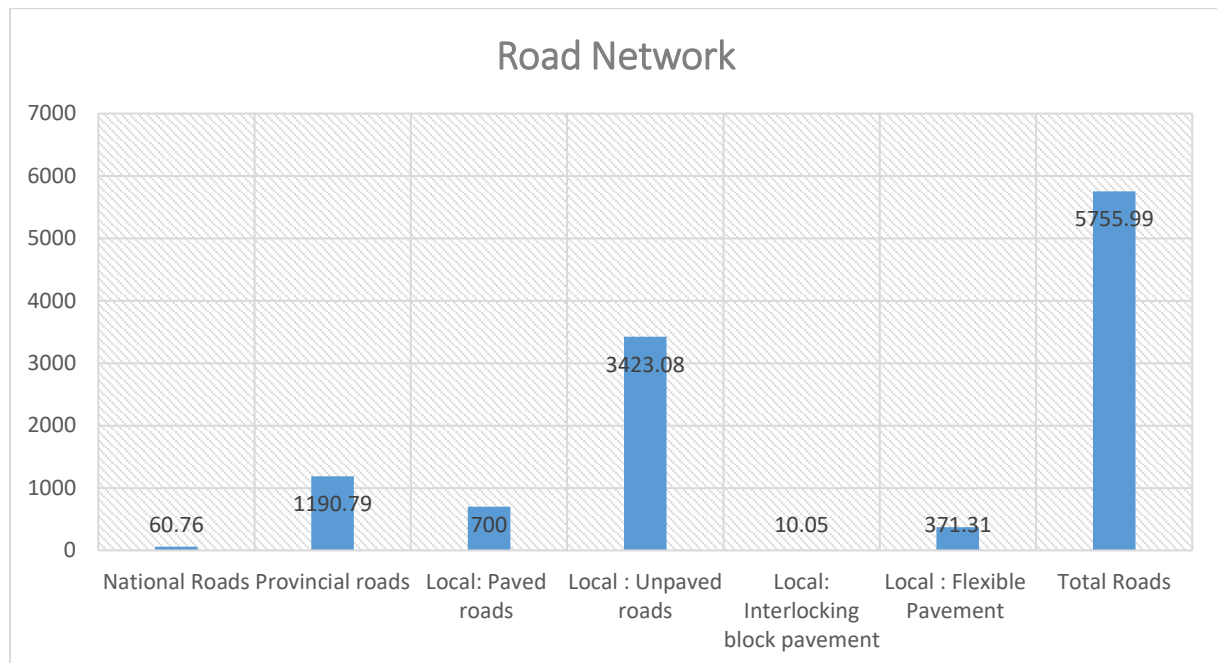
TRH 26 is a guideline manual used to classify roads according to the function or purpose they serve. The road network in Madibeng Local Municipality is classified according to RIFSA classification. The table below is clear indication on different roads class and functions and associated road authorities will maintain and develop a road hierarchy so that traffic is concentrated onto roads appropriate to its journey purpose.

Improvement proposals, maintenance allocations and environmental standards all relate to the different hierarchy levels so that a road's character is developed to best suit the function which it has to fulfil.

Table 1: Road Hierarchy Classification

Table 1 : Road Hierarchy Classifications		
Roads Class	Functions Descriptions	SAICE Terminology
Class 1	National and Inter –regional distributors	Freeways, national or provincial roads
Class 2	Primary Distributors	Urban freeways, major arterials
Class 3	District Distributors	Minor arterials, major collector
Class 4	Local Distributors	Minor collectors
Class 5	Residential Access	Local Streets
Class 6	First phase of journey for commuters	Tracks and earth roads

The bar graph below indicates the different road network in length for different road authorities:



The total road network in (excluding Class 06) MLM is estimated at 3 799.31km. The paved road network is estimated at ±700 km which comprises 13.9% of the entire road network for the local municipality.

An estimated (50.2%) of the paved network falls under the Municipality domain i.e. District and Local Railway siding are not functional and therefore not maintained, the municipality is linked with railway lines that connect to Mafikeng to Johannesburg, Pretoria and Krugersdorp. There are two airstrips that is privately owned and maintained.

Unpaved Roads

There are approximately 3423.08 kilometres of unpaved roads within Madibeng excluding the Provincial and District roads which are maintained due to public demand. The Municipality is responsible for local and S roads while the District is responsible for D Roads and Province being responsible for other numbered roads such as R, etc.

Out of 3423.08km, unpaved roads only;

- 106.7km are gravel roads
- 1916.82km Earth roads
- Upgraded roads from unpaved to paved roads 59.546km
- 1340.004 are track roads which are mainly found in townships and settlements

Table 2: Roads upgraded from Gravel to paved roads

MIG Projects	Total number of roads upgraded
2015/2016	9.164km
2016/2017	13.522km
2017/2018	11.450km
2018/2019	13.450km
2019/2020	11.960km
TOTAL	59.546 km

Stormwater

The stormwater system estimated to be is as follows;

Open Drain: Lined and Unlined - 257000m

Pipelines: 21000m

Kerb inlets: 18

Classes of road and/ or street infrastructure in Madibeng Local Municipality

Class of road infrastructure (km)				
National	Province	Access	Primary	Secondary
N4	R511, R512, R566, R560	R104		

Level of roads infrastructure (km)					
Area	Upgraded/ Surfaced (Tarred)	Upgraded/ Surfaced (Pavement)	Graded	Gravel	Total
Ward 1		26		0	26
Ward 2	17	15		2,247	34,247
Ward 3		6			6
Ward 4		4,5		2,447	6,947
Ward 5		6			6
Ward 6		5,2		4,638,3	5,2
Ward 7		5,5		1,391	6,891
Ward 8		2,1			2,1
Ward 9	19	6,9	15		40,9
Ward 10		2,3			2,3
Ward 11	19	18	15		52
Ward 12	19	18	15		52
Ward 13	7,5	6,2	14		27,7
Ward 14		2,5			2,5
Ward 15	1	2,5			3,5
Ward 16		3,2			3,2
Ward 17		3,5			3,5
Ward 18		3,9			3,9
Ward 19		3,2			3,2
Ward 20	13,6	10,5	18,4	5,328,6	42,5
Ward 21	6	8,5	5,1		19,6
Ward 22	7,5	7,2	14		28,7
Ward 23	250	28,2	0		278,2
Ward 24		6,2			6,2
Ward 25		18,7		3,442	22,142
Ward 26		0			0
Ward 27		0		1,23	1,23

Ward 28		0		42,385	42,385
Ward 29	28,7	19,2	16		63,9
Ward 30	53,2	8	26		87,2
Ward 31		3,4		5,048	8,448
Ward 32		2,4		22,928	25,328
Ward 33	33	12,3			45,3
Ward 34		8,9		2,489	11,389
Ward 35		2,2			2,2
Ward 36		0			0
Ward 37		3,2			3,2
Ward 38		5,2			5,2
Ward 39		4,2			4,2
Ward 40		1,6			1,6
Ward 41		3,2			3,2
Total	474,5	293,6	138,5	83,607	990,207

2.5. Transport

Spatial Development Initiatives

The two Spatial Development Initiatives (SDIs) present in MLM are the Platinum Corridor and the Mabopane-Centurion Development Corridor. The former is of high importance based on the fact that it forms part of the key National imperatives.

Platinum Corridor

The Platinum Corridor runs parallel to the Magaliesberg Mountain Range along the N4 freeway. This corridor is part of the bigger transport link which stretches from the Walvisbay in Namibia through Botswana on the western side and links to the Maputo Corridor in the eastern direction. The Platinum Corridor is essentially meant to link Namibia, Botswana, Gauteng and Mozambique to Brits and its surroundings, so as to stimulate the tourism, business and industrial/commercial development in MLM.

This corridor is more a transport corridor than it is a land use corridor. This is attributed to the fact that it is a freeway, which allows more mobility than land use. In this regard there is a need for a smaller scale spatial form that will harness MLM's local economies and link it to the Platinum Corridor.

Mabopane-Centurion Development Corridor (MCDC)

The Mabopane-Centurion Development Corridor (MCDC) is located on the eastern direction of the municipal area. This corridor feeds into the Platinum Corridor and intends to link Brits with Tshwane, Centurion, Sandton and Mabopane. The idea is to link major residential and employment areas in this zone. These may include the automotive cluster in Rosslyn, linked to Mabopane's labour markets and the high tech industries in Centurion. Through this corridor, agglomeration economies shall emerge and the existing economic base will be harnessed.

Brits-Rosslyn Mixed Land Use Corridor

Brits-Rosslyn Mixed Land Use Corridor is in alignment to the MCDC and the Platinum Development Corridor. There are various land uses found in this area, ranging from residential, industrial, commercial and mining developments. This is beneficial with regards to the Platinum corridor as good manufactured from Rosslyn and Madibeng agricultural produce can be stored and be readily available for transportation within the Platinum corridor linkages.

This corridor stretches from the core (Brits/Oukasië) of MLM to the eastern side towards Rosslyn, where it covers Damonsville, Mothutlung and Mmakau. There is increased interdependence between this area and Tshwane. The R566 and the railway line are the backbone of this corridor. In this regard there should be attempts to foster public and commercial transport infrastructure as to allow the efficient and cost effective transportation of goods and people.

The Madibeng Local Municipality is using the Bojanala Platinum District Municipality Integrated Transport Plan which has a Vision, objectives and programmes.

Madibeng

Madibeng is home to the following public transport operations:

- Scholar Transport
- Minibus Taxi Operations
- Commuter Bus Operations
- Cross Border Operations

An Operating License System (OLS) has been developed for Madibeng taking into account the status quo and projected demand for public transport permits. (See Annexure B).

The following elements were considered in developing the strategy:

- Public Transport Infrastructure
- Status of Facilities
- Public Transport Network
- Processing of License Applications
- Law Enforcement

Madibeng accounts for 34% of the total facilities in Bojanala. A whopping 86% of those are unfortunately informal which is undesirable. Below is a table with all the facilities in Madibeng.

Facilities in the jurisdiction of Madibeng Local Municipality

No.	Facility Name	Address/ Description	Type of Facility	Status
1	Mothotlung To Brits Taxi Rank	Rail Way Street	Taxi	Informal
2	Mothotlung (Pretoria) Taxi Rank	Mmakau	Taxi	Informal
3	Oukasie Rank Taxi Rank	Oukasie	Taxi	Formal
4	Tshabadimaketse Taxi Rank	Tshabadimaketse	Taxi	Informal
5	Bapong Taxi Rank	Bapong Cash Loans	Taxi	Informal
6	Yarona Shopping Centre Taxi Rank	Yarona Shopping Centre	Taxi	Informal
7	Shakung Taxi Rank	Shakung	Taxi	Informal
8	Hebron Taxi Rank	Hebron Taxi Rank	Taxi	Formal
9	Damdoryn Taxi Rank	Spar	Taxi	Informal
10	Pecanwood Taxi Rank	Peacanwood Centre	Taxi	Informal
11	Madidi Taxi Rank	4381 Madidi	Taxi	Informal
12	Maboloka Taxi Rank	Maboloka	Taxi	Formal
13	Lethabile Taxi Rank	Lethabile	Taxi	Informal
14	Majakaneng Taxi Rank	Majakaneng Taxi Rank	Taxi	Informal
15	Brits Bus & Taxi Rank	Piet Rautenbach and Barnard Str	Taxi & Bus	Formal
16	Segwaelane Taxi Rank	Segwaelane	Taxi	Informal
17	Klipgat Taxi Rank	Klipgat	Taxi	Formal
18	Schoemansville Taxi Rank	Schoemansville Centre	Taxi	Informal
19	Jericho Taxi Rank	1280 Rasegwati Section	Taxi	Formal
20	Pep Taxi Rank (Brits)	Pep store Taxi Rank	Taxi	Formal
21	Behrens Taxi Rank	Main Rank Next To Boxer	Taxi	Formal
22	Sales House (Brits) Taxi Rank	Brits CBD	Taxi	Informal
23	Brits Mall Taxi Rank	Brits Mall	Taxi	Informal
24	Damonville Taxi Rank	Damonville	Taxi	Informal
25	3way Stop Mshaye Taxi Rank	Lethabile	Taxi	Informal
26	Sonop Taxi Rank	Sonop	Taxi	Informal
27	Bapong Sleeping Ground	Bapong	Bus	Formal
28	Brits Bus & Taxi Rank	Brits	Bus	Formal
29	Fafung Sleeping Ground	Fafung	Bus	Formal
30	Jericho Sleeping Ground	Jericho	Bus	Formal
31	Lethabile Sleeping Ground	Lethabile	Bus	Formal
32	Maboloka Sleeping Ground	Maboloka	Bus	Formal
33	Mothotlung	Mothotlung	Bus	Formal
34	Hebron Bus Rank	Next To Hebron Taxi Rank	Bus	Formal
35	Madidi Sleeping Ground	Madidi	Bus	Formal
36	Shakung Sleeping Ground	Shakung	Bus	Formal

Number and capacity of public transport in Madibeng

Taxi		Bus	
Number	Capacity	Number	Capacity
1543	50662	77	10205

Utilisation of Public Transport

Taxi			Bus		
Number of Passengers	Number of Seats	Capacity utilisation	Number of Passengers	Number of Seats	Capacity utilisation
44111	51180	86%	6204	10205	61%

Extent of illegal operations within the municipality

Confirmed	Not Confirmed	Grand Total	% Illegal
942	601	1543	39%

Known Associations operating in the jurisdiction of Madibeng

Known Associations Operating in Madibeng		
KGATA	HEBTA	MASHATA
MAJELLTO	BAMOLLODITO	LEBULLDTA
BJULDITO	MHDTA	SEWOMATA
SIZWE	MTO	BTA
THARI BUS SERVICE	NTI	NON MEMBER

Rail

There are three distinct railway lines in the MLM. Two run horizontally in the southern area of MLM while the other runs in a north westerly direction of the R511. Of the horizontal ones, one is located south of Hartebeespoort Dam, while the second one is located on the north side of the Magaliesberg Mountain range. The one below the dam stretches along the R560 and at the base of the Witwatersberg mountain range, all the way to Longmeadow. However this railway line is not in use, but there are tourism options for it in the future.

The other railway line enters MLM at Rosslyn, runs past Mmakau via south of Brits and travels north of Bapong into the western boundary of MLM. This railway has four station located at the north of Bapong, Brits CBD, Brits Industrial and Mmakau. The third railway line stretches from Mmakau-Bapong into the northern direction similarly to the R511 route. This railway line has three station and ends at the last one. These stations are namely, the Lanberg, Rooikoppies Dam and the final one at Kalklaagte mine.

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.

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%.

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.

Backlog

- New Taxi Rank facilities
- New Bus Rank facilities
- Upgrade of existing Taxi Rank facilities to comply to Taxi recapitalization framework
- Upgrade of existing Bus rank facilities
- Incorporation and upgrading of Hawkers facilities
- Upgrade and provision of Bus and Taxi Route to desired standards

2.6. Required improvements to comply with the directive

- Repair facilities that do not comply to minimum standards of ranking facilities prioritising the Occupational Health and Safety facilities and environment;
- Install and maintain Hygiene and sanitation facilities such as walk in sanitising booths, hand washing basins, hand sanitiser dispensers, thermal gauge, sufficient and uninterrupted water supply and permanent or serviceable temporary toilets;
- Appoint facility caretaker per ranking facility who will ensure compliance and continued supplies of safety material and equipment;
- Facilitate the thermal screening of operators and passengers at all ranking facilities;
- Facilitate the OHS reporting and management of suspected infections through the department of Health;

2.7. 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. The Municipality is in process of developing Policy on EPWP to better align commitments and operations.

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.

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.

Proposed Madibeng Local Municipality EPWP Programs

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

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;

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.

2.8. Housing and Land Use Management

At present the land use management system in Madibeng is governed by 5 different land use schemes. This has resulted in a fragmented pattern of development within the municipal area. In addition to the fragmented land use management system created by the different schemes there are also areas that do not fall within the jurisdiction of the existing schemes (i.e. farm lands and rural/traditional areas). These areas that are not covered by existing schemes include mostly rural and farming areas.

The following town planning schemes are currently in operation in the Madibeng Local Municipality:

- Brits Town Planning Scheme, 1958
- Peri Urban Town Planning Scheme, 1975
- Lethlabile Town Planning Scheme, 1990
- Hartbeespoort Town planning scheme, 1993
- Kosmos Town Planning Scheme, 1999
- Madibeng Town planning Scheme, 2008 (not implemented)

The municipality is however in the process of developing a wall-to-wall scheme that will cover the entire municipal area.

2.9. Housing Services

Geography By Type Of Dwelling For Household Weighted¹

Formal Dwellings	132,399
Informal dwellings	38,633
Traditional dwelling	1,208
Caravan/tent	44
Other	904
Not applicable	13,289
Total households	186,477

Census 2022

Status Quo & Backlog

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 ²	2007 ³	2011 ¹	2001	2007	2011
House or brick structure on separate stand	55 242	47 217	83 100	58.0	49.0	51.70%

Traditional dwelling made of traditional material	3 143	1 253	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	1 156	2755	0.4	1.2	1.71%
House/flat/room in backyard	1 524	3 469	4438	1.6	3.6	2.76%
Informal dwelling or shack in back-yard	7 905	7 902	15 086	8.3	8.2	9.39%
Informal dwelling or shack in informal settlement	25 525	27 848	48 212	26.8	28.9	30.00%
Room/flat not in backyard but on shared property	667	2 794	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	3 565	0	0.0	3.7	0.00%
Other	0	289	900	0.0	0.3	0.56%
TOTAL	95 244	96 361	160 722	100.0	100.0	100%

1=Statistics SA, Census 2001

2= Statistics SA, Community Survey 2007

3=Statistics SA, Census 2011

Housing Need & Backlog

According to Stats 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.

Informal Settlements

Madibeng is challenged by a high number of informal settlements. Currently there are over 48 informal settlements which have about 36499 households which depicts an increase number. 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.

Based on the housing profile of Madibeng LM, the number of informal dwellings/shacks has almost doubled in the past 10 years. 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:

Madibeng Local Municipality: INFORMAL SETTLEMENTS STATUS											
No.	FID No.	Name of informal settlement	No. of units	Land ownership	Upgrading initiative	Intervention	Current level of engineering services				
							Water	Sewerage	Access	Electricity	
01	372-1	Noordkamp	144	MLM	Relocate	New proposed area next to R511 of ± 30 ha for 1 500 units	Stand pipes	Pit latrines	Gravel	None	
02	372-2	Clinic Section	67	Archdiocese of Pretoria church	Relocate						
03	372-3	Phase 2	450	MLM	Relocate						
04	372-4	Oukasie Ext 5	71								
05	372-5	No Name	6								
06	372-6	Oukasie Ext 5	83								
07	372-7	Oukasie Ext 4	125								
08	372-8	Oukasie Ext 4	248								
09	372-9	No Name	15	Boderon Trust	Relocate						
10	372-10	Phase 2	34	MLM	In situ						
11	372-11	Phase 2	1,387	Unknown	Relocate						To area of FID 372-10
12	372-12	Skierluk	574	Private	In situ						Areas to be combined & upgraded
13	372-13	Newtown	443	Private	In situ						
14	372-14	Oskraal	642	Private	In situ						
15	372-15	No Name	726	Unknown	Relocate						To area of FID 12-14
16	372-16	Damonsville X 3	1200	Private	In situ						
17	372-17	De Kroon	840	Hemic Ferro-chrome Pty (Ltd)	Relocate						Area next to settlement
18	372-18	Rietfontein	139	Private	Relocate						Sunway Dev in
19	372-19	Marius	245	Izma Beleg-gings Pty (Ltd)	In situ						In process to purchase land
20	372-33	Ten Room	735	MLM	Relocate						Move people to FID 19 Marius
21	372-21	Kosmos	91	Private	Relocate						Area identified at Sunway land
22	372-22	Plastic View	47	Unknown	Relocate						To area of FID 372-23

Madibeng Local Municipality: INFORMAL SETTLEMENTS STATUS

No.	FID No.	Name of informal settlement	No. of units	Land ownership	Upgrading initiative	Intervention	Current level of engineering services			
							Water	Sewerage	Access	Electricity
23	372-23	Bokfontein	1,107	MLM	In situ	Funding for additional				
24	372-24	Geluk	762	Apostoliese Geloof Sending van SA/ Land claim, RSA	In situ once claim succesfull	Await lands claim outcome				
25	372-40	Regorogile	805		In situ	To area of FID 372-24				
26	372-26	Khalamtwana	1,125	Mines/ Land claim	In situ	Land acquisition				
27	372-29	Mooinooi	140	Western Platinum Ltd	Relocate	60ha of Land identified for relocation				
28	372-30	Mamba	57		Relocate					
29	372-31	Dithabaneng	118	Private	Relocate					
30	372-32	Matamong	126		Relocate					
31	372-33	Malaeneng	126		Relocate					
32	372-34	Sekolong	132	Woolies Prop Pty Ltd.	Relocate					
33	372-36	Skeerpoort	758	MLM	In situ					
34	372-14	Kammeldrift	720	Republic of RSA/ Public Works	In situ	Land Transfer				
35	372-10	Kgabalatsane/ Kagisano view	1950	Republic of RSA/ Traditional	Relocate	Case at High Court				
36	372-11	Lethabile Block H	1006	MLM	In situ	Formalisation				
37	372-26	Nkaneng-Wonderkop	13 000	RSA, Private and Mines	In situ	Land acquisition				
38	372-27	Sarajevo	582	RSA	In situ	Land Transfer				
39	372-	Hebron Midas	940	RSA	In situ	Land Transfer				
40	372-22	Corrie Sanders	404	Private	In situ	Land acquisition				
41	372-41	Beverley Hills	470	RSA and City of Tshwane	In situ	Land acquisition				
42	372-35	Middletown	930	RSA, Private	In situ	Land acquisition				
43	372-40	Mosifane/ Modikwane	440	MLM , Private	In situ	Land acquisition				
44	372-31	Nkandla	288	Private	In situ	Land acquisition				
46	372-8	Klipgat – Madibeng Hills	800	MLM	In situ	Formalisation				
47		Centreville East of H.Lethabile	600	MLM	In-situ	Formalisation				
48		Block I, Malestaco	800	MLM	In-situ	Formalisation				
		Rashoop	114							

Source: NUSP, Internal

2.10. National Upgrading Support Programme (NUSP)

The National Upgrading Support Programme (NUSP) is an initiative of the National Department of Human Settlements (NDHS), aimed at improving the practice of informal settlement upgrading in South Africa. The NUSP has four objectives of:

- Promoting incremental upgrading as a major complementary housing programme, in line with Part 3 of the National Housing Code;
- Supporting the NDHS targets and National Development Plan directives on informal settlement upgrading;
- Improving government's programmatic approach to upgrading, strengthening coordination with other sectors and partners and;
- Strengthening the capacity of government and professional practitioners to implement community-based incremental upgrading.

Madibeng Local Municipality has already received 2- Phases of National Upgrading Support Programme (NUSP) technical support from the National Department of Human Settlements (NDHS). Wherein a Municipal Upgrading Policy and Strategy was developed together with an upgrading programme for 30- informal settlements, and upgrading plans of thirty-one (31) Informal Settlements. The settlement plans produced must align to NDHS upgrading targets, Cabinet Lekgotla and National Development Plan requirements, covering the following aspects:

- An accurate count of households present in the settlement.
- Basic geotechnical investigation (Desktop).
- Basic Environmental scoping assessment (Desktop).
- Engineering services assessment (Bulk Water, Sewer and Electrical availability).
- Land Legal / Tenure assessment, including cadastral description of land.
- Basic layout, urban design and yield assessment.

Settlement growth and management plan, including identified multi-sector interventions from other MLM and government departments.

North West Upgrading of Informal Settlements Forum (NWUISF) has been established. This aimed at provision of technical support and facilitation of proper planning on the roll-out of the implementation programme on the Upgrading process. There is a Grant that is earmarked for this process and therefore the municipality should start showing some positives from the process.

The other vehicle towards Informal Settlements Upgrading is that of Distressed Mining Towns. That is a Presidential Programme at which Nkaneng Informal Settlement will be the first one to benefit from. A Partnership of HDA, Mining Houses (Lonmin), Bapo Tribal Authority and the municipality is working on, towards an In-Situ type of development of the area. This will provide people with decent sustainable livelihood. To date the following have been achieved and work continues:

- Community / Stakeholder engagement,
- Aerial photography
- Contour survey
- Servitude report
- Eskom servitude application
- Phase 1 Geotechnical Report
- Basic Environmental Scan
- Floodline analysis
- Layout planning
- Enumeration survey (land use survey)
- Pro-forma land register
- Bulk services investigation
- Acquired selected land parcels in development

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

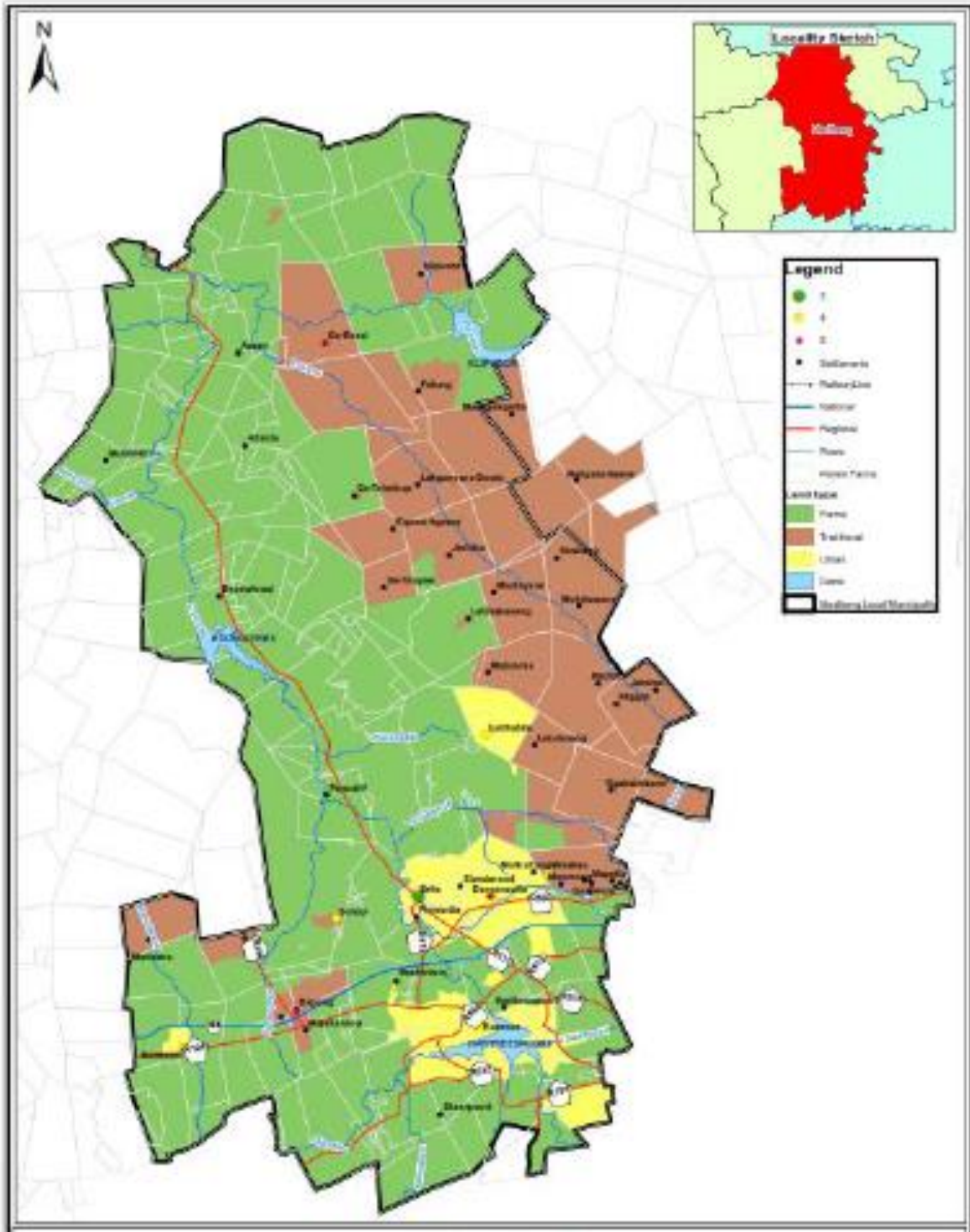
Housing Programmes

The key housing programmes in Madibeng include the following:

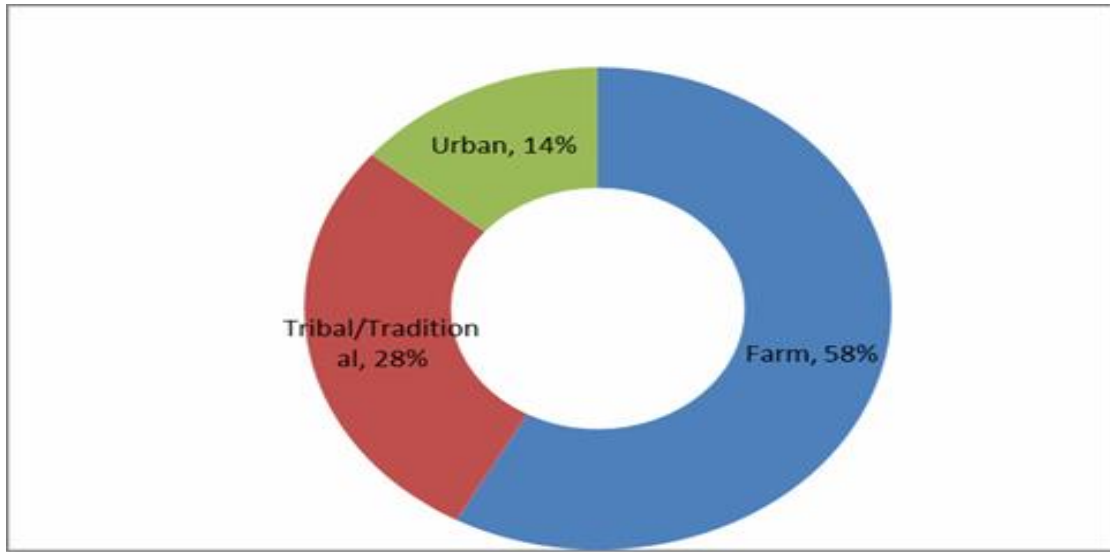
- PHP & Rural PHP -
- IRDP & IRDP Rural -
- RDP & Rural RDP -
- Project Linked -
- Consolidation -
- Social Housing -
- Formalization of rural areas -

2.11. Land Services

The map below illustrates the land types based on the Stats (2011) enumeration areas within the municipality. The bulk of the municipality is farm areas, which cover the north and easterly area of the municipality. The southern side has a combination of the farm and urban land types. The urban land types are found around Brits, Hartbeespoort, Pelindaba, Mooi-nooi and Lethlabile areas.



The traditional areas dominate the north western area of the Municipality but there are some traditional settlements around the Bapong and Majakaneng areas. Traditional offices are located in Mmakau, Bapong (Baapo), Jericho (Bakwena), Hebron (Bakwena) and Maboloka (Batang) areas.



Municipal Ward Demarcations

Although the total municipal area has decreased, there has been an increase of 5 wards to the total of 41 wards.

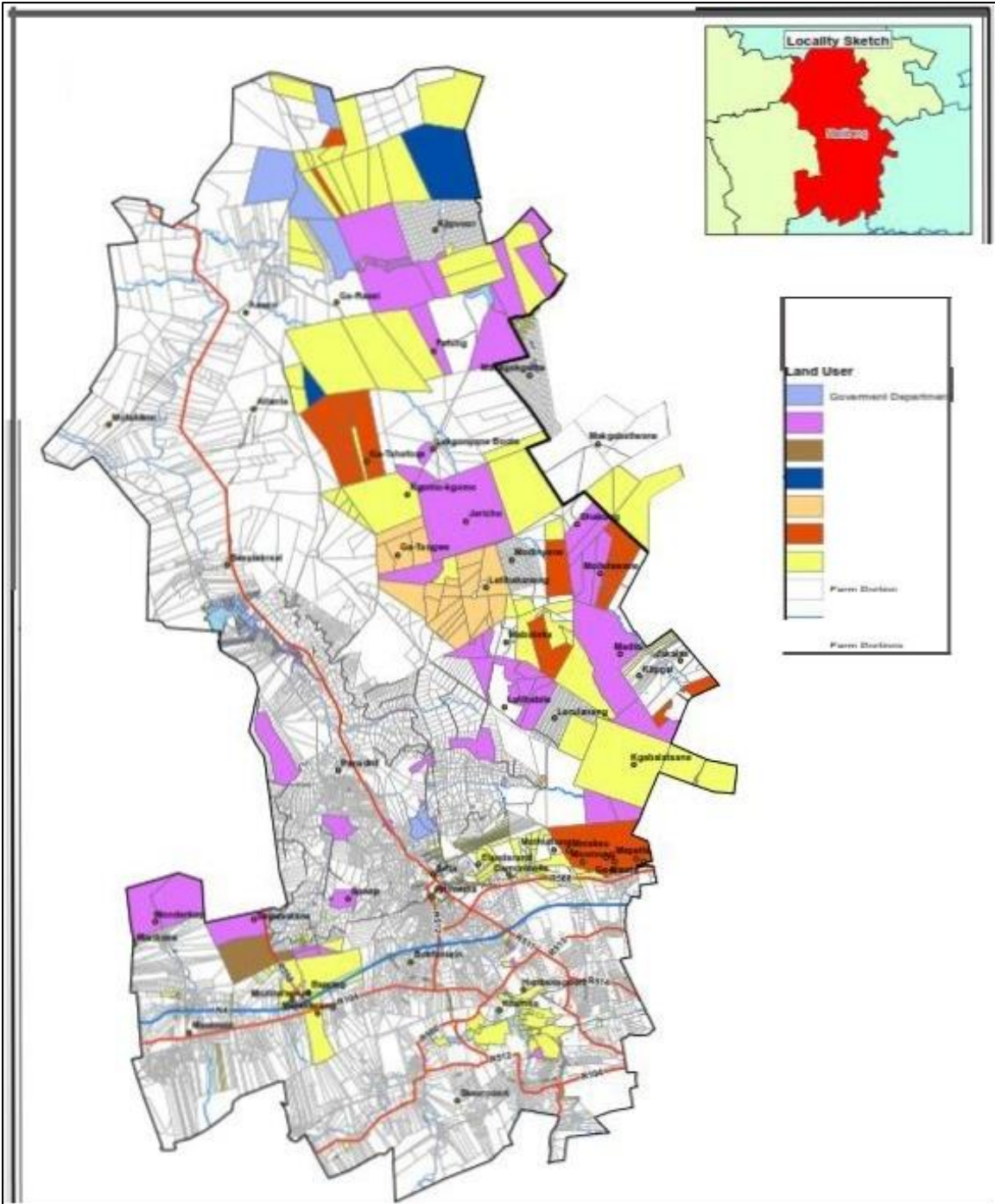
Tenure Upgrading Programme

The following service providers have been appointed to engage in formalization of other rural areas, but programme was put on hold by the Department of Rural Development and Land Reform NW:

- Bigen Africa, Land Tenure Services and Land Tenure Services
- Ndangano GIS and Projects and Consultants

Land Ownership

The Department of Rural Development and Land Reform undertook a state land audit. The land audit was done to determine among others, the land use rights, and to determine the state organ which holds title deed to mention but a few. The national results were published in 2013 and the map below illustrates the results thereof.



Land Acquisition

Village	Farm name	Extent	Owner	2020/21	2021/22	2022/23	2023/24
Letlhabile	Portion 1060 of the farm Hartebeesport C 419 JQ	21.4133h	MLM Acquired	✓			
	Portion 1061 of the farm Hartebeesport C 419 JQ	21.4133h					
Majakaneng	R/E of Portion 28 of the farm Groenkloof 464 JQ	23.4944 H					
Mooinooi	Portion 134 of the farm Elandsdrift 467 JQ	14.2373 H					
Oukasie	Remaining extent of Portion 171 of the farm Hartbeespoort C 419 JQ				✓	✓	✓
	Remaining extent of Portion 504 of the farm Roodekopjes of Zwartkopjes 427 JQ						
	Remaining extent of Portion 505 of the farm Roodekopjes of Zwartkopjes 427 JQ	11.5944 Ha					
	Remaining extent of Portion 905 of the farm Roodekopjes of Zwartkopjes 427 JQ	30.6253 Ha					
	Portion 1237 of the farm Hartbeespoort C 419 JQ	19.9335 Ha					
	Portion 329 of the farm Roodekopjes of Zwartkopjes 427 JQ	2.81800 Ha	Harmse JG: Still to establish contact and willingness of owner to sell. The property is next to municipal property		✓	Acquired	
	Portion 480 of the farm Roodekopjes of Zwartkopjes 427 JQ	17.72050 Ha	Harmse JG As above		✓	Acquired	
	Portion 217 of the farm Roodekopjes of Zwartkopjes 427 JQ	12.48350 Ha	Nedbank LTD As above		✓		
	RE/181 of the farm Roodekopjes of Zwartkopjes 427 JQ	3.05640 Ha	Stander WN As above		✓		
	RE/217 of the farm Roodekopjes of Zwartkopjes 427 JQ	12.4925H	Madiro S.M.:Owner provided with request to sell to the municipality. The property is next to		☐		
	828 (R/E) of the farm Roodekopjes of Zwartkopjes 427 JQ	3.4811H	Steynfaard H.J.The property is next to municipal properties		☐		
	RE of Portion 628 (A Portion of Portion 163) of the farm Roodekopjes of Zwartkopjes 427	Subdivision & finalization	Archdiocese of Pretoria Roman Catholic Church		☐	✓	
	Remaining Portion of Portion 305 of the farm Roodekopjes of Zwartkopjes 427 JQ	10.3023Ha	Seven Seasons Trading 204 (PTY) Ltd		✓		
Remaining Portion of Portion 495 of the farm Roodekopjes of Zwartkopjes 427 JQ	6.6086Ha						

	Remaining Portion of Portion 193 of the farm Roodekopjes of Zwartkopjes 427 JQ	8.1204Ha					
	Portion 624 (A Portion of Portion 303) of the farm Roodekopjes of Zwartkopjes 427 JQ	7.0213Ha					
Majakaneng: Some are located on the western and some on eastern part of Majakaneng	Portion 24 of the farm Wolhuterskop 252 JQ	123,7415 Ha	Liriek Produkte Trust	The properties are subject of informal Settlement. Due diligence process still needs to be done but ideal for human settlement. Offers to sell received but subject to priority and budget available.	✓	✓	✓
	Portion 38 of the farm Groenkloof 464 JQ	11,1348 Ha	Mr & Mrs Lebeso		✓	✓	✓
	Remaining extend of portion 25,26,33 and 111 of the farm Groenkloof 464 JQ	15,1201 Ha	Combri Estates		✓	✓	✓
	Portion 36 of the farm Groenkloof 464 JQ	7,77548Ha	Monare Property Development		✓	✓	✓
	Portion 23 of the farm Groenkloof 464 JQ	19,3959Ha	KEC Boerdery			✓	✓
	Portion 34 of the farm Groenkloof 464 JQ	12,0251Ha	KEC Boerdery			✓	✓
	Portion 1 of the farm Groenkloof 464 JQ	24Ha	Luyt Boerdery Venootskap			✓	✓
	Portion 96, 10/39 share of portion 23 of the farm Groenkloof 464 JQ	126.9075Ha	D van Aarde		✓	✓	✓
	Portion 3 of the farm Modderspruit 461 JQ	99.6572 Ha	Undivided shares by the Modikoane family		✓	✓	
	1/16 th of Portion4 of Boschfontein 458 JQ	To be determined	CA Madumo		✓		

Village	Farm name	Extent	Owner	2020/21	2021/22	2022/23	2023/24
Sonop	Portion 602 of the farm Hartebeespoort B 410 JQ (Sonop)	347.2617Ha	Department of Public Works	✓	✓		
Hartebees-poor Dam area	Portion 168 (a portion of Portion 159) of the farm Rietfontein 485 JQ	22.9800Ha	Mr Aswegen	✓	✓	✓	
	Portion 52 of the farm Rietfontein 485 JQ	20.4219Ha	Department of Public works	✓			
	Portion 88 of the farm Rietfontein 485 JQ	10.3008Ha					
Won-der- kop	Portion 1 of the farm Wonderkop 400	1617Ha 2	Bapo Tribe	✓			
	Portion 2 of the farm Wonderkop 400	1319Ha	National Government of Republic of South Africa	✓			
Klipgat	Portion 2 of the farm Klipgat 249 JQ	422Ha	Ndlovu Rebecca Fannie	✓			
	Portion 12 of the farm Klipgat 249 JQ		Mr Ngobeni				
	Portion 45 of the farm Klipgat 249 JQ	38.443Ha	Mr Ennos Mhlongo				
	Portion 19 (A Portion of portion 8) of the farm Klipgat 249 JQ	8.5866Ha	Mr Salani Solomon Dlalani		✓	✓	
	Portion 22 of the farm Klipgat 249 JQ	8.5843Ha	Manamela PCK		✓		
Kameel- drift	Portion 455 of the farm Kameeldrift 211 JQ	53.888Ha	Department of Public Works	✓	✓		

Modder-spruit	Portion 3 of the farm Modderspruit 461 JQ	99.6572 Ha	Undivided shares by the Modikoane family		✓		
---------------	---	------------	--	--	---	--	--

Planning

Proposed projects

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethabile: Portion 4 of Nietgedacht Integrated Development	Municipal	Resolution Supporting Development	Inception	✓		✓	<p>Electricity: Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY</p> <p>Roads</p> <ol style="list-style-type: none"> 1. Require comments and approval to connect into the provincial road from relevant authority 2. Require traffic impact study. 3. Require Stormwater status and management plan 4. Implement Guidelines for Human Settlement Planning and Design <p>Water and Sanitation: No comments</p>
Oukasie: Informal Settlements Upgrade – Acquisition of Land	Private	Fully Informally Occupied		✓	✓	✓	<p>Electricity Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division. Wayleave approvals to be obtained.</p> <p>Roads</p> <ol style="list-style-type: none"> 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design <p>Water and Sanitation No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Oukasie Walk Ups	Municipal	Township process to be revised to accommodate stand-alone stands. This will be achieved after acquisition of portion 473 of the farm Roodekopjes of Zwart-kopjes 425 JQ		✓ ✓	✓	✓	<p>Electricity Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division</p> <p>Roads</p> <ol style="list-style-type: none"> 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design <p>Water and Sanitation No comments A need to acquire additional adjacent property to extent the development and change the housing typology</p>
Damonsville: Informal Settlements Upgrade – Planning Processes	Municipal	Planning processes not yet finalized	Inception	✓		✓	<p>Electricity Bulk electricity supply will be adequate once Oukasie load is removed from Pending Substation transformer source. Electrification needs to be communicated to the Electricity Division once TP processes are completed</p> <p>Roads</p> <ol style="list-style-type: none"> 1. Require comments and approval to connect into the provincial road from relevant authority. 2. Require traffic impact study. 3. Require Stormwater status and management plan. 3. Implement Guidelines for Human Settlement Planning and Design <p>Water and Sanitation No comments</p>

Modderspruit: Platinum Heights	Privately owned	Township process finalized to be reviewed to include BNG Proposal submitted to municipality. Integrated development proposed		✓	✓		<p>Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained</p> <p>Roads 1. Require comments and approval to connect into the provincial road from relevant authority. 2. Require traffic impact study 3. Require Stormwater status and management plan 4. Implement Guidelines for Human Settlement Planning and Design</p>
Leithabille City of Life	Privately owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed		✓	✓		<p>Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Electrification needs to be submitted to the Electricity Division. Wayleave approvals to be obtained</p> <p>Roads 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning</p>
Leithakaneng Ext	State	Informal settlement		✓	✓		<p>Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division.</p> <p>Roads 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design</p> <p>Water and Sanitation</p>

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Bokfontein Extension 3-6	Municipal % Private	Town planning process still on		✓	✓	✓	<p>Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained</p> <p>Roads 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design</p> <p>Water and Sanitation No comments</p>
Bokfontein Proper	Municipal	Town planning process done but ROD outstanding	✓			✓	<p>Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division.</p> <p>Roads 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design</p> <p>Water and Sanitation No comments</p>
Scheerpoort	Municipal	Town planning process done but ROD outstanding	✓			✓	<p>Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division.</p> <p>Roads 1. Require comments and approval to connect into the provincial road from relevant authority. 2. Require traffic impact study 3. Require Stormwater status and management plan 4. Implement Guidelines for Human Settlement Planning and Design</p> <p>Water and Sanitation No comments</p>

Leithabile Block I Phase 2	Municipal	Additional 200 sites and additional 75 to existing township. Additional bulk support for project	Inception	✓			<p>Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY</p> <p>Roads 1.Require traffic impact study 2.Require Stormwater status and management plan 3.Implement Guidelines for Human Settlement Planning and Design</p> <p>Water and Sanitation No comments</p>
Majakaneeng Land Acquired	Municipal	Planning processes to resume	Inception	✓			<p>Electricity Electrification needs to be communicated to Electricity Division once TP processes are completed</p> <p>Roads 1.Require traffic impact study 2.Require Stormwater status and management plan 3.Implement Guidelines for Human Settlement Planning and Design</p> <p>Water and Sanitation No comments</p>
Additional planning for all properties to be acquired: had will guide			✓	✓	✓	✓	

Services

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethabile: Portion 4 of Nietgedacht Integrated Development	Municipal	Planning processes		✓	✓		<p>Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Electrification needs to be submitted to Electricity Division.</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>
Lethabile Block H	Municipal	Planning process		✓	✓		<p>Electricity Funding application for electrification of Lethabile Block H submitted to DoE for implementation in the 1920/21 FY</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>
Oukasie: Informal Settlements Upgrade – Acquisition of Land	Private	Fully informally occupied.		✓	✓		<p>Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and sanitation No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Oukasie Walk Ups	Municipal	Township process to be revised to accommodate stand-alone stands. This will be achieved after acquisition of portion 473 of the farm Roodekopjes of Zwartkopjes 425 JQ	✓	✓	✓		<p>Electricity Building of Oukasie Substation underway, electrification needs to be submitted to Electricity Division</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>
Damonsville: Informal Settlements Upgrade - Planning Processes	Municipal	Planning processes not yet finalized	Inception	✓	✓		<p>Electricity Bulk electricity supply will be adequate once Oukasie load is removed from Pendoring Substation. Electrification needs to be communicated to Electricity Division so as to source funding.</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Waters and sanitation No comments</p>
Modderspruit: Platinum Heights	Privately Owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed		✓	✓		<p>Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethabile City Of Life	Privately owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed		✓	✓		<p>Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Electrification needs to be submitted to electricity Division. Wayleave approvals to be obtained</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>
Bokfontein Extension 1 & 2	Municipal	Town planning process done .		✓			<p>Electricity Electrification needs to be obtained and submitted to Eskom for implementation</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>
Bokfontein Extension 3-5	Municipal % private	Town planning process still on	✓	✓			<p>Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Wayleave approvals to be obtained</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Bokfontein Proper	Municipal	Town planning process done but rod outstanding	✓	✓	✓		<p>Electricity Electrification needs to be obtained and submitted to Eskom for implementation</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>
Scheerpoort	Municipal	Town planning process done but rod outstanding	✓	✓	✓		<p>Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division.</p> <p>Roads Access is through a provincial road R560 asset number P123/1</p> <p>Water and Sanitation No comments</p>
Leithabile Block I Phase 2	Municipal	Additional 200 sites and additional 75 to existing township.	✓	✓	✓		<p>Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Electrification needs to be submitted to Electricity Division</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and sanitation No comments</p>
Majakaneng Land Acquired	Municipal	Planning processes to resume		✓	✓		<p>Electricity Electrification needs, if any, to be obtained and submitted to Eskom for implementation</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>

Bulk Services

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethlabille: Portion 4 of Nietgedacht Integrated Development	Municipal	Planning process. Need to provide additional bulk support for project		✓	✓		<p>Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY</p> <p>Roads Access is through a provincial road K16 asset number P63/1</p> <p>Water and Sanitation No comments</p>
Oukasie: In-formal Settlements Up-grade - Acquisition of Land	Private	Fully informally occupied. Additional land in process of acquisition and planning		✓	✓		<p>Electricity Building of Oukasie Substation underway. Electrification needs to be submitted to Electricity Division so as to source funding. Wayleave approvals to be obtained</p> <p>Roads Dwelling should have rain water drainage such as aprons or gutters.</p> <p>Water and Sanitation No comments</p>
Oukasie Walk Ups	Municipal	Township process to be revised to accommodate stand-alone stands. This will be achieved after acquisition of portion 473 of the farm Roodekopjes of Zwartkopjes 425 JQ. Need to provide additional bulk support for project		✓	✓		<p>Electricity Building of Oukasie Substation underway. Electrification needs to be submitted to Electricity Division</p> <p>Water and Sanitation No comments</p>
Damonsville: In-formal Settlements Upgrade - Planning Processes	Municipal	Planning processes not yet finalized. Need to provide additional bulk support for project		✓	✓		<p>Electricity Bulk electricity supply will be adequate once Oukasie load is removed from Pending Substation.</p> <p>Roads Access is through a provincial road asset number D2284</p>
Modderspruit: Platinum Heights	Privately owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. IDP need to provide additional bulk support for project rated development proposed. Alternative sanitation systems to be considered		✓	✓		<p>Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Wayleave approvals to be obtained</p> <p>Roads Consider and calculate bulk services contributions as per policy and regulations</p> <p>Water and Sanitation No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethabile City Of Life	Privately owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed. Need to provide additional bulk support for project		✓	✓		<p>Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained</p> <p>Roads Consider and calculate bulk services contributions as per policy and regulations</p> <p>Water and Sanitation No comments</p>
Bokfontein Extension 1 & 2	Municipal	Town planning process done but ROD outstanding. Need to provide additional bulk support for project. Currently water supplied through bore-holes while sanitation through VIP toilets. Alternative water and sanitation need to be considered.		✓	✓		<p>Electricity Electrification needs to be obtained and submitted to Eskom for implementation</p> <p>Water and Sanitation No comments</p>
Bokfontein Extension 3-5	Municipal % private	As above		✓	✓		<p>Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Wayleave approvals to be obtained</p> <p>Water and Sanitation No comments</p>
Bokfontein Proper	Municipal	As above		✓	✓		<p>Electricity Area already electrified.</p> <p>Water and Sanitation No comments</p>
Scheepoort	Municipal	As Above		✓	✓		<p>Electricity Area already electrified</p> <p>Roads Access is through a provincial road R560 asset number P123/1</p> <p>Water and Sanitation No comments</p>
Lethabile Block I Phase 2	Municipal	Additional 200 sites and additional 75 to existing township. Additional bulk support for project		✓	✓		<p>Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY</p> <p>Water and Sanitation No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Majakaneeng Land Acquired	Municipal	Planning processes to resume. Additional bulk support for project. Alternative sanitation system to be considered because the current one is VIP		✓	✓		Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Water and Sanitation No comments
Sunway	Municipal	Busy finalizing expropriation process		✓	✓		Electricity Area already electrified Water and Sanitation No comments

Units

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Mooioi Ext 13	Municipal	Planning done and infrastructure in process			✓	✓	Electricity Area already electrified Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Lethabile: Portion 4 Of Nietgedacht Integrated Development	Municipal	Planning process			✓	✓	Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Additional electrification needs, if any, to be submitted to Electricity Division Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Lethabile Block H		Planning process			✓	✓	Electricity Funding application for electrification of Lethabile Block H submitted to DoE for implementation in the 1920/21 FY Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Oukasie: Informal Settlements Upgrade – Acquisition Of Land	Private	Fully informally occupied. Additional land in process of acquisition and planning			✓	✓	Electricity Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division so as to source funding. Wayleave approvals to be obtained Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Oukasie Walk Ups	Municipal	Township process to be revised to accommodate stand-alone stands. To be			✓	✓	Electricity Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division so as to source funding Roads

		achieved after acquisition of Portion 473 of the farm Roodekopjes of Zwartkopjes 425 JQ					Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Damonsville: In-formal Settlements Upgrade - Planning Processes	Municipal	Planning processes not yet finalized			✓	✓	Electricity Electrification needs to be communicated to Electricity Division so as to source funding Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Modderspruit: Platinum Heights	Privately Owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed			✓	✓	Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Lethlabile City Of Life	Privately Owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed			✓	✓	Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Bokfontein Extension 1 & 2	Municipal	Town planning process done			✓	✓	Electricity Electrification needs already submitted to Eskom Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Bokfontein Extension 3-5	Municipal % Private	Town planning process still on			✓	✓	Electricity Electrification needs to be submitted to Electricity Division once Township processes are completed Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Bokfontein Proper	Municipal	Town planning process done			✓	✓	Electricity Area already electrified Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Scheerpoort	Municipal	Town planning process done but rod outstanding			✓	✓	Electricity Area already electrified Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments

Lethabile Block 1 Phase 2	Municipal	Additional 200 sites and additional 75 to existing township			✓	✓	Electricity Electrification needs to be submitted to Electricity Division once Township processes are completed Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation
Majakaneeng Land Acquired	Municipal	Planning processes to resume			✓	✓	Electricity Electrification needs to be submitted to Electricity Division once Township processes are completed Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Majakaneeng	Private Land Owners	Developer appointed		✓	✓	✓	Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Itsoseng	Municipal	Geotechnical studies done		✓	✓		Electricity Electrification needs to be submitted to Electricity Division once Township processes are completed Water and Sanitation No comments
Kgabalatsane	State Owned	Geotechnical studies done				✓	Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Water and Sanitation No comments
Dipompong	State Owned	Geotechnical studies done				✓	Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Water and Sanitation No comments
Hebron	State Owned	Geotechnical studies done		✓			Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Water and Sanitation No comments
Klipgat	State Owned, Municipal and Private Owners	Geotechnical studies done			✓	✓	Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Ga-Rasai	Private Owners	Geotechnical studies done			✓		Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained

Septhai	Private Owners	Geotechnical studies done			✓		Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Lethakaneng	State Owned	Geotechnical studies done		✓			Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division. Water and Sanitation No comments
Lethakaneng Ext	State Owned	Geotechnical studies done		✓	✓		Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division. Water and Sanitation No comments
Mmupudung	State Owned	Geotechnical studies done				✓	Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division. Water and Sanitation No comments

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Maboloka	Tribal Owned and Private Owners	Geotechnical studies done				✓	Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Modderspruit Including Platinum Heights	Municipal, State Owned and Private Owners:	Geotechnical studies done			✓	✓	Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Bapong	Tribal Land	Geotechnical studies done			✓	✓	Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Wonderkop	State Owned and Tribal Owners	Geotechnical studies done				✓	Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Madidi	Tribal	Geotechnical studies done			✓		Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments

Blocked Projects

Allocate funding for blocked projects: Oukasie X4 P1& P2, Damonsivlle X 2, Mothotlung X 1 and Refentse

Current Projects: To Be Finalized And Closed

- Oukaise X 5
- Lethabile block I
- Sunway
- Mothotlung X 2
- Segwaelane
- Mooinooi X 13
- Lethabong
- Lethabile PHP
- Hebron
- Madidi
- Vaalboschloot
- Mmakau
- Lethabile C, G, E & F
- Majakaneng
- Jericho

Bulk Services

Brits – Upgrade of the current water purification plant to supply western sides of the municipality Bokfontein (all extension) & Scheerpoort: Development of boreholes and purification plant dry sanitation for informal settlements.

2.12. Town Planning

Status Quo

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, 2015
- Town Planning Schemes(1958 to 1999)

Council Townships in process

Township Name	Beneficiary Informal Settlement	Status
Modderspruit	Tonado	Application Approved by Council
Mooinooi	Mamba	Application Approved by Council
itsoseng	itsoseng	Application Approved by Council
Lethakaneng	Lethakaneng	Application Approved by Council

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

Spatial Rationale

3. Existing Functional Zones

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

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



Figure 2: Existing Functional Zones

Bakwena Highway/N4	Platinum	Linkage between City of Tshwane, Brits and Rustenburg
R511/R512		Linkage to Randburg and Sandton
N4 (Vom Hagen Street Extension)		Linkage to Tshwane CBD
R104/Church Street Extension		Linkage to Tshwane CBD
R514/Van der Hoff Road Extension		Linkage to Tshwane CBD
R568		Linkage to Ga-Rankuwa and Rosslyn Industrial areas in Tshwane
R556		Linkage to Sun City
R104		Linkage to Rustenburg

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

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

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

4. Linkages with Regional Centres

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

These include strategic linkages such as –



Figure 3: Strategic Regional Linkages

5. Bakwena Platinum Highway

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

6. Natural Features

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

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

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

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

The areas around the dams have tremendous value for future tourism development in Madibeng which has not

7. High Potential Agricultural Land

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

8. Mineral Resources

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

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

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

Intensive sand mining occurs in the Skeerpoort and Konniesand areas.

9. Cradle of Humankind World Heritage Site

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

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

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

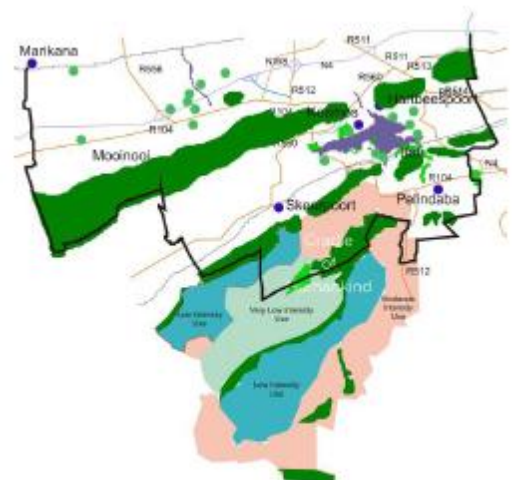


Figure 8: Cradle of Humankind

10. Pelindaba

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

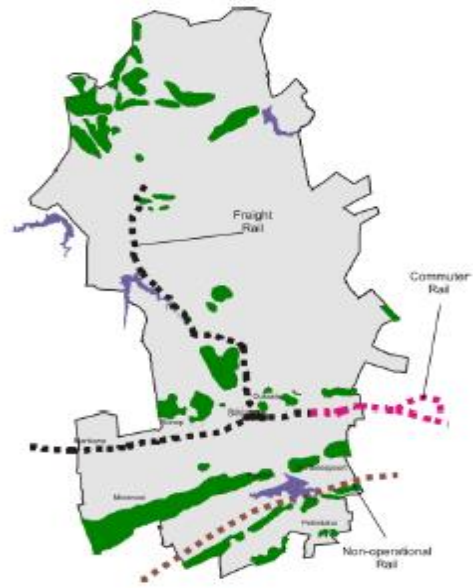


The Pelindaba site consists of about 600 hectares security area and a total area of about 2500 hectares which comprises a number of important natural as well as heritage features. A hiking trail is open to the public on the site. The mountain ridges link to the Cradle of Humankind area while the Crocodile River on the western boundary links to the nearby Hartbeespoort Dam. The southern site boundary is also the provincial border with Gauteng. On site is a registered historical building, "Preller House", an important grave yard, an old lime kiln and also some Iron Age relics.

11. Rail Infrastructure

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

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



12. Disadvantaged Settlements

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

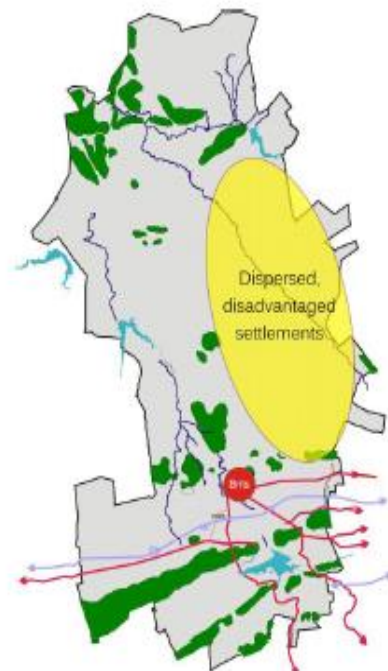


Figure 11: Disadvantaged Communities

13. Current Development Pressures

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

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

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

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

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

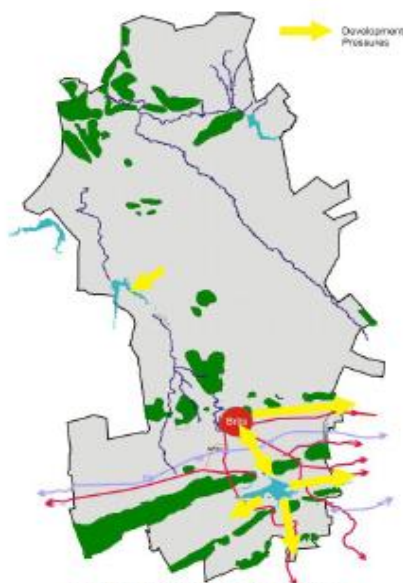


Figure 12: Development Pressures

14. Summary

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

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

2.13. Community Halls

Urban Areas

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
Elandsrand			
Kosmos			
Brits Dienssentrum			

Rural Areas

• Fafung	• Mmakau
• Ga-Rasai	• Mmupuding
• Itsoseng	• Modderspruit
• Kgabalatsane	• Moiletswane
• Klipgat	• Rabokala
• Klipvoorstad	• Sephai
• Sunway – Phase 1	

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.

2.14. 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 Oukasie is near full capacity. Overall it appears that sufficient capacity is available as far as cemeteries are concerned for the medium to long term. Identification and provision of new land for burial space is urgently needed to supplement the current Cemeteries.

Area/ Locality	Lifespan (years)	Size	No. of staff	Date opened	Facilities
Langberg	10	3.38	25	1970	Office, Ablution, blocks, Caretaker Home
Old Brits	5	1.30	-	1979	Mosque
Damonsville	3	1.50	-	1990	Office, Tool room, Ablution block, 2 nd Office and 2 nd Ablution Block
Oukasie	0(Full)	2.80	4	1995	Office, Tool room, Ablution block (Need to be extended)
Oukasie New	50	7.5		2023	Ablution block ,Office space & Store room
Lethlabile	0(Closed)	3.0	0	1984	Ablution block, tool room, office Different burial blocks
Lethlabile new	50	30	6	2004	
Mothutlung	10	2.0	7	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, Langberg, Lethlabile New, Damonsville, Mothutlung, Primindia, Schoemansville

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. Rural cemeteries are near full capacity and need extension. Areas like Bokfontein and Sunway need their own cemeteries since they were formalised as township however land allocation is required before Environmental processes can resume. Land was set aside for a development of a new cemetery in Bokfontein, for Sunway the closest Cemetery is Schoemansville which is less than 1km away.

CEMETERY BY-LAWS.

Madibeng Cemetery by-laws were reviewed and adopted by council and were sent for Gazetting.

2.15. Recreation - Parks

Benefits of Parks in Communities. Parks serves as the heart of communities, as such these recreation areas should be of a high priority for communities. The importance of Parks and recreation goes beyond adding green spaces to beautify the community. Communities enjoy beautiful areas surrounding the parks. Residents get a safe place for physical activities.

Area	Total area of parks (m ²)	No of Parks	No. Developed	No. with play equipment
Brits / Primindia	741 615	71	14	14
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

Madibeng townships

All townships around Madibeng have no parks or developed parks, the old ones have been destroyed, and vandalised due to theft and age of Parks. A request to develop a minimum of two parks per area is urgent. At least each township must have an Outdoor Gym Park and recreational Park with play equipment. Open spaces are also not developed due to budget constraints and as such these areas are overgrown with grass and hence a lot of focus is then on grasscutting rather than maintenance of proper parks.

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. Only Kosmos has a park.

Rural Areas and Villages

All villages and rural areas must have one Park per area, as to accommodate the recreational and social aspect of the community. The Park must have kids' area, designated braai areas, seating arrangement, and indigenous games area. Budget allocation is therefore crucial for bringing this concept into a reality.

2.16. Environmental Management

The municipality has an integrated environmental policy, and integrated environmental management strategy that ensure development is socially beneficial and it is undertaken in a manner that sustains biodiversity and natural resources.

The municipality has different environmental goals and commitments per the following sectors that needs to be addressed by management needs and challenges:

- Biodiversity and Conservation
- Water
- Air Quality
- Waste
- Trees and Forests
- Energy
- Noise
- Environmental Education and Awareness
- Cultural Heritage
- Economy
- Climate Change
- Landscapes and Townscapes
- Infrastructure, Urbanization and Housing
- Transportation
- Environmental Governance

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 North West University, Centre for Environment Management (CEM) was appointed by the North West Department of Rural, Environmental and Agricultural Development (READ) to develop an Environmental Management Framework (EMF) for the Bojanala Platinum District Municipality (BPDM). It was done in terms of the provisions contained in the National Environmental Management Act 107 of 1998 (NEMA) and the 2010 NEMA EMF Regulations.

What is an EMF and how could it could be used?

Environmental Management Framework (EMF) is a compilation of information & maps that specify the attributes of the biophysical and socio-cultural systems of a particular geographical area to reveal where specific land uses may best be participated.

EMFs are aimed at guiding development in such a way so as to ensure sustainable development, securing environmental protection and promoting cooperative environmental governance.

This could assist in identifying projects that are compatible with Environmental constraints and desired state of the environment, or only compatible with these under certain conditions, or completely incompatible with them.

As a tool that support project level decision making, an EMF provides guidance during Environmental authorization applications. It further more informs higher level development plans and programs, such as integrated Development Plans and Spatial Development Frameworks.

Why should EMF be developed

In Madibeng there is a need for the development of an environmental decision support tool to facilitate a consolidated and inclusive approach for the management of the area by all spheres of government. This need arises from the following:

- The number and nature of applications for environmental authorizations that are received, indicating that there is severe development pressure in the district;
- The complexities around competing land uses in the area;
- The need to align spatial plans affecting the area.

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, 2017 GN 327 of 07 April 2017. 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.

Environmental Compliance Monitoring and Enforcement

- Attending to environmental management complaints in the municipality.
- Conduct site inspection and investigations on industries.
- Creation of industrial forums to create awareness of environmental legislations.
- Cultivation and development of co-operation between industries and the municipality.
- Air quality improvement and management by regulating fuel-burning appliances in the municipality.
- Drafting and implementation of Environmental Management by-laws.

Industrial Environmental Impact Management

- Regular meetings with industries to increase co-operation.
- Identification and creation of a database for all industries with activities that have an impact on the environment.
- Regulating industries by regular site inspections and visits.
- Promote sustainable energy approaches to industries.
- Promote sustainable transport planning and mode of transport to industries

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. Illegal dumping is a problem and the municipality should look at intensifying its clean-up campaigns and make sure education is conducted with each clean-up.

The Municipality through education and awareness encourage communities to start recycling project as a form of sustainable development. The division should look at assisting the recyclers with resources required for them to be encouraged to continue working with waste.

Recycling

The following recycling activities are authorised by the municipality include the following:

- Recycling group at Damonsville Transfer station;
- Recycling group at Mothotlung Transfer Station;
- Recycling group at Brits Transfer Station
- Recycling group in Hartbeespoort, Syferfontein;
- Alternative building material project (Polystyrene recycling) at Kosmos Transfer station.
- Recycling group at Hartbeesfontein Landfill site

The municipality will continue to identify and authorise recycling projects to assist in reducing the volume of waste that is taken to the Landfill site for final disposal. Additional recycling structures will be constructed at transfer stations to make provision for the sorting and storage of recyclable material. The Recyclers are given a permit by the Municipality for their recycling projects.

Environmental Situation Analysis

1. Geomorphology

1.1. Geology and Topography

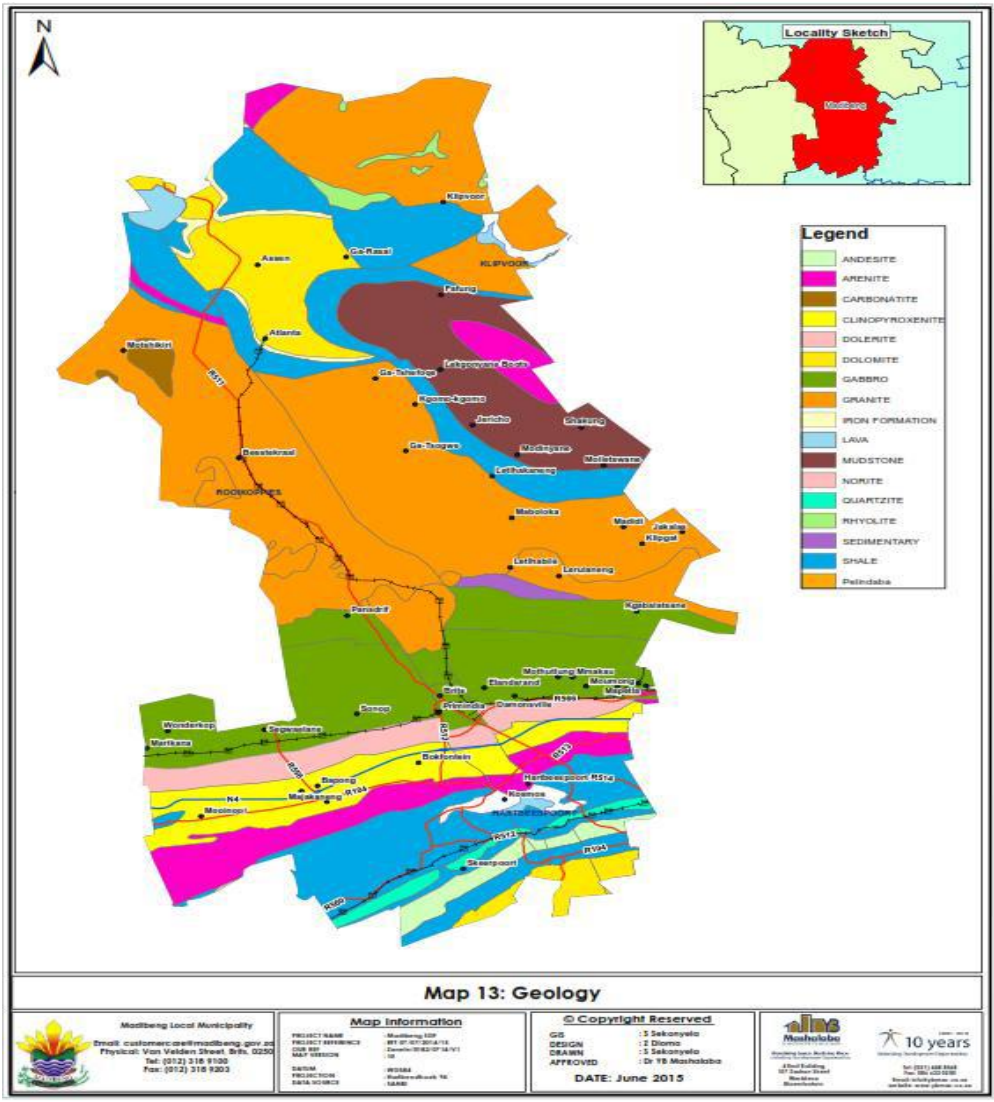


Figure 2: Geology

The table below classifies some of the rock types found with the Madibeng Local Municipal area. For geological purposes, the intrusive rock types are of significance.

Table 4: Madibeng Rock types

MINERAL	ROCK TYPE	DESCRIPTION
ARENITE	Sedimentary	Arenite rocks are formed when weathered grains are consolidated into rock via compaction, consolidation and cementation. This rock type generally occurs along the coastlines of Southern Africa within the sand deposits.
GRANITE	Igneous	Granite forms when magma intrudes into the Earth's crust to crystallize in an isolated environment. This causes the rock to be coarse-grained. Granite consists of minerals like quartz, plagioclase and alkali feldspar.
MUDSTONE	Sedimentary	Mudstone is built up of particles originating from the weathering of other rocks and deposited in a depositional basin. Clay-sized particles are transported in suspension in water settle in deep water marine or fresh water lakes.

		After compaction and cementation it is called mudstone.
		Clay refers to particles smaller than 0.02mm.
		Mudstone occurs within a succession of coarse-grained sandstone alternating with fine-grained mudrock.
NORITE	Intrusive Igneous	Norite consists primarily of plagioclase and pyroxene.
		Norite along with gabbro is one of the major rock types in the Bushveld Igneous Complex.
QUARTZITE	Metamorphic	Quartzite is formed through pressure and heat of mainly sandstone and other silica-rich rocks.
		Quartzite like many other types of sandstone has also undergone recrystallization due to burial depth and are then referred to as orthoquartzites.
SHALE	Sedimentary	Shale consists largely of silt and clay sized particles and with visible layering (fissile) as opposed to a mudstone that is massive.
		Shale always occurs within a succession of coarse-grained sandstone alternating with fine-grained shale (mudstone).
		The most widespread occurrence is in the Karoo strata which covers 75% of the central subcontinent.

Norite and Gabbro are minerals quarried from the Bushveld Igneous Complex (BIC). These minerals are contained within the Merensky reef which stretches parallel to the N4 in the northern direction of the Magaliesberg range. The Bushveld Igneous Complex generally contains the bulk of Platinum reserves. The mining potential of associated with these minerals will be deliberated later in the report.

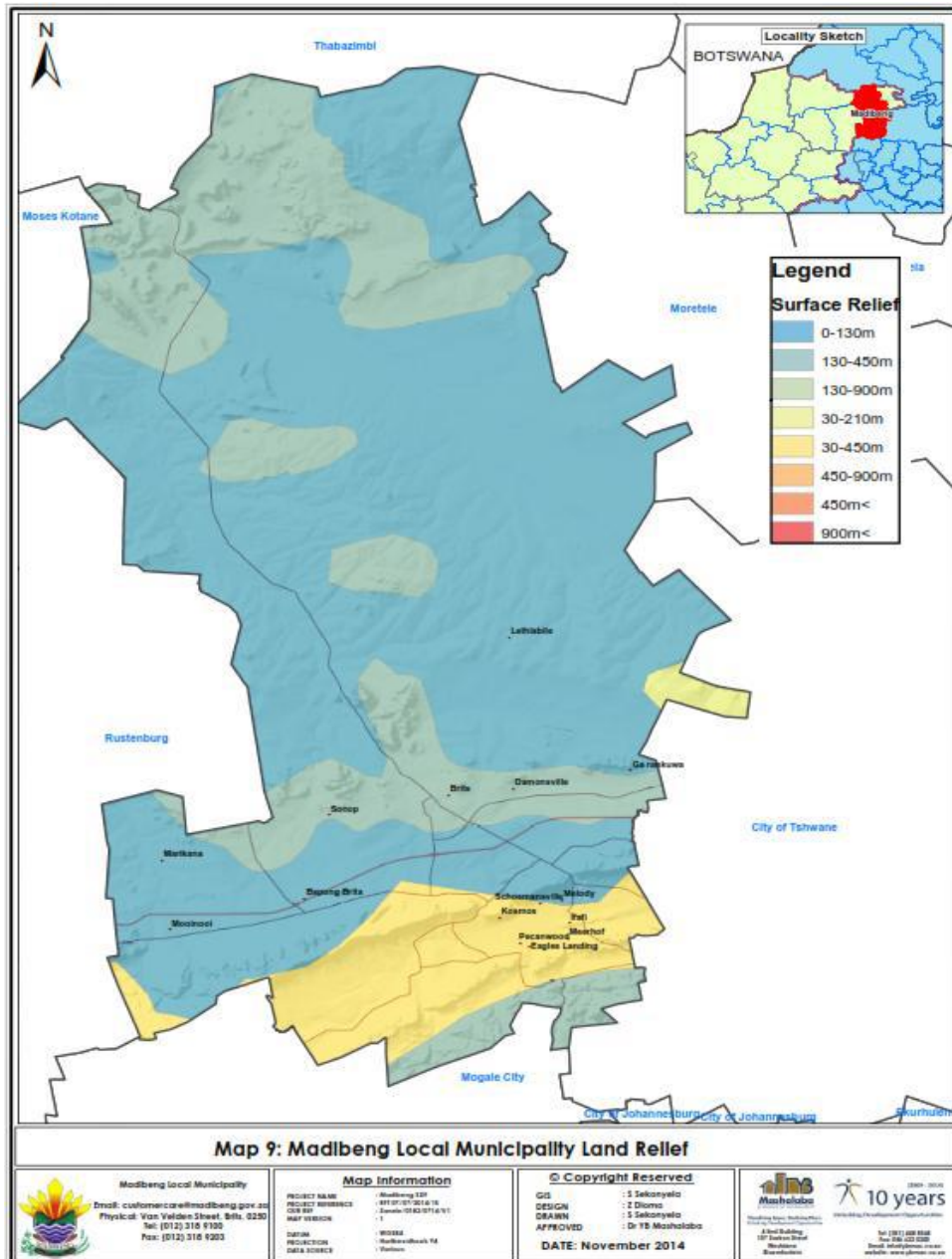


Figure 3: Land Relief

The northern area of Madibeng Local Municipal is generally mountainous with higher level terrain types along the Magaliesberg and the Witwatersberg Mountain ranges. The area has a total of four mountain ranges, which are:

- The Magaliesberg Mountain range;
- The Witwatersberg Mountain range;
- The Langberg Mountain Range; and
- The Elandsberg Mountain range.

Map 9 above indicates a surface relief ranging from 300 metres to 450 metres along the Magaliesberg Mountain range. The Magaliesberg range together with the Hartbeespoort dam equate to a majestic natural landscape. This causes increased development initiatives along the northern boundary of the dam. This terrain poses

environmental concerns with regards to slope restrictions on development initiatives at macro level, as there is an important need to retain the natural landscape.

Witwatersberg Mountain Range

The Witwatersberg Mountain range is also within the 300 metres to 450metre surface relief. This mountain range runs parallel to the Magaliesberg Mountain range and forms the southern boundary of the Hartbeespoort dam. The above mentioned form one of Madibeng's natural beauties. This results in increased high tourism potential and development initiatives which need strict monitoring.

Landberg Mountain Range

The Landberg Mountain range is located central to municipal area. It is on the north western direction to Brits. It falls within the 130 to 300 metres surface relief. Characterised by game farming, this mountain range serves as a tourist destination. In this regard, there is conservative and protection measures in place for this mountain range.

Elandsberg Mountain Range

The Elandsberg Mountain range is located in the north western area of the municipality. It falls within the 130 to 300 metres surface relief. Similarly to the Landberg mountain range, this mountain range has tourism potential. However the game farming activity occurs at a lower scale.

1.2. Land Capability

With regard to land capacity, the two important aspects to be considered are the grazing capacity and soil potential within Madibeng Local Municipality.

The Local Municipality of Madibeng is characterized by a variety of fertile soil types, pleasant climate and numerous water sources. As a result of these favourable conditions, the area is suitable for producing a variety of agricultural products. Another great advantage for agricultural activities is that the area is part of one of the largest irrigation schemes in the country. According to agriculture sources in the area, approximately 20 % of agricultural land with access to canalized water is not utilized for agricultural purposes at this moment. Irrigated vegetable farmlands cover about 130 km² around Brits, with canalized water from Hartbeespoort Dam.

Approximately 18 000 ha of land is under irrigation with about 16 000 ha from the Hartbeespoort Dam irrigation Scheme and 4 000 ha from the Crocodile River. (Beestekraal).

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 seen as having three categories with different development needs. These were classified as the commercial sector farmers, the emerging farmers and those that belong to household food security producers.

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 lands.

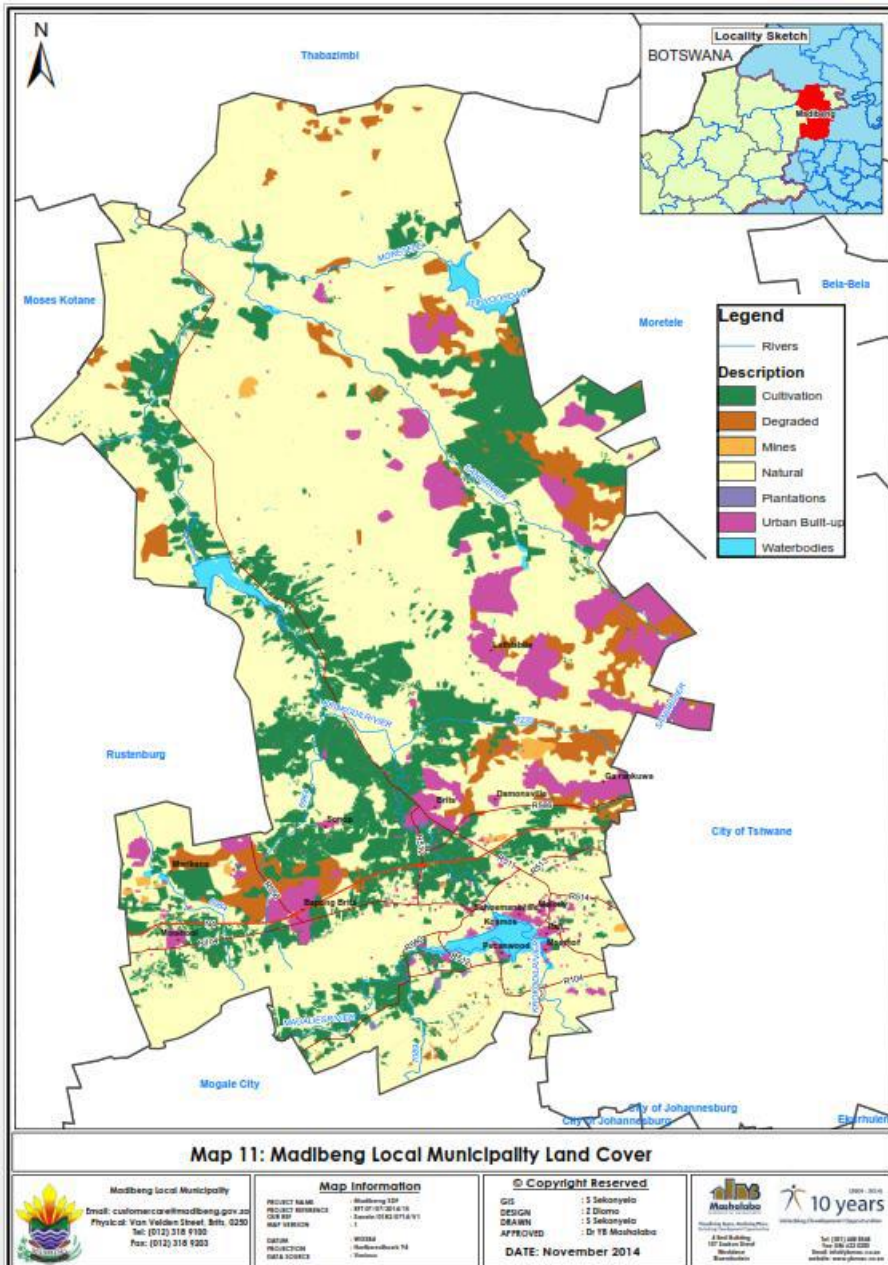


Figure 9: Land Cover

1.3. Land Use Management System

At present the land use management system in Madibeng is governed by 5 different land use schemes. This has resulted in a fragmented pattern of development within the municipal area. In addition to the fragmented land use management system created by the different schemes there are also areas that do not fall within the jurisdiction of the existing schemes (i.e. farm lands and rural/traditional areas). These areas that are not covered by existing schemes include mostly rural and farming areas.

The following town planning schemes are currently in operation in the Madibeng Local Municipality:

- Brits Town Planning Scheme, 1958
- Peri Urban Town Planning Scheme, 1975
- Lethlabile Town Planning Scheme, 1990
- Hartbeespoort Town planning scheme, 1993

- Kosmos Town Planning Scheme, 1999
- Madibeng Town planning Scheme, 2008 (not implemented)

The municipality is however in the process of developing a wall-to-wall scheme that will cover the entire municipal area.

1.4. Mining

On the western part of Brits town there is mining activity which lies on the Merensky Reef. Mining in Merensky is a resource detailed industry and therefore specific provision has been made in MLM SDF to accommodate this type of development. The location of Merensky Reef next to Bakwena Platinum High way offers opportunities for the integration of mining activities with other economic sectors. There are also small scales mining activities scattered throughout the Madibeng Local Municipality. Within the past few years the area witnessed new open-cast mines. The mining sector in MLM mainly comprises of Platinum Group Metals, Chromium and intensive granite and sand mining.

2. Air Quality

In terms of Air Quality Management Act, 39 OF 2004 (AQA), local municipalities are responsible for monitoring ambient air quality.

The municipality has adopted Air Quality Management By-law.

To comply with the legislation, the municipality in partnership with DEDECT North West established an ambient air quality monitoring station. The station was established in Damonville community centre and it is used to assist in improving ambient air quality in the area by managing the atmospheric pollution and recording data of pollutants. The Department of Forestry, Fisheries and Environment has two monitoring station in the municipality.

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 is compiling AQMP and Madibeng is represented in the Project Steering Committee therefore while waiting to compile our own plan we can benefit from the district plan as we form part of the district.

The Air Quality Officer appointed must prepare an annual report on air quality, and include the progress on the implementation of the Air Quality Management Plan.

Madibeng Local Municipality has representative in the Provincial-Municipal Air Quality Officers Forum and attends quarterly meetings. The Municipality also participates in the Implementation Task Team meeting, Multi Stakeholder Reference Group and the Local Environmental meetings for Interested and Affected Parties coordinated by NAPCOF on quarterly basis. A database 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

Air Quality Management Plan

Section 15(2) of Chapter 3 of Air Quality Act(AQA) requires each municipality to include an Air Quality Management Plan (AQMP) in its integrated development plan (IDP) required in terms of Chapter 5 of the Municipal Systems Act. In addition, Section 19 and 20 of Chapter 4 of the AQA require the development of Priority Area Air Quality Management Plans (PA-AQMP) and regular review of such plans by affected municipality/municipalities. Chapter 4 further provides guidance on roles and responsibilities for the development of a PA-AQMP.

Air Quality Management By-law

By-laws are laws that are passed by the council of a municipality to regulate the affairs and the services the municipality provides in its area of Jurisdiction. A municipality derives the power to pass a by-law from the Constitution of the Republic of South Africa, 1996, which gives specified powers and competencies to local government as set out in Part B of Schedule 4 and Part B of Schedule 5. Air quality bylaw exist in the Municipality and was reviewed in the 2019/2020 financial year.

Ambient Air Quality Monitoring

Ambient air monitoring is an integral part of an effective air quality management system. Monitoring is a general term for on-going collection and use of measurement data or other information for assessing performance against the National Ambient Air Quality Standards.

Air quality standards are fundamental to effective air quality management. The ambient air quality standards serve to indicate what levels of exposure to pollution are generally safe for most people, including the very young and elderly, over their lifetimes. While the World Health Organization (WHO) provides scientific guidance to all countries on the levels of pollution that adversely affect human health, its work does not take into consideration the socio-economic conditions prevalent within any country.

The ambient air quality station in Damonsville community centre was established to assist in improving air quality management within the municipality, however, more stations are needed to monitor the actual state of air quality in the Municipality. An additional of two stations in Bapong and Lethabile will assist in analysing the actual state of air pollution and will empower the municipality to make sound decisions on way forward to handling air pollution.

Though Municipality is experiencing budget constraints in dealing with air quality monitoring, the following should be prioritised:

- Streebox ambient air quality monitoring
- Dust fall out
- Passive sampling

The above air quality devices will assist in complying and monitoring air quality.

Smoke meter reading

Smoke meter is used to detect and measure the amount of light blocked in smoke emitted by diesel engines from cars, trucks, buses, motorcycles, locomotives and large stacks from industrial operations. The smoke meter readout displays the smoke density giving a measure of the efficiency of combustion. This makes the smoke meter an excellent diagnostic tool to ensure proper maintenance of diesel engines for protection of the environment.

The Air quality management by-law requires the municipality to actual monitor vehicle emissions through smoke meter reader to protect and control the amount of smoke emitted, which affects the air quality and environment.

Fuel Burning Appliance monitoring

Fuel burning appliance monitoring is a process that enables inspectors to measure the level of industrial waste and/or pollutants a fuel burning appliance emits into the atmosphere. These pollutants can have a detrimental effect on local air quality and for this reason such emissions are often regulated. Typically this regulation requires measurement of the concentration of these pollutants on a regular basis, often referred to as periodic stack emission monitoring.

The municipality is required according to the Air quality management by-law to conduct compliance monitoring and enforcement on all industries that have installed and operating fuel burning appliance.

3. Climate Change

The sun serves as the primary energy source for Earth's climate. Some of the incoming sunlight is reflected directly back into space, especially by bright surfaces such as ice and clouds, and the rest is absorbed by the surface and the atmosphere. Much of this absorbed solar energy is re-emitted as heat (longwave or infrared radiation). The atmosphere in turn absorbs and re-radiates heat, some of which escapes to space. Any disturbance to this balance of incoming and outgoing energy will affect the climate.

Madibeng Local Municipality is going to embark on rolling out Climate change programs at school in all the wards to make the information shared to be sustainable. The programs will follow after the education and awareness about climate change has been done.

The atmospheric concentrations of carbon dioxide, methane, and nitrous oxide have increased significantly since the Industrial Revolution began. Which has resulted in the atmospheric temperature increasing. The planet is warming from North Pole to South Pole. Since 1906, the global average surface temperature has increased by more than 1.6 degrees- even more in sensitive polar regions. The impacts of rising temperatures and the effects of global warming are appearing at the moment. The heat is melting glaciers and sea ice and shifting precipitation, which affects animals and the environment.

The core solution to all climate change is reducing greenhouse gas emissions, which must get to zero as soon as possible. Due to the important roles both forests and oceans plays in regulating our climate, increasing the natural ability of forests and oceans to absorb carbon dioxide can help stop global warming.

The municipality can play key role in stopping climate change:

- Invest in renewable energy: Changing our main energy sources to clean and renewable energy is the best way to stop using fossil fuels. These include technologies like solar, wind, biogas energy and LED lighting.
- Switch to sustainable transport: replace municipal petrol and diesel engines with biogas engines;
- Improve farming and encourage vegan diets
- Restore nature to absorb more carbon
- Recycling of plastic waste

4. Biodiversity and Conservation

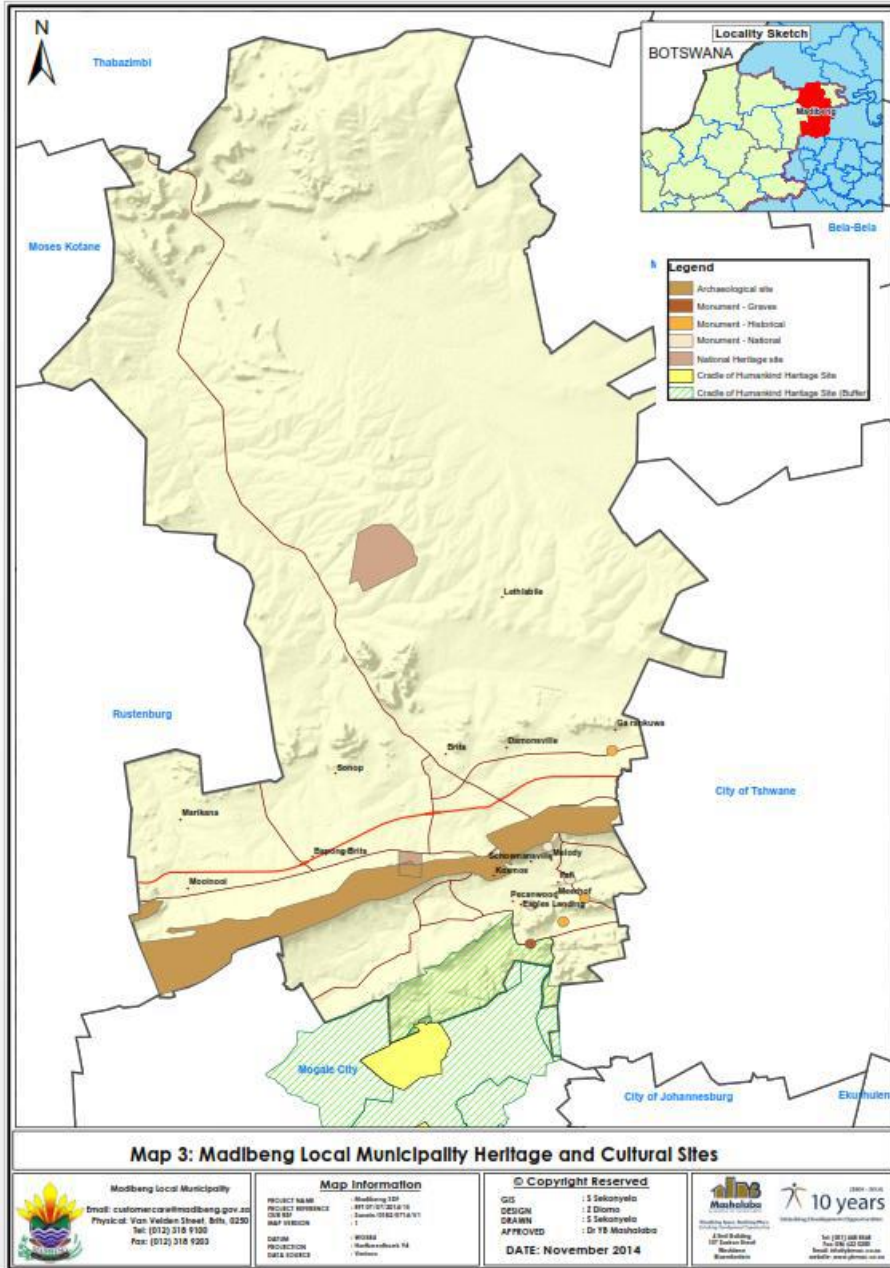


Figure 7: Heritage and Culture Sites

The Southern region located south of Brits in the Municipal area contains the bulk of heritage and conservation sites. Magaliesberg and the Witwatersberg Mountain Ranges

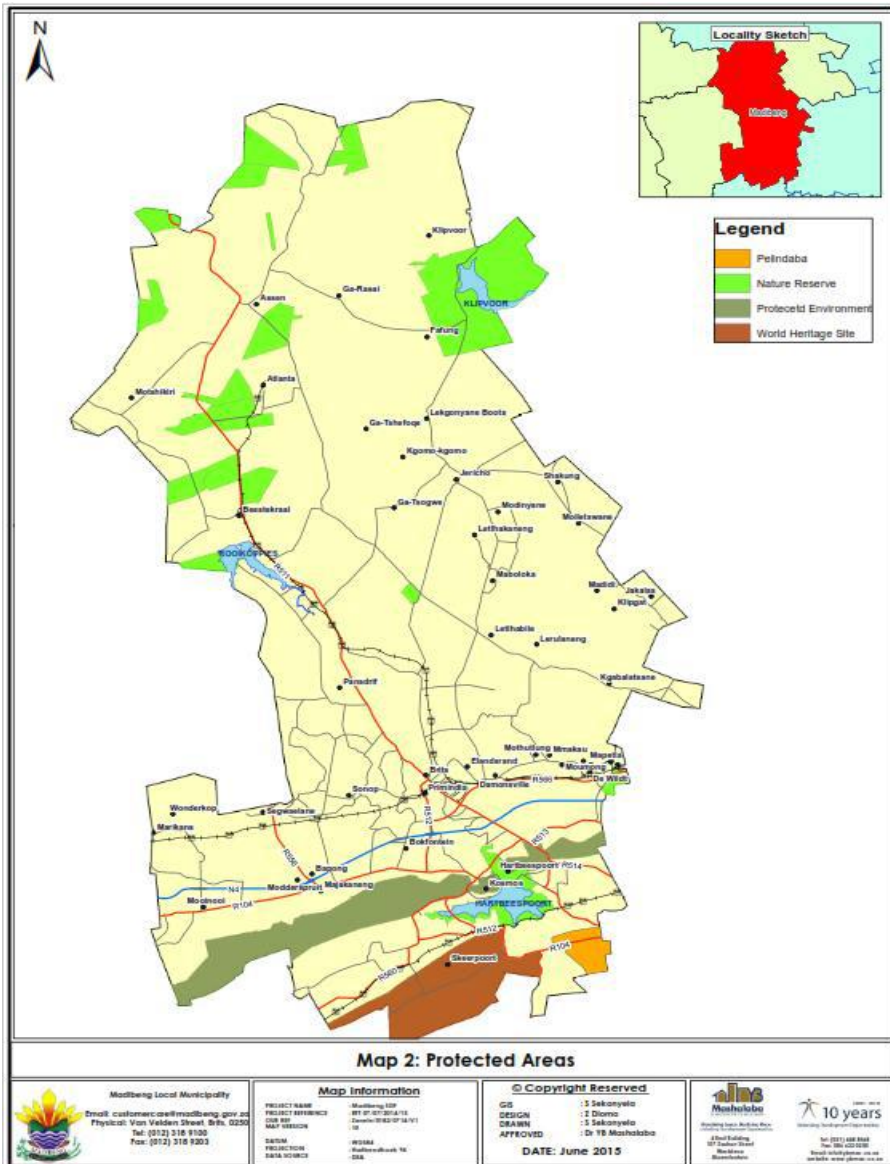


Figure 8: Protected Areas

Spatial Development

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

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

There are two primary development corridors, Brits – Rosslyn Mixed Use Corridor which focuses on residential, industrial, commercial and mining development; and the Platinum Transportation Corridor which focuses on transportation. Secondary development corridor is the Brits – Fafung Residential Corridor which focuses on

residential development in the north – eastern part of the LMM. Tertiary development corridors include the Lethabile – Hebron – Residential Corridor and the Jericho – Madidi Residential Corridor.

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

5. Waste Management

Currently, larger quantities of solid hazardous and non-hazardous waste are produced by human activities within the municipality. The appropriate avoidance and disposal of this waste is essential to the maintenance of a healthy environment.

For the municipality to achieve its objectives, the municipality shall:

- Ensure enforcement of waste management by-laws and polluter pays principle.
- Review and implement Integrated Waste Management Plan.
- Educate citizen about waste-related issues.
- Ensure commitment to the need for an integrated waste management strategy that addresses both the production disposal of solid and liquid waste including the reduction of illegal dumping.
- Introduce an integrated approach to waste management.
- Maintain a clean environment.
- Reduce, reuse and recycle, within the operation of the municipal buildings itself.
- Strive to reduce the amount of waste that is generated and disposed of at the landfill and transfer stations.
- Ensure correct management of landfill site and transfer stations.
- Promote waste avoidance, minimization, reuse and recycling initiatives.
- Work with other levels of government, NGO and the private sector to realise the above.

The objectives relating to waste management

- To provide and effectively and efficient waste management system
- To ensure that the principle of avoid, reduce, reuse, and recycle is implemented to promote the avoidance and minimization of waste.
- To manage waste effectively in line with the national management hierarchy

Geography By Refuse Disposal For Household Weighted¹

Removed by local authority at least once a week	89,045
Communal refuse dump	8,297
Own refuse dump	73,051
No Rubbish Disposal	13,737
Other	2,348
Total households	186,478

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 Serviced by Council			Areas Serviced by Private Contractors		
Service Area	Domestic Waste	Business Waste	Service Area	Domestic Waste	Business Waste
Brits	3763	719	Hartbeespoort	10 564	411
Sonop	214	12	Mothotlung	5 846	37
Oukasie	3 895	4			
Lethabile	14 435	224			
Lethabong	2 210	31			
Damonsville	1011	8			
Bokfontein	2 000	0			
De kroon	896	0			
Orange farm	529	0			
Zandfontein	1 100	0			
Khalamtwana	1 800	0			
Khalanyoni	800	0			
Regorogile	50	0			
Schamburg	1 400	0			
Ten rooms	484	0			
Refentse (Afsaal)	167	0			
Corrie Sanders					
Total Service Points	34 754	998	Total Service Points	16 410	448

- Waste collection date for Schaumberg, Refentse and Ten Rooms is Mondays
- Waste collection date for Bokfontein, Zandfontein, Dekroon, Khalamtwana and Corri Sanders is Wednesday
- Waste collection date for Orange Farm and Rashoop is Friday

Areas Serviced by Lonmin	
Service Area	Domestic Waste
Modderspruit	4 600
Segwelane	6 000
Bapong	12 000
Majakaneng	6 000
Wonderkop	11 000
Total Service Points	39 600

Areas serviced through Cash for Waste program

The Cash for Waste program is not running as from 01 July 2017 due to financial constraints in the municipality.

Areas	Number of Beneficiaries	Number of Household Serviced
Mmakau	0	0
Klipgat	0	0
Maboloka	0	0
Madidi	0	0
Khalamtwana	0	0
Zandfontein	0	0
Shaumberg	0	0
De Kroon	0	0
Total Number Of Areas Serviced		0

Level of Service	No. of Households
Waste Removal (weekly)	89,045
Backlog	13,737
Estimated Total	102,782

Increase in the number of household is a national key performance indicator, it is also backed by the municipal Integrated Waste Management Plan (IWMP) whereby targets were set to increase access to refuse removal services. The Municipality thus needs budget to extend refuse removal service in areas that do not have access as depicted on IWMP

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 85 and for non-income generating bulk container service is 58.

The municipality is currently faced with serious challenges regarding the extension of the bulk container service due to the serious shortage of bulk containers and Compactor Trucks with proper fittings to service more containers per day. The situation has led to the loss of income as most new businesses make use of private service providers. Additional 130 bulk containers of various sizes (i.e. 100 x 6m³ and 50 x 9m³), Skip Loader Trucks and Compactor trucks need to be acquired as a matter of urgency so as to ensure expansion, effective and satisfactory rendering of the bulk container service. The purchasing of bulk container is container is part of the 2021/2022 FY.

Street Cleaning and Litter Picking

Street cleaning and litter picking is performed on a day to day basis excluding Sundays in Brits CBD. The congestion within the CBD due to traffic and pedestrians reduce the efficiency of street sweeping in the CBD of Brits town during working hours and therefore cleaning also need to be performed after hours and on Saturdays. Shortage of transport for general workers make it difficult to attend to remote areas like entrance of towns and other hotspots where serious littering takes place. The Municipality should also invest in the street sweeping machinery/vehicle to enhance service currently rendered.

Management and Operation of Landfill Sites and Transfer stations

Landfill site

Hartbeespoort Regional Landfill Site is the **only licensed** and operational landfill site managed by the municipality. The site is located between the towns of Brits and Hartbeespoort on the farm Anna Agricultural Holdings. All general waste collected by the municipality and it's service providers is finally disposed off at the Hartbeespoort Regional Landfill Site. Roosespruit Landfill Site and Lethabile Landfill Site were not permitted and as a result, have been closed. Sibanye-Still Waters Mine want to handover the operations of their landfill site in Mooinooi on a lease basis, negotiations and deliberations are at the advance stage where the municipality is doing its own investigations on the life span of the Landfill site.

The Municipality is complying with the minimum requirements to operate landfill site however there are certain aspects that contravenes the National Environmental Management Act. The Municipality has submitted an action plan to DEDECT with timelines to adhere to in order to bring the site to approximately 75% of compliance. The list of activities to be done are as follows but not limited to the list:

- Lined leachate lagoon
- Application for sec 24G
- Gas monitoring
- Stormwater infrastructure to collect run off water

- Water test for surface and ground water
- Installation of weighbridge
- Submission of data on waste disposed off to South African Waste Information System

Transfer Stations

The municipality has 7 authorised, operational Transfer stations where member of the community can dispose of garden and domestic waste in small volumes free of charge. However the facilities 5 of of the 7 Transfer stations were seriously vandalised due to withdrawal of security guards. The result is that staff does not have access to ablution facilities at these site. Insurance refuse to cover the repairs due to the lack of security. Repairs cannot be made until security guards are provided that can protect the assets. The lack of maintenance was reported to Facility department for repairs and maintenance.

Recycling

The following recycling activities are authorised by the municipality:

- Recycling group at Brits Transfer station.
- Recycling group at Hartbeesfontein Landfill site

The municipality will continue to identify and authorise recycling projects to assist in reducing the volume of waste that is taken to the Landfill site for final disposal. Additional recycling structures will be constructed at transfer stations to make provision for the sorting and storage of recyclable material.

Infrastructure projects earmarked

- Construction of leachate lagoon with liner, sprinkler evaporation system and fencing at Hartbeesfontein Landfill Site R2m
- Construction of new waste disposal cell at Hartbeesfontein Landfill site R40m.
- Construction of tamperproof security fence at Hartbeesfontein Landfill site R20m.
- Construction of Change rooms and ablution facilities at Lethabile Waste Depot. R800 000
- Construction of Change rooms and ablution facilities at Hartbeespoort Waste Depot.
- Paving of Brits Transfer station site and access road R3m.
- Construct 30m³ ramp at Kosmos Transfer station R2m.
- Construction of tamperproof security fence at Brits Transfer station and Waste Depot R2m.
- Construction of tamperproof security fence at Damonsville Transfer Station R1m.

Waste Management fleet through MIG for previously un-serviced areas, by the Department of Environment Forestry and Fisheries. Technical Assessment Report prepared and submitted to the Department of Economic Development, Environment, Conservation and Tourism. R50 million.

Waste Management By-Laws

The Madibeng Waste Management by-law no.1 of 2008, was promulgated on 2 February 2009 and is implemented throughout Madibeng area of jurisdiction. The by-law will be reviewed during the 2017-18 financial year.

Waste Management Infrastructure Projects

The following specific waste management projects need to be budgeted for:

1. Construction of new waste disposal cell, leachate lagoon and upgrading of security fence at Hartbeesfontein Landfill site, upgrading of weigh bridge system, construction of male and female staff ablution facilities and change rooms, construction of staff canteen, construction of public male and

female toilets, construction of ablution facilities for waste pickers, construction of washing bay (Scope will include the construction and lining of waste disposal cell; the construction, lining and fencing of leachate collection lagoon, the redirecting of borehole pipes and cables for future development purposes, construction of high quality tamperproof security fence to prevent unauthorised access, construction of washing bay for landfill fleet; upgrading of weigh bridge system including upgrading of control room security, weigh bridge vehicle scanners, booms, weigh bridge traffic lights, the construction of new male and female staff ablution facilities and change rooms; the demolishing of old container office and asbestos staff ablution facilities; the construction of public male and female toilets, the eteding of current office block to include 1 x board room; 3 x offices; the construction of ablution facilities and change room for waste pickers; the construction of washing bay; the construction of security guard room with toilet and basin)

2. Construction of Letlhabile Waste Offloading facility and depot (Scope of work will include the construction of a Transfer station; the construction of Depot with tamperproof high quality security fencing with security lighting to prevent unauthorised access, male and female change rooms, male and female ablution facilities, 4 x offices, 1 x boardroom; 1 x storeroom, 1 x reception area, canteen where staff can eat, parking bay and shelter for refuse collection vehicles, parking bay for staff vehicles, construction of washing bay for waste collection vehicles, paving of all internal surfaces, construction of tarred access road; the construction of security guard room with toilet and basin).
3. Upgrading of access road at Brits Transfer station and Depot, the paving of Transfer station and Depot; the Upgrading of fencing at Transfer station and depot, the construction of parking bay for waste management vehicles and staff parking bay; upgrading of ablution facilities and change rooms at both sites, the construction of a canteen for staff; the construction of office block (Scope will include the construction of tarred access road to the Brits Transfer station and Depot; the paving of internal surfaces of Brits Transfer station and Brits Depot; construction of parking bay for Waste Management Vehicles with shelter; the construction of parking bay for staff; the construction of a washing bay for waste management vehicles; the construction of depot office block with 5 x offices, 1 reception area, public male and female toilets, 1 boardroom; the construction of canteen in existing depot building for staff; the construction of tamperproof high quality fencing at Brits Transfer station and depot with security lighting to prevent unauthorised access; the construction of security guard room with toilet and basin)
4. Construction of Ifafi Transfer Station and depot (Scope of work will include the construction of a Transfer station; the construction of Depot with tamperproof high quality fencing with security lighting to prevent unauthorised access, male and female change rooms, male and female ablution facilities, 4 x offices, 1 x boardroom, 1 x storeroom, 1 x reception area, 1 x canteen where staff can eat, parking bay and shelter for refuse collection vehicles; the construction of parking bay for staff vehicles, the construction of washing bay for waste collection vehicles, paving of all internal surfaces, construction of tarred access road, the construction of security guard room with toilet and basin).
5. Construction of Oukasie Transfer Station and depot (Scope of work will include the construction of a Transfer station with tamperproof high quality security fencing with security lighting to prevent unauthorised access; 1 x office, male and female staff ablution facilities and change room; the construction of male and female public toilets, the construction of a staff canteen; the paving of all internal surfaces, the construction of tarred access road; the construction of security guard room with toilet and basin).

Madibeng State of the Environment Report

Introduction

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

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

Project scope

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

Health Services Analysis

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

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

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

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

Madibeng HIV Prevalence

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

People aged 26 – 35 years are the ones mostly affected in both male and female groups. Furthermore, the infection pattern shows that females between 15 – 25 years are second, followed by those between 36 – 45 years. On the

contrary, males occupying the second position are those between 36 – 45 years, followed by those between 46 – 55 years. Young males (15 – 25yrs) are placed fourth on the infection list.

Energy Status Analysis

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

Water

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

Sanitation

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

Waste

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

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

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

There is a plan to develop a new cell and leachate lagoon at Brits landfill site.

Spatial Development

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

In order for the LMM to be able to reconstruct the urban landscape into an integrated and cost effective urban structure, a Development Concept was developed which addressed issues of urban integration; bulk municipal infrastructure; service integration; land use and transport integration; protection of agriculture and open spaces.

The Development Concept covered the aspect of development corridors within the LMM area of jurisdiction. These development corridors are classified into primary, secondary, and tertiary.

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

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

2.17. Educational Facilities

Highest level of education (20+ years)

No Schooling	19,755
Some Primary	26,511
Completed Primary	13,627
Some Secondary	114,723
Grade 12/ Std10	116,630
Higher Education	24,338
Other	2,587

Census 2022

Attendance at an educational institution (5 – 24 years)

Yes	116,355
No	46,992

Census 2022

Number of children aged 0 – 4 years and not attending some form of ECD

Creche/ Educare centre	14,296
Pre-school/ nursery school/ Grade 0/ Grade R	2,931
Day mother/ Gogo/ Child minder	5,244
Home/ Community play ground	3,133
Other (Specify)	221
None	24,227

Census 2022

Private schools

Name	Area	Pupils	Classrooms	Language
Academy for Christ	Brits	1085	14	English
Light House College	Brits	262	14	English
Rabboni Christian School	Brits	604	27	English
The Mountain College	Hartbeespoort	137	6	English
Eagle Christian School	Brits	237	14	English
B. Mpoza Independent School	Letlhabile	234	14	English
Peacanwood College	Peacanwood			English
PLG College	Xanadu	346	25	English

List of Schools in Madibeng with needs of services:

Name of School	Emis No	Sanitation	Water	Electricity	Language	Location*
Bothabelo High	100210	No sanitation	Available	Available	English	Oukasie
Charles Mamogale Primary	100235	No sanitation	Available	No electricity	English	Jericho
Dipompong Primary	100301	No sanitation	Available	Available*	English	Dipompong
Frikkie Smith Intermediate	100378	No sanitation	Available	Available	E & S	Skeerpoort
Fumane Middle	100379	No sanitation	Available	Available	E & S	Klipgat
Goakganya	100443	No sanitation	Available	Available	E & S	Phasha
Keitumetse Primary	100650	Available	Available	Available	E & S	Klipgat
Khulusa Primary	100716	Available	Available	Available	E & S	Brits
Lorato Primary	100925	No sanitation	Available	Available	E & S	Hebron
Makanyaneng Secondary (merged) with Diphetogo.	101019	Available	No water	Available	English	Klipgat
Makgabetlwane Primary (Moretele Local Municipality)	101022	No sanitation	Available	Available* Moretele	-	Makgabetloane
Makopye More Middle	101038	No sanitation	Available	Available* merged	English	Jericho
Micha kgasi High	101200	No sanitation	Available	Available	English	Kgabalatsane
Mmamogwai Intermediate	101222	No sanitation	Available	Available	English	
Moiletswane Primary	101305	No sanitation	Available	Available	E & S	Moiletswane
Mothake Intermediate	104066	No sanitation	No water	Available	S & E	Mmakau
Motshwane High (Mmadikete Lion Sec)	101449	No sanitation	Available	Available* merged	English	Maboloka
Motsile III Primary	101447	No sanitation	Available	Available* merged	E & S	Kgabalatsane
Nkoana Poo (Ntolo Secondary)	101510	No sanitation	Available	Available* merged	English	Madidi
Obed More Special		Available	Available	Available	E & S	
IB Damons Combined School		No adequate sanitation	Available (Jojo) tanks needed	Available	English	Damonsville
Ras Primary (Closed)	101758	No sanitation	Available	Available* merged	Closed	
Refentse Primary	101796	No sanitation	Available	Available	S & E	
Retlhatlositswe	101844	No sanitation	Available	Available* merged	S & E	
Sekwati Primary	101943	No sanitation	Available	Available	E & S	

* E = English S = Setswana

It must be noted that communities in Sunway, Refentse/Afsaal and Ten Rooms, do not have access to learner transport and are paying R80 per day per child, to get their kids to Majakaneng and Oukasie to secondary schools

2.18. Health Services

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.

There are two hospitals in Brits, namely the Brits Hospital and Brits Medi Clinic, which is a private clinic. Apart from that we have the following primary health care centres, with trained nurses rendering services:

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

INSTITUTION		NO. PN	PHC TRAINED NURSE	SERVICES RENDERED
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
Lethabile	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.

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 be 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 Public Safety and Social Development 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

2.19. Fire and Disaster Services

Madibeng Fire and Emergency Services, located in the Brits town, is the main Fire Station with Lethabile Fire Substation needed to be revamped due to burnt down and Klipgat Fire Substation is on 75% competing stage and it will open before June 2024 to serving the northern and eastern 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 24 minutes to the scene or within the radius of 50 km.

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.No longer applicable we are rendering our own service.
- Western Platinum Mine is also servicing Mooinooi and the surrounding areas.

Madibeng disaster Management centre aims to reduce, or avoid, the potential losses from hazards, assure prompt and appropriate assistance to victims of disaster, and achieve rapid and effective recovery. Disaster Risk Management includes sum total of all activities, programmes and measures which can be taken up before, during and after a disaster with the purpose to avoid a disaster, reduce its impact or recover from its losses.

The four disaster management phases illustrated here do not always, or even generally, occur in isolation or in this precise order. Often phases of the cycle overlap and the length of each phase greatly depends on the severity of the disaster. The cyclical nature of disaster management process focuses on the ongoing and continual actions to prevent and manage the disasters.And will expand the scope of work once Klipgat open to open in that eare as well deploying at least 2 officials.

- Mitigation - Minimizing the effects of disaster. Examples: building codes and zoning; vulnerability analyses; public education.
- Preparedness - Planning how to respond. Examples: preparedness plans; emergency exercises/training; warning systems.
- Response - Efforts to minimize the hazards created by a disaster. Examples: search and rescue; emergency relief.
- Recovery - Returning the community to normal. Examples: temporary housing; grants; medical care

2.20. Sports and Recreation

The majority of active sport facilities in the Local Municipality of Madibeng are currently provided in Brits town. 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 unit is responsible for sport and recreation development in conjunction with the Department of Education and Sport development, Arts, Culture and Traditional Affairs and Bojanala Platinum District Municipality as well as the Madibeng Sport and Recreation Council (MASREC)

The activities of the sport and recreation unit mostly comprise of the following:

- Sport and recreation programs conducted with Provincial School Sport
- Managing the utilization of all municipal sport facilities and attending to queries as well as assisting clubs utilizing these facilities.
- Working with the project management unit when new facilities are developed.
- Management of recreation facilities e.g. swimming pools
- In the process to establish a sport and recreation development, plan for the Madibeng Community to assist in planned development of athletes as well as maintaining and development of new facilities in line with the IDP.

The Following are the short term sports activities that the municipality undertakes annually:

- **Aerobics**
- **Junior dipapadi**
- **Disability/ Old age Soccer**
- **Coaching clinics**
- **Ladies soccer**

The Municipality from 2021/2022 has introduced two long-term sporting activities:

- **Ladies soccer**
- **Netball coaching clinics in preparation for world cup 2023**

Sports Facilities

Most of the facilities are vandalised and dilapidated and in need of upgrade and maintenance in order for community sport development to be successfully implemented in line with the envisaged plan. All soccer pitches need the artificial soccer pitches which are a long-term solution and easy to maintain. All sorts of courts need to be resurfaced in townships.

Active Sport and Recreation Activities

Oukasie	
Property description:	Erf 750
Type of Sport:	Soccer, Tennis, Volleyball, Netball
Type of facilities:	Soccer x2; Tennis x2; Volleyball x2; Netball x2 (facilities is dilapidated)
Damonsville	
Property description:	Erf 442
Type of Sport:	Soccer, Tennis
Type of facilities:	Soccer x1; Tennis x2 (Delapidated)
Lethabile	
Property description:	Erven 4874, 3843, 1841
Type of Sport:	Soccer, Tennis, Netball, Basketball
Type of facilities:	Soccer x3; Tennis x2; Netball / Basketball x3 (Delapidated) Soccer field still playable, but ablutions etc totally dilapidated.
Brits	
Property description:	Ptn 704
Type of Sport:	Rugby, Cricket, Tennis, Squash, Boxing, Karate, Wrestling, Gymnastics, Badminton, Korfball, Bowls, Jukskei & Soccer
Type of facilities:	1x Rugby field; 1x Cricket field; 1x Swimming pool; 2x sport Halls; 12x Jukskei Fields; 2x Bowling Greens; 8x Tennis Courts; 4x Korfball Courts, 1 x Soccer stadium
Primindia	
Property description:	427 J.Q.
Type of Sport:	Soccer,
Facilities:	1x Soccer Field; 1x Swimming Pool; 2x Tennis Courts; 2x Netball Courts (Delapidated, only soccer field is still usable) Swimmingpool and other facilities totally vandilised.
Klippgat	
Type of Sport:	Soccer, Basketball, Netball
Facilities:	1 x Soccer Filed, 2 x Combi-courts Soccer field playable other facilities vandillised an dilapidated.
Mothutlung	
Type of Sport:	Soccer, Basketball, Netball
Facilities:	1 x Soccer Field, 2 x Combi Courts Delapidated (Soccer fields – gravel)
Hebron	
Type of Sport:	Soccer, Netball, Tennis, Basketball
Facilities:	1 x Soccer Field; 2 x Combi Courts, Delapidated
Modderspruit	
Type of Sport:	Indoor sport e.g. boxing, volleyball etc
Facilities:	Hall (Need upgrading)
Jericho	
Type of Sport:	Soccer & Netball
Facilities:	1 x Soccer Field; 1 x Netball Field
Elandsrand	
Type of Sport:	Soccer
Facilities:	1 x Soccer Field,
Type of Sport:	Soccer
Maboloka	
Type of Sport:	Netball
Facilities:	2 x Combi Courts and Hall (Hall was burned down)
Type of Sport:	Indoor sport

Infrastructure Development in Sport and Recreation

Name of Project	Project Description	Project Amount	Project Status
Moiletswane Sport field	Community consultation phase	R1 317 025.00	Funding just approved
Kgabalatsane Sports Facility	2 x Soccer Fields, 1 x Combo Netball/ Volleyball Courts, 1 x Tennis court, Ablution facilities, Diamond mash wire fence, water storage tanks, borehole.	R2m Additional funds still to be applied for	Application
Ward 31 Sports Facility	To be registered	R 2 000 000.00	Application
Maboloka Sports Facility	To be registered	R 8 000 000.00	Application

2.21. Libraries

The municipality has eleven libraries, situated in Brits, Kosmos, Schoemansville, Jericho, Oukasie, Damonsville, Lethabile, Mothotlung and Lethabong – refer to the table below for more detailed information:

Since literacy is part of library the programs, there are programs that are running in all the libraries in Madibeng. The program for the blind is up and running in the Brits library.

Libraries are now using a new system called SLIMS, powered by BROCADE, which has been installed at Oukasie, Brits, Lethabile, Hartbeespoort, Damonsville, Kosmos, Mothotlung, Lethabong and Jericho

Library Facilities

Period: 01 July 2021 to 30 June 2022									
No.	Name of the Library	Area where Library is located	Registered Members	Attendance Rate (Number/ Usage)	Number of Books	Staff Compliments			
						Librarian/s	Assistant Librarian/s	Cleaner/s	Vacant Post/s
1	Brits	Brits	55	9151	36961	x	x	x	
2	Oukasie	Oukasie	44	1481	11000	x	x		x
3	Damonsville	Damonsville	8	313	4936	x	x	x	
4	Mothotlung	Mothotlung	11	946	6543	x	x	x	
5	Lethabile	Lethabile	51	3817	12281	x	x	x	
6	Lethabong	Maboloka	85	2111	4191	x	x	x	
7	Jericho	Jericho	11	1353	5234	x	x	x	
8	Schoemansville	Schoemansville	58	126	27560	x	x	x	
9	Kosmos	Kosmos	4	96	9192		x		x
10	Hebron	Hebron	0	645	3702		x		x
			327	20039	121600				

Guiding principles

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

1 Library for every 15 000 citizens (long term)

2.22. 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. The aim is to address issues of Poverty in Maboloka. The Bojanala District Municipality gives support to the project.

Arts and Culture

The unit of arts and culture is responsible for overall arts and culture activities within the jurisdiction of Madibeng local municipality. The responsibility of the unit is to identify, develop and harness talent in all genres of arts. Through programs, the unit builds unity and social cohesion amongst Madibeng cultural groups. Arts and culture in Madibeng comprise of fine arts, visual arts, drama and music. The Municipality coordinates Arts programmes with the District, Province, National Government, NGOs, CBOs and Private Sector.

Annually the Municipality host various competitions, workshops, and celebrations. e.g heritage day celebration, Africa day celebration, visual and fine arts competitions and film making workshops.

Music School

In 2013, the Municipality envisaged to established a music school at Schoemansville, whereby instruments were bought and Bojanala District Municipality also purchased a few. The purpose of the school is to expose learners to music literacy (reading and writing) as well as playing instruments in order to prepare them for tertiary studies and expose their talent. The school will be catering for all age groups, but more focus will be on primary school learners from the disadvantaged communities. The challenge for the school for not opening are budgetary constrain, and lack of personnel.

The challenge for the school for not opening are budgetary constrain, and lack of personnel.

Arts and Cultural groups do exist in different communities. The Arts, Culture and Heritage Foundation was launched at the Primindia hall on the 9 July 2005. 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.

Gender-Based Violence

The Municipality remain committed to a zero tolerance approach to any abuse of power, discrimination or silencing within and outside the Municipality. We renew our commitment to standing up of the culture of gender-based violence and to stand with victims of sexual harassment and gender-based violence.

2.23. Traffic and Licensing Division

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.

By-Law Enforcement

The By- Laws Enforcement unit is established to monitor compliance with Municipal By laws working hand in hand with other Law Enforcement Agencies. Compliance with Street Trading By laws in collaboration with the Local Economic Development in Registration of Street Traders and demarcation of designated areas that are not contrary to Road Traffic Act No.93/1996.

Over and above the By- Laws Enforcement Unit as Peace Officers also assist in prosecuting public offenders who are not complying with Waste By laws by dumping waste anywhere else and not at designated waste refill areas.

Law enforcement unit will also in future be used to enforce Parking Meter By laws as part of promotion of road safety and generate income steam for the Municipality. The Law Enforcement Unit will also play a secondary role to other Law Enforcement Agencies during land evictions and illegal land occupations.

The Unit in collaboration with other stakeholders will conduct special By-laws enforcement operations to ensure compliance and to minimize lawlessness in within our Municipal area of jurisdiction.

The Department will also embark on increasing capacity to cater for the entire Municipal area.

Public Transport

The traffic unit within itself and as part of law enforcement regulation seeks to regulate and monitor compliance of Land Transportation Act by all public motor vehicles such as buses, taxis and other modes of transport.

Public transport as a unit though it resides with department of Technical Services, fleet and facilities management, the enforcement and prosecution thereof still resides with Traffic. The Unit also attempts to diffuse tension during Taxi conflicts which often result from route disputes.

Traffic Unit

The traffic unit serves a wider mandate of promoting road safety across all Madibeng Areas to ensure the safety of all citizens. The Traffic in an attempt to extend its services to vulnerable members of the society, establishes road safety Unit which amongst others:

1. Establishes scholar patrols in townships to ensure the safety of learners at Schools.
2. Embark on Road Safety Awareness Campaigns at Transport Haulage Companies, Day Care Centres and Schools.

3. Road Safety Unit also regulates the transportation of learners by Scholar Transportation modes.
 4. Promote Road Safety Awareness through the Speed Measuring at hazardous and accident prone routes.
 5. The adjudication of Community applications for Protest Marches and Picketing by communities
 6. Administering of paid and unpaid fines by placing Court Rolls in Courts for adjudication.
 7. The participation in law enforcement with external and internal stakeholders.
 8. Future Expansion of Traffic services through establishment of satellite offices in the entire Madibeng
- The Municipality is embarking on the AARTO roll-out as from the 01ST October 2021 which will enhance Municipal revenue collection and promotion of road safety by implementation of point's demerit system on offenders.

Licensing Unit

The Licensing Unit has a primary function of ensuring that the Motorist and the Vehicles are regulated in terms of National Road Traffic Act by:

1. Conducting Drivers and Learners Test
2. By Testing Vehicle for Roadworthy and issuing them with certificate of roadworthiness.
3. By registering and licensing of motor vehicles.

The Unit is working on refurbishment of the existing Vehicle Test Station and opening thereof to ensure that vehicle are tested for roadworthiness.

The Licensing Unit has through the aid of the Provincial Department of Transport and RTMC has installed Computerised Learners Class, which aimed at increasing number of test per day as well as the reduction and combating of fraudulent license issuing.

The Licensing is also intending at opening Mothotlung Registering Authority for registration and Licensing of vehicles to bring service closer to the community from surrounding villages.

2.24. Security Services (Division)

Madibeng Local Municipality provide safety and security in terms of physical security, biometrics time and attendance, CCTV Cameras and the Alarm Systems. The in-house security services (officers) is deployed 24/7 at the Main Municipal Building, Brits Library, White Building, Magasyn stores, Water Pump Stations, Sewerage Plants, License department etc. It is also responsible for monitoring and investigating all the incidents encountered in all sites of the Municipality and submit reports on the functionality and effectiveness of the system. There are external physical service providers contracted to the Municipality to assist to protect people and property. All external services are grouped into four (4) Clusters (1 to 4).

The Municipality has its own in- door CCTV Cameras, with the control room established at the Main Building, installed as the Supply Chain Management store & workshop, Main Municipal Building, White Building and DLTC. Biometric systems is also installed at the mentioned sites and a new service provider appointed for supply, install, maintain and upgrade the systems. The division managed to process Security policy whereby it was adopted by Council and approved by the Municipal Manager on year 2021.

Supply, installation and maintenance of CCTV and Alarm system projects are on processes of advertising in order for a new service provider to be appointed .And lastly the SCM processes are still ongoing so that new service providers to be appointed for physical guarding for Cluster 1 to 4 before 31 December 2021.The division is on preparation of a proposal report regarding security measures such as perimeter fence and boom gates around the Main building and White building. The division managed to appoint 2 x Security Supervisors and 1 x Chief Security Officer.

VACANT AND FILLED POSITIONS FOR SECURITY DIVISION					
Job Level	Job Designation	Number Of Employees	Number Of Vacancies	Filled Post	Vacancies As % Of The Total Post
2-3	Ass Director (MISS)	01	01	0	100%
4	Chief Security Officer	0	0	01	0%
6	Superintendent Security	01	01	00	100%
9	Shift Supervisors	05	01	04	80%
15-12	Security Officers	30	26	04	20%

Municipality sites according to clusters

Cluster Name	Monthly Payments	Status of Service Level Agreement
Cluster 1		Valid until 31 Dec 2021 lapsed
Cluster 2	R1 150 644.60	Valid until 31 Dec 2021 lapsed
Cluster 3	R 119 280.30	Valid until 31 Dec 2021 lapsed
Cluster 4	R1 509 177.15	Valid until 31 Dec 2021 lapsed
Biometric Systems ,Time and Attendance	R391 000.00	From 01 September 2021
CCTV and Alarm Respond	N/A	SCM processes ongoing for a new service provider to be appointed

2.25. Integration Phase

Sector Plans

Housing Strategy

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

Creation of sustainable settlements through Integrated Housing Planning and Delivery

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

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

Improved Housing Delivery and Provision of Range of Tenure Options

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

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

- Undertake a detailed survey through community consultation and research, on the location of the backyard dwellings, property ownership, usage, payment processes, use of services etc.
 - Begin a negotiation process to reduce the size and configuration of sites so as to optimize the provision and cost of infrastructure. This will in turn free up additional funds from the housing subsidy for the top structure.
 - Explore options to subdivide properties where there are backyard structure and flats, so as to formalize service provision, property management and to eradicate the “landlord exploitation” scenario.
- 6) The municipality, together with the Provincial Department of Developmental Local Government and Housing will ensure that all housing projects and contractors appointed are registered with the NHBRC.
- 7) The municipality will develop and implement a system to **evaluate the performance of contractors** within the area as an input to further future appointments.

Eradication of Informal Settlements

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

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

Good Governance and Effective Institutional Support

- The municipality will endeavour to **enhance its capacity and capability regarding housing planning and delivery**. Specific focus will be on improving project management and monitoring activities, including quality assurance and project reporting activities. Various options will be considered including the recruitment of additional staff, internal and external training programmes, use of management consultants, mentorship programmes, installing improved systems of monitoring and control.
- The municipality will **develop a professional services and contractors database and implement a grading system**. Consistently poor performers will be noted by the rating system and taken into account in the awarding of future contracts.
- Ensure that the **housing strategy is embedded within the Integrated Development Plan** of the municipality.

- **Identify and train Community Development Workers** with the emphasis on sustainable human settlement issues.
- **Prepare and implement a housing consumer education programme** with support from the North West Department of Development Local Government and Housing.
- Implement a **capacity building programme at community level** with particular focus on informal settlement upgrading initiatives.
- The municipality will **develop and nurture partnerships with important stakeholders** to optimise the contribution which they can make in addressing housing challenges in the municipality. The important partnership stakeholders include:-
 - **Communities:** Given the significance of owner builder/owner managed housing delivery, the municipality will establish an active programme of engagement with communities (including via the intermediation of NGO's and CBO's) to identify those communities receptive to the expansion of PHP driven approaches. The strategic objective in its regard is to increase PHP housing delivery over the period of the multi-year housing plan.
 - **Employers:** In recognition of the needs of the employers from across the municipal area to expand and develop their businesses, as well as to take steps to ensure the housing of their employees, the municipality will initiate an active outreach programme to engage with employers to partner on housing projects. The strategic objective in this regard is to identify a cross-section of employers, active in different sectors of the economy, to undertake a series of pilot projects. Specific attention will be focussed on key nodal initiatives associated with mining and minerals beneficiation. Rural and farm based housing will also be targeted.
 - **Financial Sector:** Accepting the need to broaden its focus to support the affordable housing sector, as well as to enhance the supply of such housing, the municipality will take steps, after consultation with financial sector representatives, to establish a forum with the purpose of initiating a series of new project initiatives.
 - **Contractors:** Contractors are a vital link in the housing delivery chain and, as such, active steps are necessary to align the commercial interests of contractors with those of the municipality to deliver both quantity and quality housing, within budget and on time. The issues of training, quality and access to finance (working capital) are the key issues identified which require remedial actions. Furthermore, the establishment of an actively managed database on contractors to monitor performance concerns is considered important.

Economic Development and Wealth Creation

- The Madibeng LM will provide **guidelines for labour intensive construction methods** to be employed for various types of projects. Liaise with the Department of Public Works to ensure optimal alignment with EPWP programmes.
- The municipality will set out broad targets for employment creation through housing delivery projects in the municipality.
- Identify potential resources and skills in the Madibeng area of jurisdiction which could be used for the on-site **production of construction materials**.
- Prepare a **database of all SMME's and BEE contractors within the construction sector** located within Madibeng Local Municipality to participate in local projects.

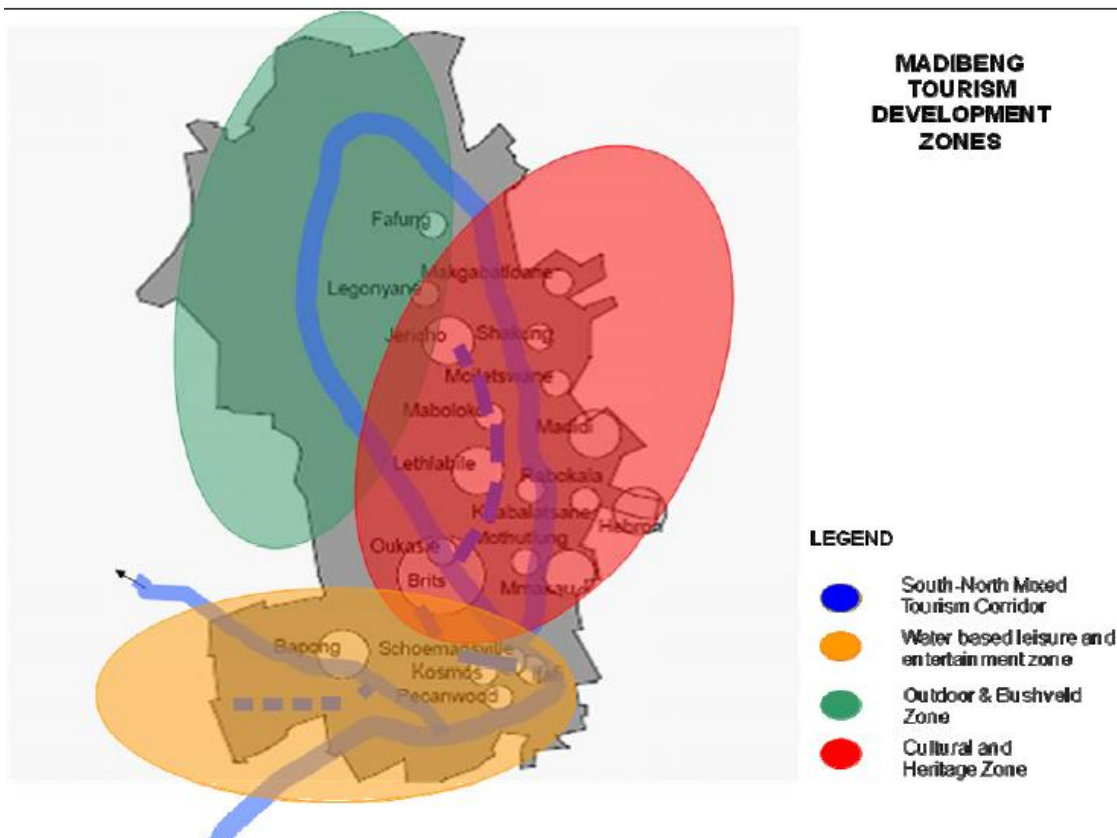
- Establish a programme with firm time commitments, in conjunction with relevant departments, to extend full **ownership rights to persons in rural/peri-urban locations**.
- Develop an active programme, to hand over title deeds to all qualifying households. Where necessary blockages in the township and registration processes will be expedited to enable **full ownership rights** to be achieved.
- A critical determinant of enabling mobility through the housing ladder is the availability of property related information. In recognition of the situation where few estate agents and property brokers operate in the low income/affordable market, the municipality will take steps to facilitate the **establishment of a property information/sales brokerage**, operated by a private sector agency, to enhance information flows and promote property transactions/ mobility in the target market.

2.26. Tourism Master Plan

Development 'Zones'

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

Madibeng Tourism Development Zones



As it is noted from the above Figure, there are 4 envisioned tourism development zones and route in Madibeng. These are as follows:

- **South-North Mixed Tourism Corridor**

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

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

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

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

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

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

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

- **Water based leisure and entertainment zone**

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

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

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

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

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

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

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

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

- **Outdoor and bushveld zone**

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

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

The North West Tourism master plan recommended that the Borakalalo Nature Reserve be developed, as the majority of the facilities in the reserve are privatised. This nature reserve is one of the most popular in the region, as well as the Dikhololo, Mokgatle lodge, Atlanta, Kupala-, Mokuru-, Ilanga lodge and many more. Camping and caravanning is popular in this region, most of which are part of the lodges. Activities and opportunities in this region include: fishing, hunting, bird watching and game drives, 4x4 trails, Quad bike trails, etc.

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

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

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

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

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

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

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

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

- **Cultural and heritage zone**

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

Madibeng Municipality benefits from a rich cultural heritage that allows tourists a glimpse into the history of the area and the cultures of its people. The cultural heritage of the Municipality also allows opportunities for the development of authentic and unstructured cultural experiences where the normal customs and lifestyles of local people can be observed and where ‘spiritual’ heritage can be brought to the ‘alternative’ tourism market. A number of existing private sector activities and attractions also occur in the Municipality and it is important that all of the attractions be packaged to provide tourists with worth while experiences and activities and to encourage tourists to remain in the Municipality for longer. It is important that value is added to these and other attractions through quality and interesting interpretation and education.

2.27. Interim Water Service Development Plan

Introduction

The Water Services Act, 1997 (Act No. 108 of 1997) places a duty on Water Services Authorities to prepare a Water Services Development Plan as part of the process of preparing any integrated development plan. Section 15 (5) of the Water Services Act, 1997 states that:

A water services development plan must form part of any integrated development plan contemplated in the Local Government Transition Act, 1993 (Act No. 209 of 1993).

The last approved Water Services Development Plan of the Local Municipality of Madibeng is referenced “*Water Services Development Plan for the Local Municipality of Madibeng. Revision 2. January 2009*”. The Local Municipality of Madibeng was supported by the Department of Water and Sanitation in 2012, to transfer its adopted WSDP into the new WSDP framework, concomitant with a review- and assessment of its water services delivery- and planning compliance.

In order to ensure alignment- and full integration with the IDP-process, a WSDP providing for the next planning period (FY2017 to FY2021) should be established as an integral part of the next IDP planning cycle. The purpose of this document, is to serve as an interim WSDP output that provides the essential water services strategies to be incorporated in

the FY2016 IDP review process and which makes provision for the comprehensive review of the WSDP for ensuring alignment with the next IDP planning cycle.

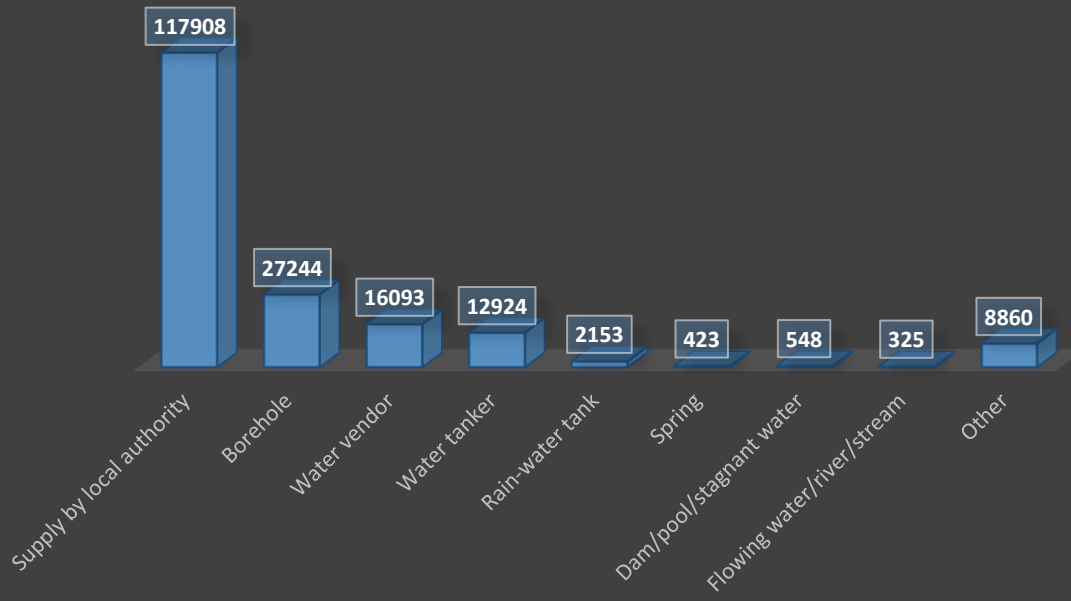
Service Levels

The residential water services delivery access profile for the Local Municipality of Madibeng has been aligned with the Census 2011 definitions. **It is emphasized that the access profile as presented herein does not consider the quality- or adequacy of services.** The past year water services access profile is compiled from the water services planning baseline figure and includes as Year-4 (FY2011), the Census 2011 service level profile for the Local Municipality of Madibeng.

The access profile provides a WSA perspective and hence, includes all residents within the municipal boundary. It should therefore be emphasized that the level of service provided to farming- and rural scattered residents residing on private land are included in the profiles, and that it can be stated that:

- The municipal records confirm that a basic- or higher level of water service has been implemented to the majority of its communities, but that due to growth in certain settlements as well as the development of informal settlements, some households do not have access to a basic level of water services (standpipe at 200m);
- Due to the municipality not rendering a municipal water service to farming- and rural scattered residents residing on private land, it has been assumed that these 'privately serviced' residents have access to basic water services as confirmed to some extent in Census 2011 (where more than 75% of residents indicated sufficient access to water services).
- Census 2011 sanitation access profiles for farming- and rural scattered residents residing on private land have been applied and have not been otherwise confirmed by the WSA.
- The sanitation access profiles to all other communities have been based on the Census 2011 outcomes, but adjusted in line with sanitation projects implemented by Madibeng- and others, on behalf of Madibeng.

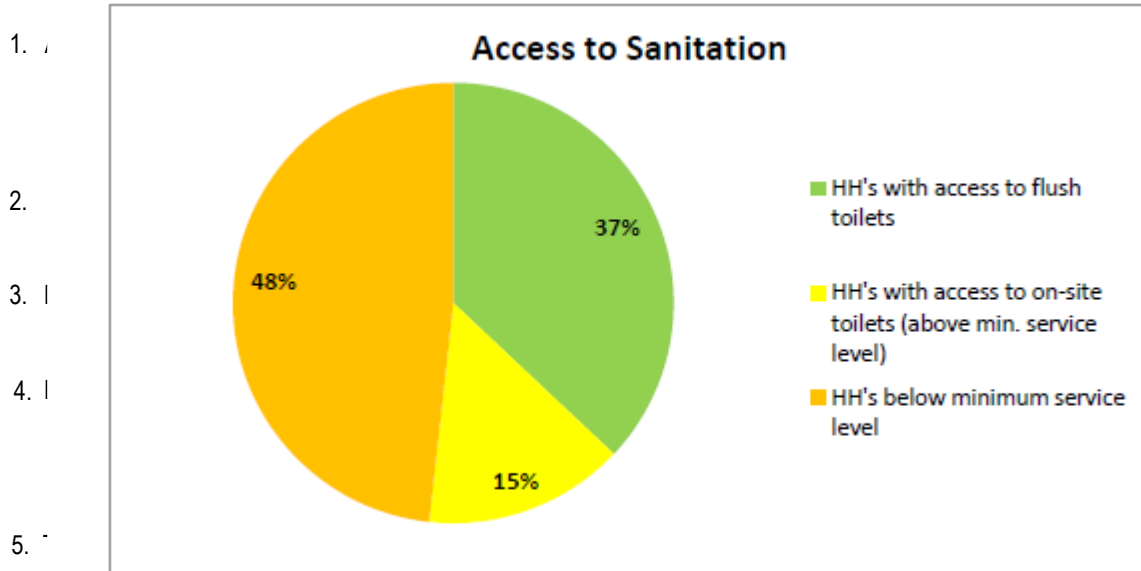
SOURCE OF WATER



**Means access to 25 liters of potable water per day supplied within 200m of a household and with a minimum flow of 10 liters per minute*

The residential water services delivery adequacy profile as presented in Table A.4 below aligns with the services level categories of the WSDP Guide Framework and considers the water resources-, operations and maintenance- and infrastructure needs of the water services provided by the Local Municipality of Madibeng. When interpreting the adequacy profile, it should be recognized that a specific settlement or area serviced by the municipality, may have more than one need and hence, that provision is made for double counting of household where such duplicate needs have been identified.

When interpreting the adequacy profile, it should be highlighted that:



in these areas and therefore does not have updated knowledge with respect to the adequacy of sanitation services in these areas.

Household access to sanitation profile

Water Services Infrastructure Management (Infrastructure)

The Local Municipality of Madibeng owns most of the water services infrastructure which has been established to service its urban- and rural settlements. The following water supply schemes services the Madibeng customers:

- **Brits Water Supply Scheme:** supplying treated water to the Brits urban centre including Oukasie, Elandsrand and Damonsville as well as rural dense communities to the west, and north-east of Brits including Bapong, Modderspruit and Majakaneng to the west Mothutlung and Mmakau to the east and Lethlabile, Maboloka, Rabokala, Lerulaneng, Ntsopilong, Rankotia, Lethabong, Lethlakaneng, Jericho and Madidi to the north-east. Bulk water connections have also been established to the Sonop urban settlement to the west of Brits, Losperfontein and the De Kroon Mine.

Raw water is abstracted directly from the Crocodile River downstream from the Hartbeespoort Dam and treated at the Brits Water Purification Plant which has been supplied with a capacity of 60 MI/d. Treated water is pumped via eight (8) pump stations to several bulk reservoirs to supply potable water to approximately 86 000 households as well as to several mines, industries, businesses and public amenities.

Due to the rapid expansion of the Brits Water Supply Scheme, the capacity of the bulk water infrastructure including the capacity of the water treatment plant, is insufficient to cater for the demand. The capacity of the Brits Water Purification Plant is currently being increased by 20 MI/d as funded through the Department of Water and Sanitation's Regional Bulk Infrastructure Programme (RBIG).

It should be highlighted that as a result of the capacity restrictions of the Brits Water Supply Scheme that several boreholes have been established or re-commissioned in several of the settlements which are being supplied by the scheme in order to augment the bulk water supply.

- **Hartbeespoort (Schoemansville) Water Supply Scheme:** supplying water to the urban settlements established to the north of the Hartbeespoort Dam including Schoemansville, Kosmos, Caribbean Beach and Kosmos Ridge as well as a bulk water supply point to the Magalies Golf Estate. The scheme also extends to Melodie, Ifafi, Xanadu and Meerhof on the eastern banks of the Hartbeespoort dam, however due to capacity restrictions, bulk water supply to these residents are augmented from the Rand Water (Pelindaba) bulk water scheme.

Raw water is abstracted directly from the Hartbeespoort Dam and treated at the Hartbeespoort Water Purification Plant which has been supplied with a capacity of 10 MI/d. Treated water is pumped to the surrounding area as well as to the Kommandonek Reservoir from where it is supplied mostly via gravity to approximately 5 700 households as well as to several businesses and public amenities. Two (2) booster pump stations are operated to ensure adequate supply to high lying areas in Schoemansville and Kosmos East.

- **North East ODI 1 Water Scheme:** bulk water is supplied from the City of Tshwane to service the settlements of Mmakau (eastern portion), Kgalabatsane, Hebron, Klipgat (including Mapoch) and Dipompong, Moiletswane and Buffelsdoorn. It should be highlighted that the infrastructure supplying water to these settlements formed part of the historic Rand Water ODI 1 scheme, of which the components within the Madibeng area of jurisdiction was transferred to Madibeng, except for the bulk pipeline through Hebron and the Ga-Rankuwa Industrial Reservoir which was transferred to the City of Tshwane as a result of agreement reached between the City of Tshwane and the Local Municipality of Madibeng.

Approximately 22 000 households are serviced through this scheme, however, bulk water supply restrictions are in place due to capacity restrictions in the City of Tshwane ODI 1 scheme. In order to augment the bulk water supply, boreholes are being established or re-commissioned.

- **West Water Scheme (West ODI 2):** the rural dense settlements to the south west of Madibeng is serviced from

the historic ODI 2 water scheme which was transferred to the Local Municipality of Madibeng in 2004. Bulk water is however supplied from the Rand Water Marikana System to approximately 15 800 households. It should be noted that initially, Bapong, Modderspruit and Majakaneng was also supplied from the Rand Water Marikana System, however as of 2004/2005 infrastructure has been established to supply bulk water from the Brits Water Supply Scheme.

- **16 off Rural Water Supply Schemes:** several of Madibeng's rural settlements are serviced through localized community borehole schemes, including:
 - Kwarriekraal
 - Klipvoor
 - Ga-Rasai
 - Mankgekgetha & Jonathan
 - Fafung
 - Sephai
 - Makgabelwane
 - Legonyane
 - Ga-Tshefoqe
 - Ga-Moti
 - Ga-Rantlapane
 - Kgomo-Kgomo (Rooival)
 - Shakung
 - Madinyane
 - Ga-Tsogwe
 - Mmakaunyane

It should be noted that several of the Madibeng settlements are not serviced by the municipality including private developments to the south of the Hartbeespoort dam as well as many rural scattered communities.

The following wastewater treatment schemes have been established to provide wastewater collection and treatment facilities to certain communities in the Municipality:

- Brits: a 14 MI/d WWTW which serves Brits, Oukasie, Elandsrand, Damonsville and Mothutlung Ext.1 and Ext
- Hartbeespoort (Rietfontein): a 7 MI/d WWTW which serves Schoemansville, Melodie, Meerhof, Ifafi and Xanadu Exo Park
- Lethabile: a 3 MI/d WWTW which serves Lethabile
- Mothutlung: a 1 MI/d WWTW which serves Mothutlung excluding Ext 1 and Ext 2

There are also several sewage treatment plants which have been established by others including:

- Sonop
- Mooinooi
- Pelindaba
- Losperfontein
- Mines
- Private developments

Water services Infrastructure Management (O&M)

As presented in the previous section, in addition to numerous localized groundwater supply schemes, 4 water supply schemes as well as 4 wastewater schemes are to be operated by the local municipality in line with existing regulations and standards.

The Local Municipality of Madibeng performs most of the water services provision function within its area of jurisdiction. There are however also the following additional Water Services Providers:

- **Magalies Water Board:** is the Water Services Provider for the rural water supply schemes which relies predominantly on groundwater;
- **City of Tshwane:** is the bulk Water Services Provider for supplying bulk water to the North East ODI 1 Water Scheme
- **Rand Water:** is the bulk Water Services Provider for supplying bulk water to the West Water Scheme (West ODI 2) as well as augmenting bulk water to the Hartbeespoort (Schoemansville) Water Supply Scheme and other industries and mines within Madibeng.
- **Mines:** several of the mining companies are responsible for the water services provision of its housing areas, example Mooinooi
- **Private Institutions:** several developments and other institutions are responsible for water services provision for its own premises example, Pelindaba, Pecanwood Estate, etc.
- **Department of Public Works:** is responsible for water services provision in Losperfontein

Numerous O&M challenges are experienced by Madibeng and which are highlighted in more detail in the next section.

Madibeng received a blue drop score of 57.9% in 2012 and has shown significant improvement as confirmed by the Blue Drop Certification Programme. However, in some cases a slight decline in water quality was experienced. It was highlighted that Madibeng needs to establish a risk defined monitoring programme as based on a full SANS analysis, whilst also having to improve on its water safety planning.

Madibeng received a Green Drop Score of only 6.6% in 2011 and hence much had to be done to enable improved wastewater treatment compliance.

Water Resources

Even though Madibeng operates 16 groundwater supply schemes to supply groundwater to rural settlements in Ward 1, many other households in Madibeng are solely reliant on groundwater (approximately 16% of household relies on groundwater only).

Furthermore, due to capacity restrictions in the bulk water supply schemes which have been established to service Madibeng customers including the Brits Water Supply Scheme, the Schoemansville (Hartbeespoort) Water Supply Scheme and even the City of Tshwane ODI water scheme, groundwater is being re-introduced in many settlements serviced by bulk surface water schemes to augment the limited bulk water supply.

The prominent water resources in the MLM includes the Crocodile River, Hartbeespoort Dam, Rooikoppies Dam and Klipvoor Dam. It should be noted that one of the key issues with respect to water resources is the poor quality of raw water in the Crocodile River and Hartbeespoort Dam. The cost of treatment (both capital and operational costs) is therefore considerably higher than in other areas. Feasibility studies have been initiated to consider the development of infrastructure to enable the treatment of raw water from the Klipvoor Dam in order to supply the surrounding rural settlements, including those in Moretele, however, finality has not yet been reached as to the cost/benefit of such a scheme.

Conservation and Demand Management

It is a legal requirement that all WSA's must have a Water Conservation and water Demand Management (WCWDM) program in place for its entire service area. Section D proposes for the establishment of a formal WCWDM plan which aligns to funding availability.

The water loss in Madibeng has been estimated at more than 50%, however processes- and systems must be established to establish- and consolidate water balance information in order to determine a more informed water loss.

It should be highlighted that funding support has been received from the Department: Water and Sanitation through its ACIP programme in FY2014 and FY2015 to implement certain water conservation and demand management initiatives

including the establishment of zonal bulk water meters in the Brits- and Schoemansville (Hartbeespoort) Water Supply Schemes as well as funding to repair leaks and to replace customer meters in Majakaneng.

State of Water Services Planning

The Local Municipality of Madibeng as the Water Services Authority for its area of jurisdiction drafted its first Water Services Development Plan in November 2002. A new Water Services Development Plan was then established in December 2007. This Water Services Development Plan was reviewed in January 2009 and referenced "Water Services Development Plan for the Local Municipality of Madibeng. Revision 2. January 2009".

In 2012, the above Water Services Development Plan was updated to the newly established WSDP Guide Framework with the support of the Department. This process also included the review- and assessment of the status quo in terms of the several WSDP knowledge areas.

As part of the development of this document, the Local Municipality of Madibeng, with the support of the Department, has again reviewed and interpreted its current water services function and established an Existing Needs Perspective, whilst also developing the proposed Water Services Strategies to be implemented in support of the water services function. It is therefore considered that the outputs of this process as presented in this document, comprises an interim WSDP to be adopted by Council and incorporated into the IDP. A WSDP which is fully aligned with the next IDP planning cycle will follow from this process.

Water Services Existing Needs Perspective

The existing needs perspective as presented below was developed through a systematic and comprehensive review of the water services function in terms of the WSDP Guide Framework. The output from this process is presented below and includes compliance assessment in terms of:

- **quality** (assessment of current status against compliancy requirements)
- **quantity** (an indication of the representation of the total area to address the issue)
- **future plan assessment** (degree in which future demand has been established)
- **strategy assessment** (whether a strategy is in place to address the need).

The water services situation analysis prompted the development of problem statements which formed the input for the development of the water services objectives and strategies which follows in Section D.

Integrated Waste Management Plan

Introduction

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

The second phase comprised the compilation of the IWMP.

Integrated Waste Management Plan Strategies

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

Management of Illegal Activities	Objective 1: Develop Co-operation Strategies to Prevent Illegal Activities.	Amend Bylaws
		Establish Community Watch
		Introduce Incentive schemes for Clean Neighbourhoods.
		Provide Skips throughout Town for Refuse Dumping
Waste Minimisation	Objective 1: Encourage Recycling Activities	Provide recycling containers throughout town
	Objective 2: Encourage Waste Minimisation	Incentive Schemes for in House Recycling
	Objective 3: Develop Garden Refuse Strategy	Develop Garden Refuse Strategy and In-vestigate Feasibility to Establish Composting Facility.

Conclusion

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

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

2.28. Madibeng Integrated Economic Growth Strategy

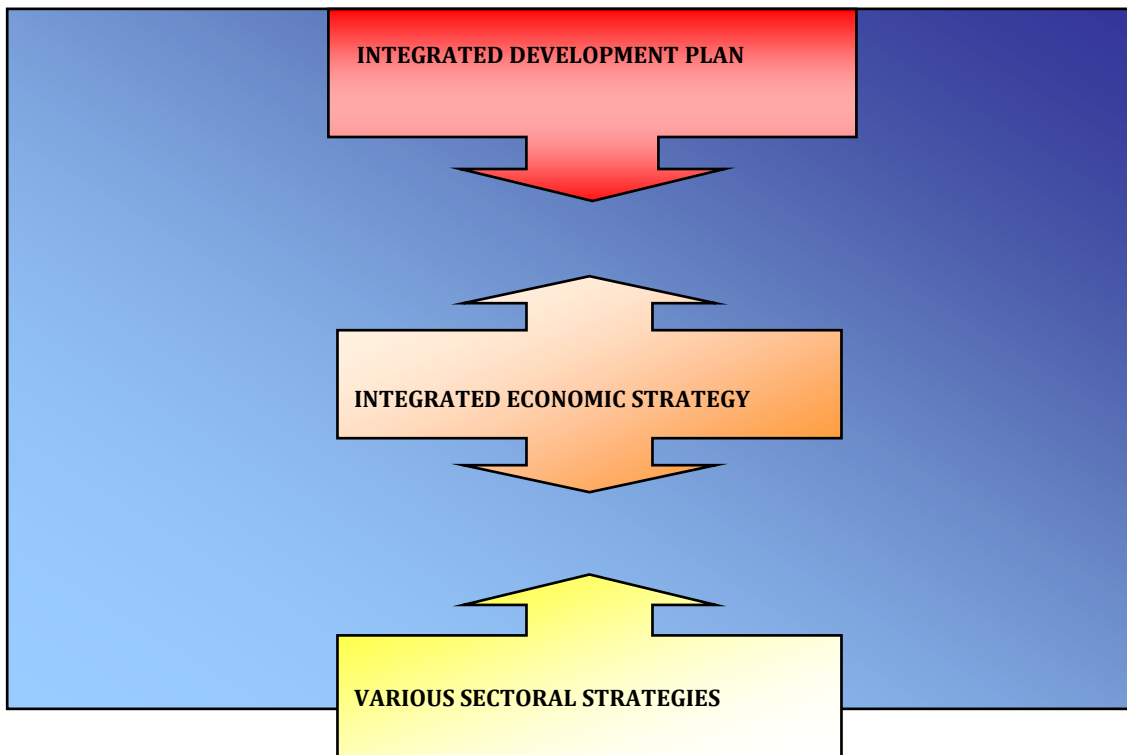
Purpose of the Study

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

Status of this document

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

Diagram 1.1 gives an illustration of the Document Hierarchy.



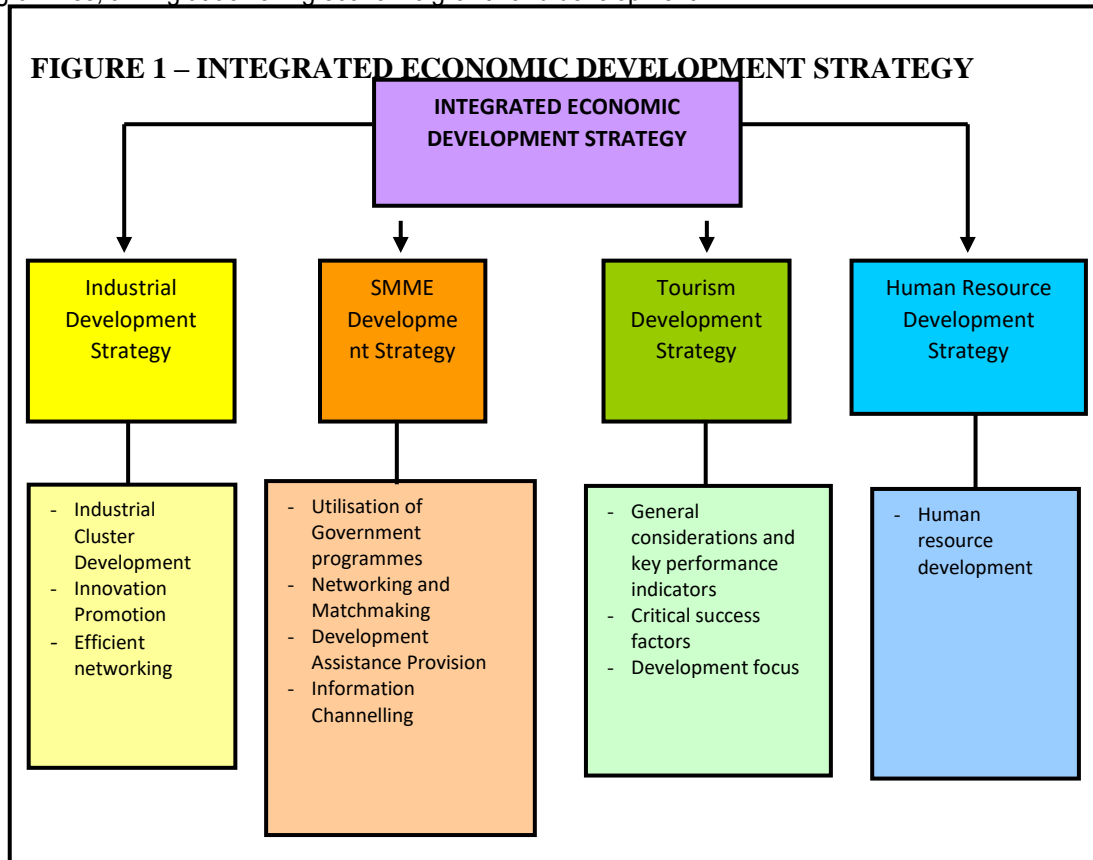
Study Goals and Objectives

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

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

2.29. Integrated Economic Development Strategy

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



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

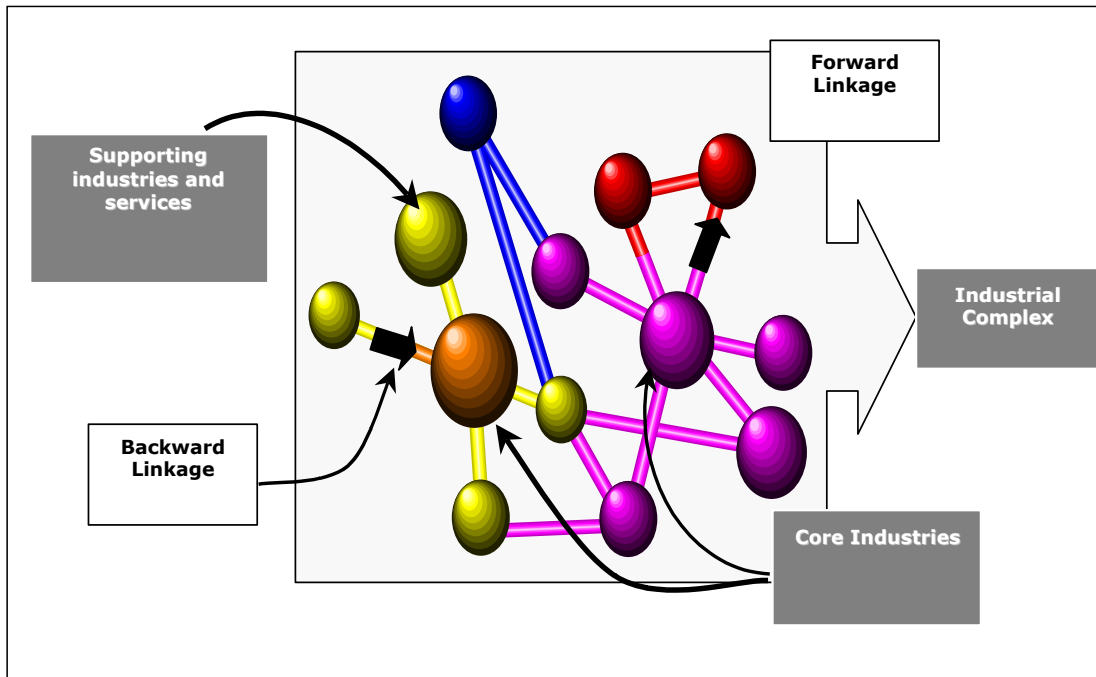
- Industrial development
- SMME development
- Tourism development
- Human Resource

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

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

2.30. Industrial Development Strategy

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



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

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

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

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

◆ Industrial Cluster Development Programme

Industrial Opportunities and Projects

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

- Agriculture
- Mining
- Manufacturing

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

- Anchor projects
- Supportive projects
- Catalyst projects

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

Detailed Information Sources

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

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

Opportunities and Projects

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

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

Detailed Information Sources

Supportive role players include sources such as:

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

Initiate Efficient Industrial Networking

Opportunities and Projects

The supportive projects associated with this programme include:

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

Detailed Information Sources

Experts on this programme and its projects include:

- ✓ Local businesses
- ✓ Researchers which can provide information on suppliers and international sourcing opportunities
- ✓ Industry-specific experts
- ✓ Department of Trade and Industry
- ✓ Potential suppliers and other service providers (commercial banks, transport companies, etc)

- ✓ Madibeng Industrialists Association
- ✓ Greater Brits Investment Group (GBIG)
- ✓ Brits Chamber of Business

2.31. SMME Development Strategy

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

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

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

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

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

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

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

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

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

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

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

To become prosperous business entities, SMMEs need:

- ✓ *Opportunity*, which can be created by a more favourable business environment, establishing viable business support facilities, effective networking and the nurturing of an entrepreneurial culture.
- ✓ *Knowledge* of opportunity through information chancing networking, service outreach and networking.

- ✓ The *ability* to perform, which can be enhanced through proper training, business advice, finance, high quality business infrastructure and acceptable business structures.

2.32. Utilisation of Government Programmes

Opportunities and Projects

More, specifically, the following tasks should be addressed:

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

2.33. Networking and Matchmaking

Opportunities and Projects

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

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

The required activities can be summarised as follows:

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

- ✓ Lobby with large business groups to join forces through the networks

2.34. Development Assistance Provision (High Level)

Programme Description

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

More specifically, assistance should include:

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

These are discussed below.

- (1) The provision of SMME business assistance services should be linked to a *service outreach programme*. Information that need to be gathered as part of this baseline study, are, inter alia:
 - ✓ The exact type and scope of services needed by the SMME sector, i.e. training (financial management, basic entrepreneurial skills, human resource management or advanced business management), financial (micro loans, start-up capital, seed capital or venture capital), or business services (technology transfer, marketing assistance or information dissemination).
 - ✓ Services that are already being provided by service providers and which could be linked to the municipality's SMME development programmes. The optimal location of established service centres (such as LBSCs and information centres) that will ensure support from the local SMMEs.
 - ✓ The demands and opportunities posed by the local economic structure and the high growth/investment sectors, as well as major concerns for the SMME sector (economic "red-flags") that will need attention in avoiding future gaps in the service structure.
 - ✓ Implement a coordinated and focused system of SMME support facilities.
- (2) The most efficient programmes that can be implemented as part of a service delivery strategy to SMMEs are *Business Development Centres*.
- (3) *Training and entrepreneurship development programmes*. One of the key factors influencing the ability of SMMEs to perform in the local economy is the availability of training facilities and services that SMME can access.
- (4) Part of the efforts to develop the labour force, is the *establishment of an entrepreneurial culture*. The main aim of such a programme is the inspiration of a wider range of people to pursue entrepreneurial ventures. Some of the projects that can be used to achieve this are
 - ✓ Publicity, promotional and awareness campaigns;
 - ✓ Educational systems which are refined to include topics on entrepreneurship (which are increasingly being emphasized on i.e. school level);
 - ✓ Taxation or other incentives that rewards self-employment, and
 - ✓ The creation of innovation centres, science parks and links between universities and commercial enterprises to educate the community and change public perception about creating self-employment.

- (5) *Financial assistance.* Although it is not within the power of local government to finance SMMEs, government can play an active role as facilitator/coordinator in assisting SMMEs with funding problems. Tasks that could form part of the development of SMMEs include:
- ✓ Creating a database that indicates the various provincial, national and international funding programmes available to SMMEs in Gauteng.
 - ✓ Lobbying with financial institutions for favourable lending/funding conditions;
 - ✓ Linking SMMEs with the available incentives of national government, as well as assistance in the application of these incentives;
 - ✓ The review of regulation on micro finance in the province;
 - ✓ Lobbying with donor organisations in order to obtain foreign capital for SMME assistance;
 - ✓ Provide a mentorship system through which SMMEs can be provided with financial counselling services.
- (6) *Marketing services.* Many SMMEs experience problems in penetrating markets and consequently in developing products that will be able to answer to consumer demands.

2.35. Information Channelling

Opportunities and Projects

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

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

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

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

2.36. Tourism Development Strategy

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

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

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

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

General Considerations and Key Performance Indicators

The general considerations and key performance indicators include the following:

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

Critical Success Factors

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

- ✓ *Product packaging and product line:* The current movement of the tourists through the region implies that the re-routing of tourists is critically important
- ✓ *Product differentiation and unique selling points:* The individual tourism activities should form an integrated tourism story line or package as mentioned previously.
- ✓ *Unique message:* The tourism package should convey a unique message to tourists' that appeals to them, inducing an urge to visit the specific tourism product more than once in a lifetime.
- ✓ *Effective management:* All of the tourism projects should be managed as a whole as to ensure that individual elements perform on the same level and progress on the same time span, due to the fact that it forms part of one tourism package and each of the unique selling points should contribute to sustaining the quality thereof.

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

General Implementation Guidelines

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

i) Infrastructure

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

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

Priority infrastructure requirements include:

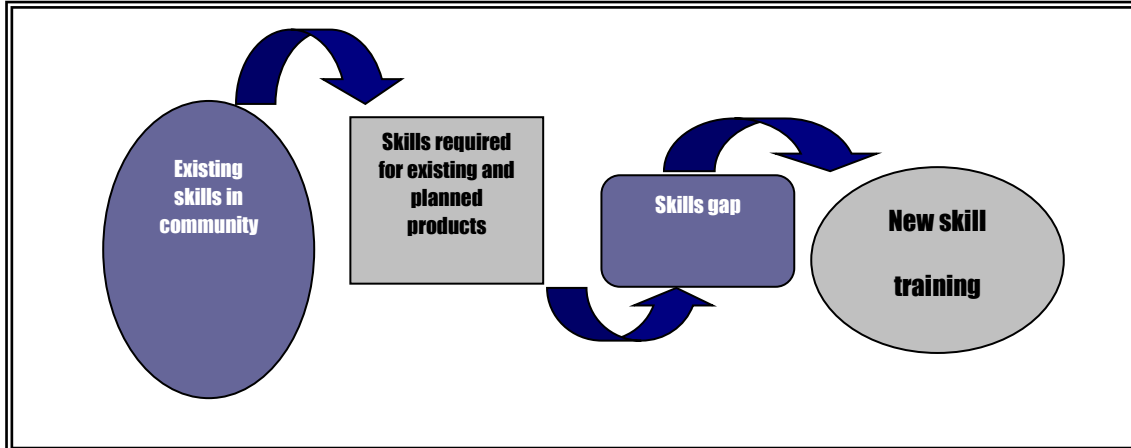
- ✓ The provision of adequate signage
- ✓ Maintaining of roads
- ✓ Engage in the public transport (taxi) industry.

ii) Human Resource Development

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

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

HUMAN RESOURCE DEVELOPMENT



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

iii) Marketing

There are two different types of tourism marketing and promotion:

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

General guidelines to enhance marketing and induce public awareness

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

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

(iv) Specific Marketing Guidelines

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

A comprehensive marketing plan for the tourism projects:

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

Marketing should be done by means of the following measures:

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

Potential Tourism Development Projects

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

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

2.37. Human Resource Development Strategy

Strategy Description

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

Vision, Core Strategy, Principles and Objectives

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

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

The **objectives** of the strategy are:

- ✓ To facilitate a general increase in the skills profile of the population, through accredited high quality education and training linked to the National Qualifications Framework
- ✓ To increase the quality and quantity of intermediate level skills in Madibeng

- ✓ To facilitate, through uplifting applied competency levels, more efficient social and infrastructure delivery
- ✓ To raise the quality, relevance and cost-effectiveness of skills development throughout Madibeng in order that the area achieves rising competency levels which promote economic and employment growth and social development.

Core Components of the New Strategy

There are six core components in the proposed strategy:

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

Opportunities and Projects

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

Sector	Anchor Projects	Supportive Projects
AGRICULTURE	Regional Agriculture incubator	Identification of required agricultural skills, techniques and practises
MINING	Mining incubator	Identification of required mining skills, techniques and practises
MANUFACTURING	Recycling incubator	Identification of materials and products available for recycling
		Identification of required recycling skills, techniques and practises suitable for the various available materials
TRADE	Trade incubator	Identification of required trading skills, techniques and practises
TOURISM	Tourism incubator	Identification of required tourism skills, techniques and practises

2.38. Investment Incentives

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

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

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

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

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

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

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

Development Considerations

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

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

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

2.39. Incentive Packages

The various incentive packages are discussed in the subsequent paragraph.

a) Land and Buildings

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

Incentive Packages	
Sector	Proposed Incentives
	<ol style="list-style-type: none"> 3. Provide labour training programmes for new entrants into the industrial sector, with specific aims on SMMEs. 4. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources
TOURISM	<ol style="list-style-type: none"> 1. Implement the Tourism Development Strategy. This strategy will ensure that existing facilities are optimally utilised, that new developments are attracted and directed, and that bulk services are linked to the needs in this sector. As part of this process, an EIA should be compiled and implemented. 2. Develop a fast track mechanism through which municipal land and buildings can be transferred, leased or provided to investors. 3. Develop “Guest House and related activities” development policy through which the needs of the private sector can be accommodated efficiently. This policy/strategy will serve the purpose of providing guidelines and criteria through which guest houses and related activities will be promoted. 4. Lobby for a fast-tracked approach to tourism-related investment approval processes. This entails the streamlined approval of tourism activities by the responsible authority 5. Identify land and buildings for a potential community projects (refer identified projects, Cultural village) 6. Provide training programmes for new entrants into the tourism sector, with specific aims on SMMEs. 7. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources 8. Free membership to Madibeng Tourism Association, together with monthly information and training session on tourism matters
TRADE/SMME	<ol style="list-style-type: none"> 1. Identify suitable land/sites in high priority investment areas within the borders of Madibeng, which can be used for trade/SMME activities. These sites can be bought at market value or obtained through the transfer/leasing of the property. This must include an inventory of municipal land and buildings that can be made available to entrepreneurs/investors with immediate delivery. 2. Revise/remove constraining by-laws that will improve the investment climate for SMME's and the informal sector. 3. Provide facilities/infrastructure/services to accommodate “formalised” informal markets and periodic markets for local and regional farmers and craftsmen. 4. Conduct a “CDB Revitalisation Study” that will focus on the creation of an investor friendly environment in terms of service provision, infrastructure upgrading, parking and landscaping and special development zones. 5. Provide training programmes for new entrants into the trade sector, with specific aims on SMMEs. 6. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources 7. Provide government subsidised transportation of local workers 8. Provide assistance with marketing and distribution of the local products

b) Municipal Service Charges

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

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

Reduced Tariffs On New Investments (Based On Current Tariffs)			
Engineering Service	0-25 Jobs Created	26-100 Jobs Created	100+ Jobs Created

Property Tax	Less 2%	Less 5%	Less 10%
Water (Connection Fee)	Free	Free	Free
Water (Tariff)	Less 2%	Less 5%	Less 10%
Water (Deposit)	Less 15%	Less 20%	Less 25%
Electricity (Basic)	Less 25%	Less 25%	Less 25%
Electricity (Tariff)	Less 15%	Less 20%	Less 25%
Sewerage	Less 2%	Less 5%	Less 10%
Refuse (Hire & Removal)	Less 2%	Less 5%	Less 10%

c) Infrastructure Provision

In terms of infrastructure incentives, the following are proposed:

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

d) Approval Process

- ✓ Establish a proper administrative procedure that will cut through unnecessary red-taping and duplication. Regulatory reform and Approval Process Goal: Shorter Approval Time.
- ✓ "Fine-tune" evaluation criteria for investors
- ✓ Establish an inventory of potential investors, development opportunities and national incentives
- ✓ Integrate current approval procedures and the proposed actions highlighted in the DFA.
- ✓ Establish an inventory of existing consultants, service providers, contractors, etc.

Marketing

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

Focused Marketing Strategy

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

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

Vital Issues

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

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

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

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

Linkages

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

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

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

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

Development Impact

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

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

Facilitation / Implementation Plan

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

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

Communication Process

The communication process consists of three distinct albeit related aspects:

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

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

Focused Marketing

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

Focused Media Programme

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

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

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

Ongoing Process

The marketing strategy would involve continued support with respect to:

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

Institutional Arrangements

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

Funding Mechanisms

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

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

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

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

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

Recommendations

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

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

Preliminary Actions

Madibeng Economic Strategy Preliminary Actions	
Action	Responsible Party(ies)
Establish a sustainable economic development, implementation and monitoring body within the local municipality (Economic Generator Body)	Departments of Economic Development, Tourism and Job creation within Madibeng in association with the Chamber of Business, Industrialists Association, Chamber of Mines, and all other representative bodies of the various economic sectors
Identify projects to be implemented	Departments within Madibeng together with the EGB
Prioritise projects	Departments within Madibeng together with the EGB
Obtain funding for the implementation of the projects	Economic Generator Body (EGB)
Launch public participation workshops to ensure maximum participation in and awareness of strategy and its benefits	Departments within Madibeng together with the EGB
Recruit needed experts to help with implementation, i.e. Consultants	Departments within Madibeng together with the EGB
Prepare work programmes	Departments within Madibeng together with the EGB

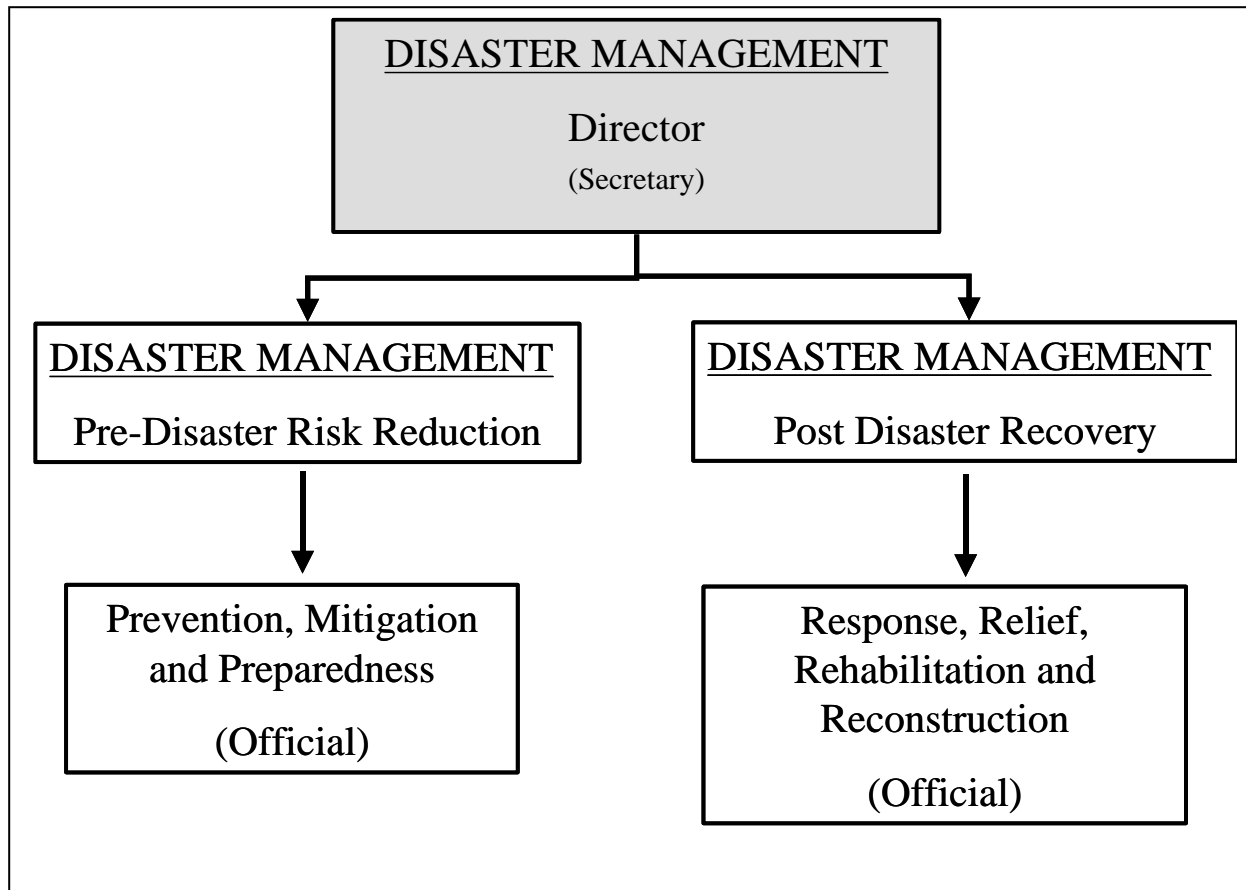
2.40. Disaster Management Plan

Mission, Objectives and Policy Statement

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

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

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



Hazard, Vulnerability and Risk Assessments

The following potential hazards were identified, which may and/or could cause a potential threat to communities in Madibeng²

- **Natural and Human made Hazards**
 - Floods
 - Hail
 - Fire
 - Deforestation
 - Desertification
 - Drought

² In the case of crime and illegal immigrants it is only listed to identify high hazardous and problem areas which may cause a threat to community, rather to list is as a day to day event.

- Tornados and Cyclones
- **Chemical Hazards caused by mines;**
 - Hemic Ferrochrome
 - Krokodilrivier
 - African Chrome
 - Eastern Platinum
 - Vametco minerals
 - Rhombus Vanadium
- **Chemical Hazards caused by Industries;**
 - Sonop Riool
 - Novartes Chemicals
 - Brits Leathers
 - Ortos Chemicals
 - Color & Resins
- **Biological Hazards**
 - Intrusive Plants: Sekelbos, Lontana, Swarthaak, Water Hiasinth, Nagblom, Bugweed, Poplar, Bloekom, Sering
 - Dangerous Plants: Gifblaar, Amoronthus, Sering, Kasterolie, Gansies/Kapokbos
- **Diseases (that could lead to disasters if left unattended)**
 - Animal diseases: foot and mouth disease (feeding lot)
 - Human diseases: e.g. HIV/AIDS, T.B.
- **Other (potential hazards that could reach disaster proportions)**
 - Road accidents
 - Aircraft accidents
 - Train accidents
 - Crime (only those of high risk which could reach disaster proportions)
 - Water quality and availability in Madibeng
 - Public Unrest
 - Insufficient sewerage systems (35 sewer pump stations, which are problematic during floods).
 - Poverty
 - Illegal Immigrants (see detailed discussions)

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

- **Tornados**

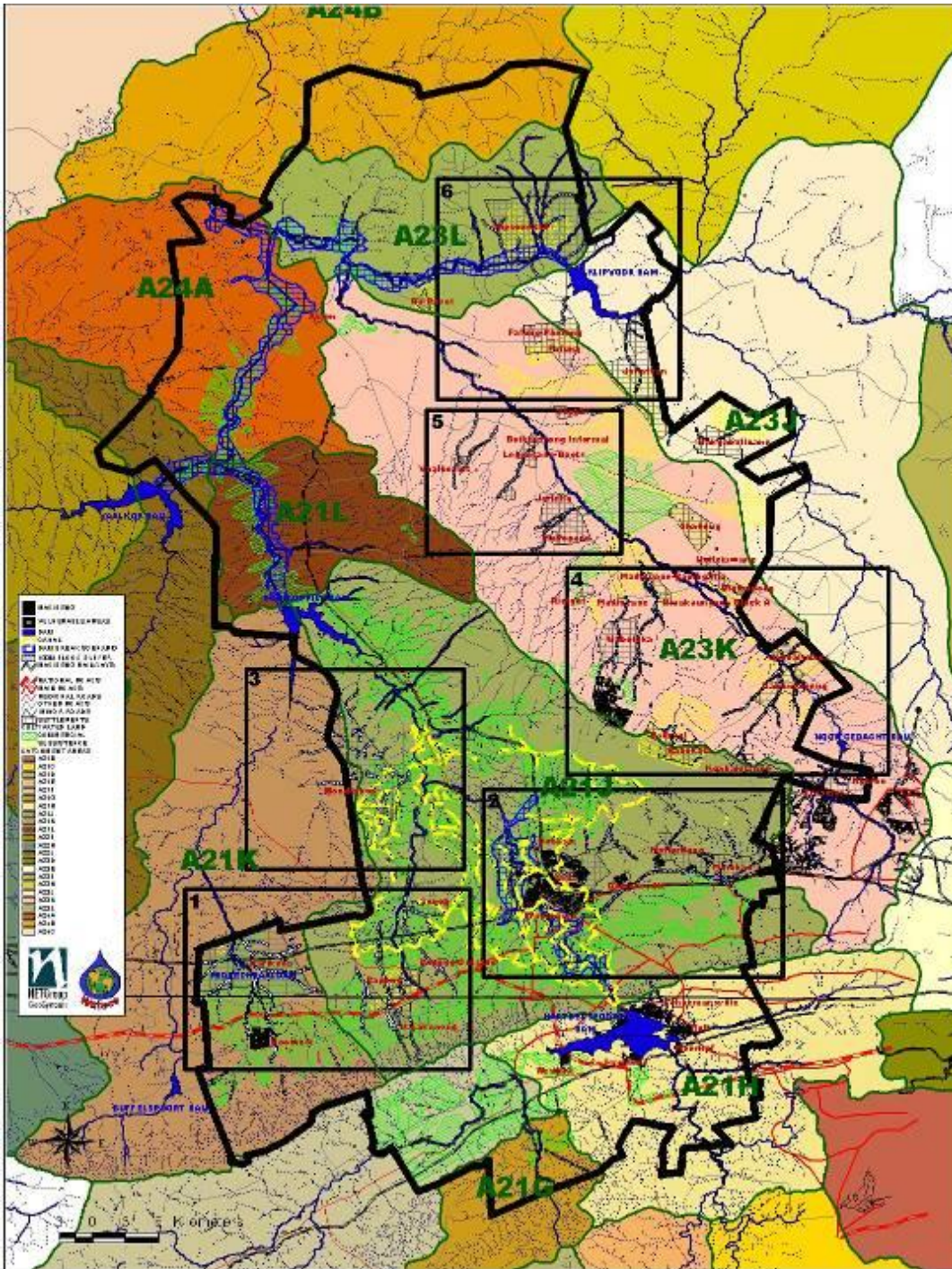
The Consortium acknowledges the fact that Tornados do occur in Madibeng Municipality and that the Disaster Management Manager has to plan for such an event. It is therefore recommended that appropriate SOPs, contingency plans and aid memoirs be developed and formulated by the Disaster Management Centre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

- **Floods**

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

- Marikana and Mooinooi

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

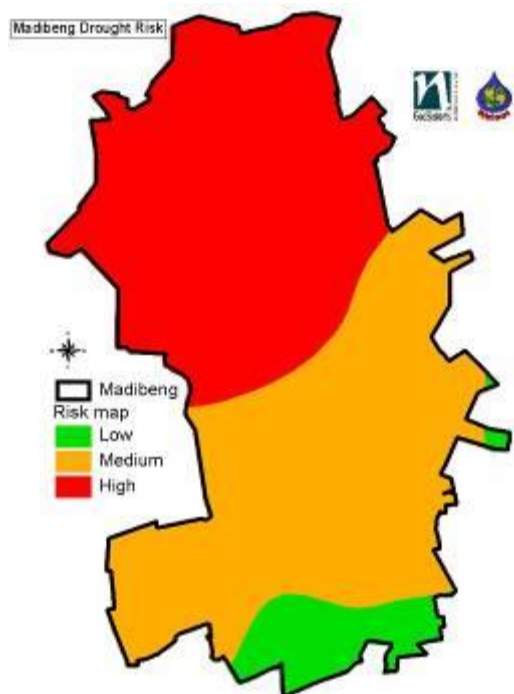


- Drought

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

It is of utmost importance to update information such as rainfall, temperature, land use, infrastructure (availability of roads, processing units, markets, etc), number of livestock, etc. The current situation is an important input into future outlooks,

forecasts and projections to ensure more accurate assessments of future scenarios. For example, accurate crop estimates is only possible if the soil water status is known. The dominant effect of rainfall shows that areas with below average rainfall which although have above average soil depth are most susceptible to drought incidence. These areas comprising mainly the northern part of the district fall under the high-risk area. On the other hand, the southern part with above average rainfall but with low soil depth is classified as low drought risk area (see Map 2).



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

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

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

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

- Rainfall measuring network

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

- Other climate data

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

- Risk analysis

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

- Regular support information

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

- Land use and infrastructure

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

- Soil identification

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

- Irrigation scheduling

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

- Input costs

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

- Effect of climate change

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

- Veld Fires

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

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

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

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

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

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

Industrial Fires

- The following industries were identified that could, because of either the type of operation or production process, cause a potential threat to society;

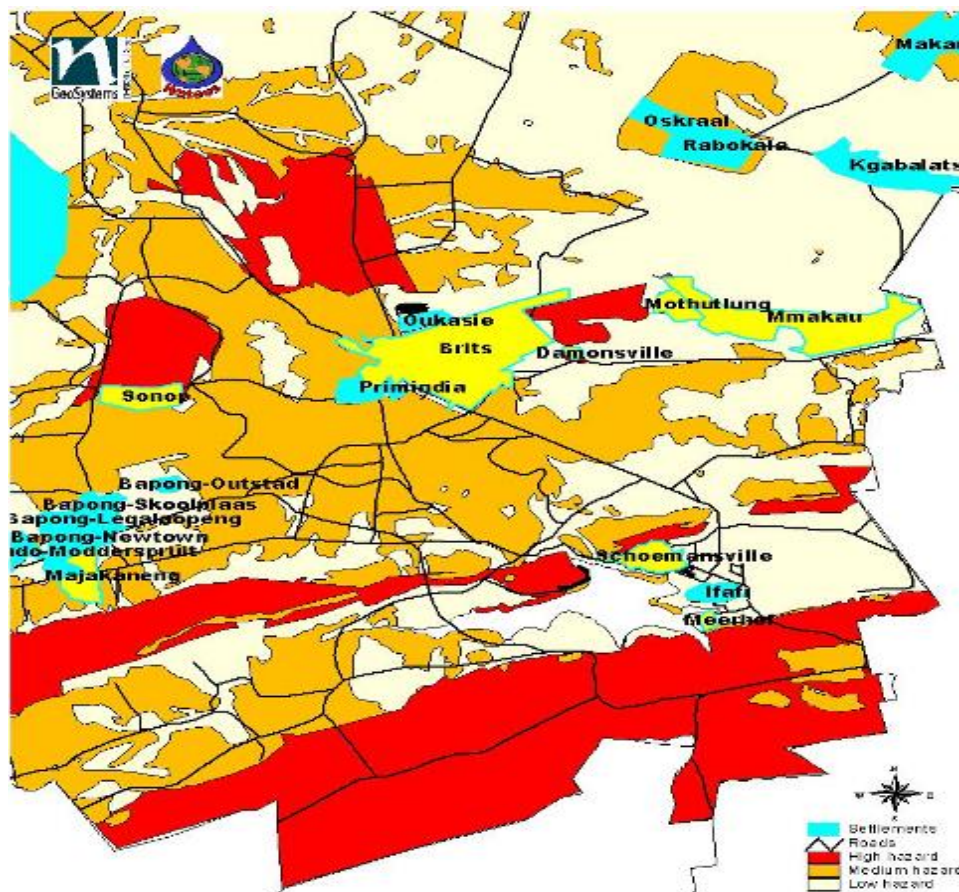
- Syngeta
- A.T.C.
- Auto Cast
- Color X.
- Natural Extraction.
- Lumex

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

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

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

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

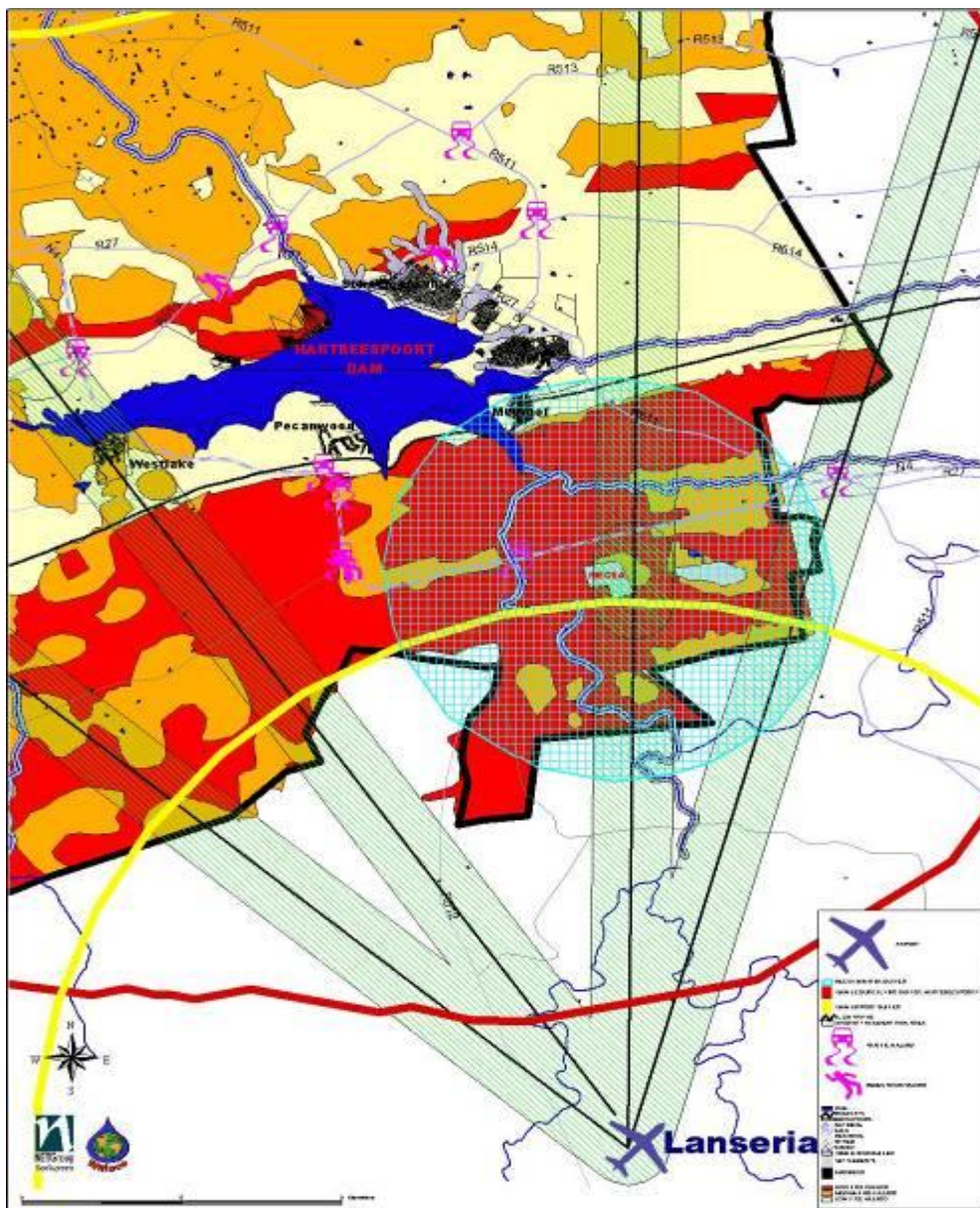


Map 3: The dry months fire hazard and vulnerability map for Madibeng

Environmental degradation

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

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



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

- Mining

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

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

- Farming

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

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

- Water

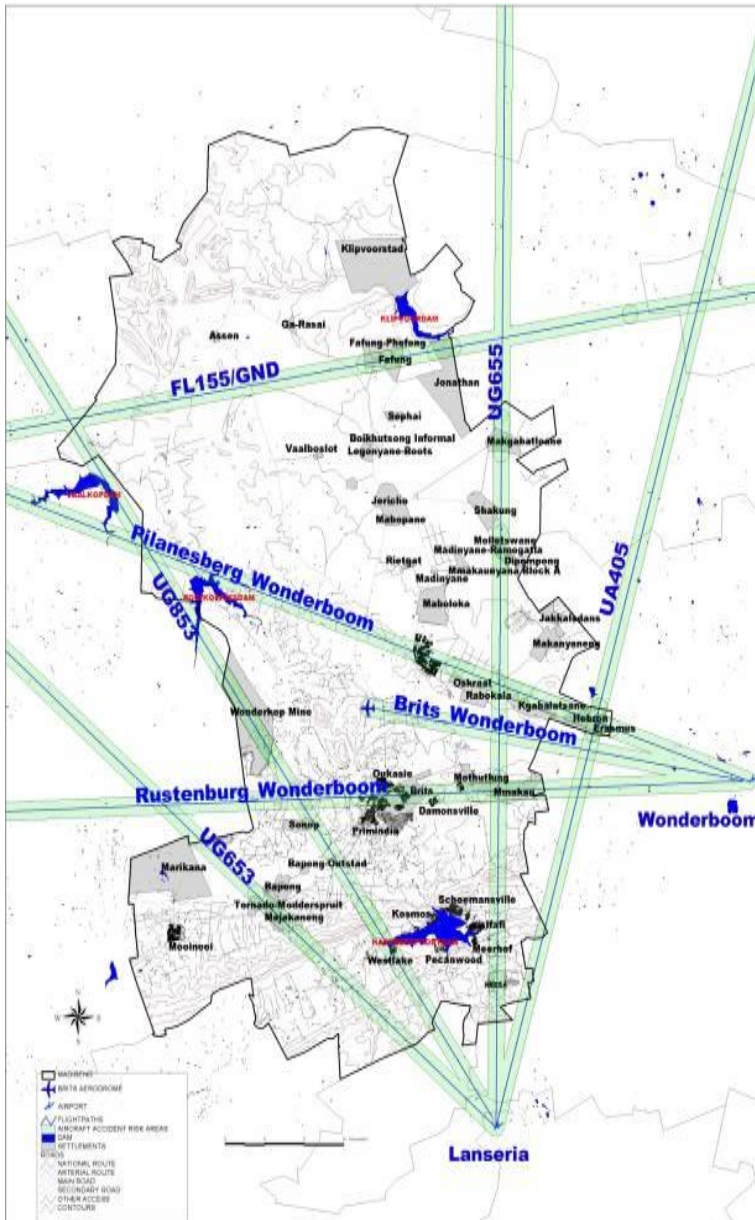
It is recommended that the Water Services Master Plan urgently address the water shortage and water contamination problem in Madibeng. The Consultancy responsible for the Water Services Master Plan also needs to take cognisance of the integration of water demand and supply management principles and not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

- Transportation

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

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

Map 5: Aeronautical hazard and vulnerability map of Madibeng



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

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

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

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

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

- **Population**

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

- **Health**

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

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

- **Air Pollution emanating from:**

- Platinum mines
- Chrome mines
- Industrial processes

- **Sexually Transmitted Infections including:**

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

- **Trauma related events**

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

- **Industrial accidents**

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

- **Poor Sanitary conditions**

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

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

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

- **Weather related events**

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

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

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

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

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

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

- Health
- Emergency Services
- Economic Development
- Tourism
- Sanitation: Solid Waste Management
- Sanitation: Waste Water Management
- Disaster Management
- Housing, Planning and Infrastructure Services
- Rural Development, Land, Agriculture and Environment
- Water and Electricity

- Parks and Sports Maintenance
- Development of Arts, Culture, Sports and Recreation and organising of events
- Community Safety, Transport and Traffic
- Finance and Tender

Key Contact Lists

A key contact list format is also submitted for;

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

For more details see the final report.

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

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

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

Checklists and key information for specific occurring disasters or Emergencies.

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

- Flood.
- Tornado.
- Major rural fire.
- Major urban fire.
- Release of poisonous gasses.
- Aircraft disaster.
- Rail disaster.
- Dam failure.
- Drought.
- Epidemics. (one for each; e.g. cholera, typhoid, HIV/Aids)
- Major disruption in power supply.
- Major disruption in water supply.
- Major disruption in solid waste removal.
- Major disruption in waste water services.

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

Resource information

Resource supplies should be logically grouped in accordance with Madibeng's most suitable format. Each line function department must compile its own resource information, after having determined all possible (additional) requirements on the reactive and pro-active side of disaster management implementation, as it pertains to their identified functions..

Updated Summary of Volunteer Contingent

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

Conclusion

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

Recommendations

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

- **Negotiating and finalizing of mutual aid agreements.**

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

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

- **Public awareness and preparedness programmes.**

Notwithstanding the fact that the Ward Councillors have contribute in the development and compiling of the Disaster Management Plan of Madibeng, it is also recommended that formal public awareness and preparedness programmes be developed and implemented. For such an event, special skills will also be necessary.

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

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

- **Possible solutions as a result of the existing vulnerability and risk assessments.**

The Disaster Management Centre of Madibeng Municipality has to be prepared if any hazard and/or disaster occurs in future. To empower the Centre to react to the identified hazards, it is necessary that appropriate SOPs, contingency plans

and aid memoirs been developed and implemented for all possible scenarios. According to the new Disaster Management Legislation, the Disaster Management Centre has to develop en implement prevention and mitigation strategies.

- **Disaster Management Decision Support Tool**

It is recommended that an appropriate, user-friendly and cost-effective DMDST for Madibeng Disaster Management Centre be developed. It is highly recommended that an Integrated Munic system for Disaster Management be compiled. The Integrated Munic system entails a user-friendly decision support tool for municipalities, which enables users in different departments to do their daily activities by using Internet facilities. Such a decision support tool caters for a centralised GIS-database and can be implemented cost effectively.

- **Early warning systems.**

Details on what should be considered and why, for each identified community at risk, could be investigated and submitted for implementation.

- **Media liaison plan.**

The complete media liaison plan can be compiled including having this networked with those involved before acceptance.

2.41. Draft Disaster Risk Reduction Plan

1. PURPOSE

1.1 The Disaster Risk Reduction Plan address risk and vulnerability associated with identified projects within Municipal Integrated Development Plan (IDP).

1.2 The plan ensure that hazards and vulnerability are addressed before project implementation

2. BACKGROUND

This Disaster Risk Reduction Plan is in line with the District, Provincial and National Disaster Management Frameworks and addresses disaster risks though four key performance areas (KPA) and three Enablers:

KPA 1: Integrated Institutional Capacity for Disaster Management

KPA 2: Disaster Risk Assessment

KPA 3: Disaster Risk Reduction

KPA 4: Response and Recovery

Enabler 1: Information Management and Communication

Enabler 2: Education, Training, Public Awareness and Research

Enabler 3: Funding arrangements for Disaster Management

3. LEGISLATIVE MANDATES

- *Schedule 4 Part A of the Constitution of the RSA (Act No 108 of 1996)*
- *Section 152 (d) of the Constitution*
- *Chapter 5 of the Disaster Management Act (Act No 57 of 2002)*
- *Section 26(g) of the Local Government: Municipal Systems Act (Act No 32 of 2002)*
- *Spatial Planning and Land use Management Act*
- *District and Provincial Disaster Management Frameworks*

4. DISASTER MANAGEMENT CONTINUUM

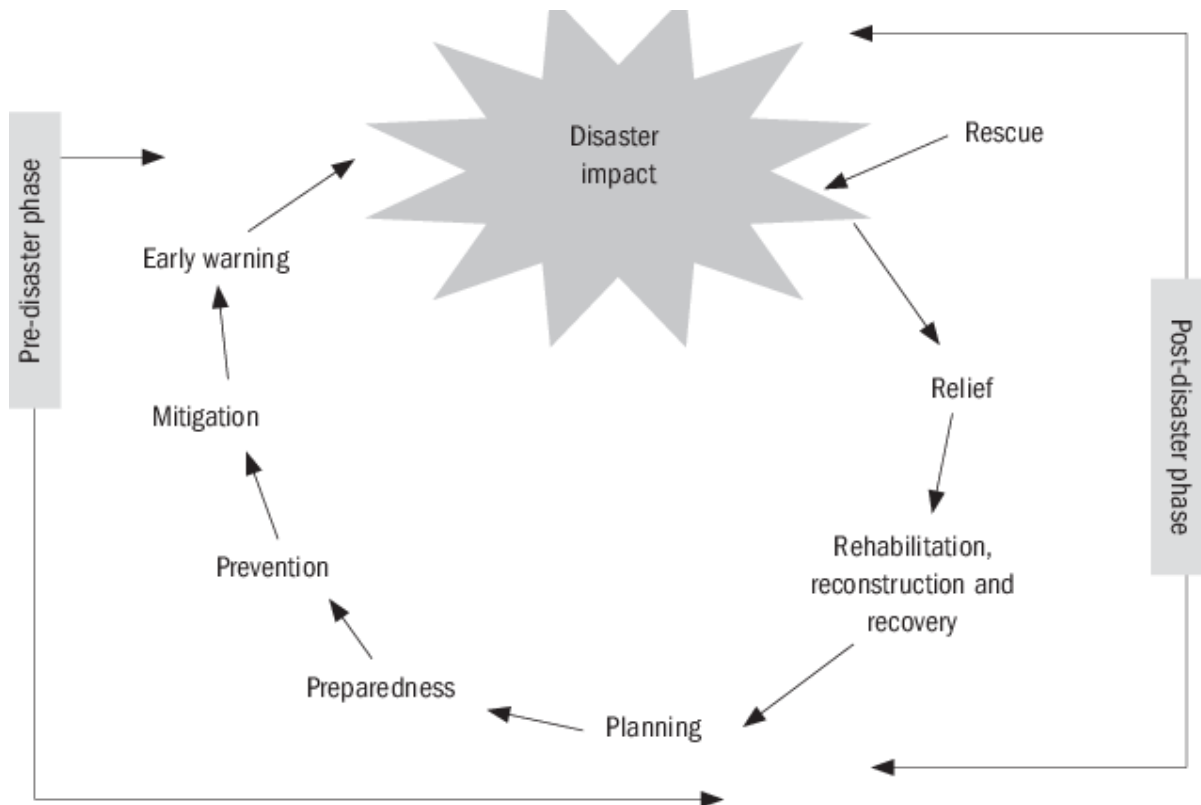


Table 1

Table 1 illustrates the continuum- it should be noted that Disaster Management is not only reactive but also involves the actions aimed at preventing disasters or mitigating the impact of disasters. Different line functions and departments must contribute in varying degrees in disaster management in the various phases of the Disaster Management Continuum. The needs identified in the disaster management plan will indicate where the line functions and departments must contribute. These contributions will then be included in the line function and departmental disaster management plans. Disaster Management covers the whole disaster management continuum and must address actions before, during and after disasters.

5. RISK ASSESSMENT AND VULNERABILITY ASSESSMENT

This Section describes risk and vulnerability of the Municipality. The following disaster risks were identified as priority disaster risk reduction:

- Fires
- Drought
- Floods
- Transport Accident (road and rail)
- Hazmat
- Dysfunctional infrastructure/service delivery (sewerage, toilets, grey water, electricity)
- Wetland/Dolomite/ sinkholes
- Environmental pollution, water, air
- Severe Weather conditions

6. DISASTER RISK REDUCTION

Assessment of disaster risk and vulnerability on Integrated Development Plans projects for 2021/22 Financial Year:

Area/Ward	Project description	Type of infrastructure	Risk Reduction measures or action taken (prevention/mitigation)	Funding allocation
Lebaleng Ex 5	Construct 500 RDP units	Low cost houses	Infrastructure to decrease vulnerable communities	Dep Human Settlement-R35m
Mothutlong	Upgrading and rehabilitation of storm water infrastructure	Storm water drainage systems	Upgrading old infrastructure to decrease risk of floods	MIG/Municipality
EXT	Construction of fire break at strategic points	Farms, roads, electrical power lines and agricultural infrastructures	Prevention of veld fires	Public Works, Eskom, DARD, Farmers
	Refurbishment of pump station	Water Supply	Address water shortage challenges	Municipality
	Upgrading water treatment works	Water treatment works	Improved water treatment plant	Municipality
	Construction of a mini fire station	Mini Fire Station	Effective and efficient response to Emergencies	Municipality

As this document is in draft format – comments from the relevant departments are still outstanding.

7. REVIEW OF THE PLAN

The Municipality will annually review and update the plan in line with the Municipal IDP as required by Section 48 of the Disaster Management Act 20002 (Act No 57 of 2002) as amended.

2.42. Madibeng HIV/ AIDS Policy/ Strategy

Introduction

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

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

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

Furthermore, the document sets out the strategic plan that will guide activities that seeks to mitigate the impact of HIV an AIDS and its effects on the people of Madibeng Local Municipality. It highlights the results of the HIV and AIDS investigation conducted within the municipality and lays a platform to deal with the challenges, and critical focal areas that requires special attention. It

further indicates the activities that should be undertaken in a prioritized manner, that are key elements in the set programs for focal areas.

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

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

The Municipality Vision

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

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

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

Values and Principles for the HIV and AIDS Management Strategy

Values

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

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

The people we serve come first in performing our duties

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

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

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

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

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

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

Principles

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

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

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

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

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

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

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

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

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

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

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

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

2.43. The Madibeng Local Municipality HIV and AIDS Policy

Preamble

The Municipality:

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

Principles

The Municipality affirms that:

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

HIV and AIDS intervention programme Co-ordination and implementation

Municipality Shall:

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

Management of infected people Programme components:

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

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

- Committed leadership involvement and support at 'grassroots' level

Planning

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

Budget

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

Interactions with civil society

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

Interactions with government

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

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

2.44. Background to the HIV/AIDS Strategy

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

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

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

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

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

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

Strategy Development Process

The process comprised of the following elements:

- Investigation on the pandemic within the Municipality making use of readily available information obtained from the following institutions (District Health Information Office, the Social Services Information Office, and Brits ARV Clinic at Brits Hospital). This information was verified to ensure correctness with the relevant stakeholders.

- Consultative workshop with stakeholders which consisted of the following stakeholders: The Municipality (Councilors), Business, Local AIDS Council, Department of Community Safety, Social and Health Services, School Representatives, Sports, Cultural and recreation organizations, Religious Leaders and Traditional Health Practitioners, Community Based Organisations, Local Welfare Organisations and NGO's.

Findings of our Investigation of the Pandemic within the Municipality

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

- Teenage pregnancy very high (**1021 cases in top 10 Highest rated areas**)
- VCT rates are low at Fafung, Moiletswane, Refentse, Madidi and Sonop
- High infection and death rate on the youth (18-35) in all wards
- More females infected and are dying as compared to men
- Backlog in ART disbursement at all clinics due to the fact that there is only one accredited ARV site
- Men are reluctant to test

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

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

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

The Above Given were based on the Statistics that follows:

Grouping of Areas are as Follows:

Areas 1	Areas 2	Areas 3	Areas 4	Mobiles
Bapong	Mothutlong	Lethabile	Fafung	Haartebees
Maiakaneng	Damonsville	Hebron	Moiletswane	Lethabile
Madibeng	Broederstroom	Rabokala	Refentse	Bapong
Seqwelane	Haartebees	Kqabalatsane	Madidi	Mothutlong
Sonop	Hoekfontein	Maboloka	Ikhutseng	Jericho
	Oukasie		Jericho	
	Maternity-Oukasie			

Conclusions Drawn

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

Consultative Workshop with Stakeholders

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

Focus Areas of Intervention

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

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

Target Groups

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

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

2.45. Madibeng Agriculture Strategic Development Plan

Purpose

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

Objectives of the model

The objective of the Model is to achieve the following:

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

Executive Summary

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

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

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

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

Local Economic Development

Background

The establishment of two main shopping centres in Brits addressed unemployment rate by creating ± 500 job opportunities at both the Brits Mall and Magalies Hills Shopping Centre. Madibeng Mall just opened but is still not fully operational, job opportunities still below 100.

Hartbeespoort Dam was filled for the first time in 1925 and gave the town a massive boost, as water from the dam could be used for irrigation. A variety of crops were planted including tobacco, citrus, wheat, vegetables and table grapes.

Given challenges of water scarcity, due to the drought experienced nationally and the water quality resulting from hyacinth infestation, comparatively the dam no longer serves to produce needed water to irrigate, thus negatively affect the sector in its capacity to contribute to the economic growth.

The transformation initiative effected for water use through Water Act 1998 (1956) opened an opportunity to have Water Boards that accommodate previously disadvantaged farmers.

Though there are gapping gaps and grey areas in the Water Act 1998, it is a surest intervention mechanism for inclusion and irrigation water equity distribution to boost crop industry in Brits and areas in the neighbourhood.

Historically, Madibeng Local Municipality is characterized by various economic activities, including vibrant agriculture, mining, and manufacturing, as well as tourism sectors. These sectors at present, contribute a huge percentage to the total Gross Domestic Product (GDP). They are sectors capable to drive economic growth and development only if the Municipality could pursue potent policies or strategies despite manufacturing being dominant sector in Brits town industrial area.

All the sectors are still reeling as a result economic slump, job losses and increased poverty as result of imposed Disaster Management protocols.

Additionally, the economy is highly impacted upon by ageing infrastructure, resulting in the limited civil services (limited water & electricity supply and poor condition of roads) and maintenance at its lowest ebb.

Madibeng is the world's third largest chrome producer and includes the richest Platinum Group Metals Reserve (situated on the Merensky Reef). The mining of granite stones is also prevalent around Brits – Oukasie, Sonop, Kareepoort, Geluk and Mmakau areas.

Mining houses are closing down and or down scaling workers en masse, resulting in high unemployment in the mining communities resulting in burden to government.

The limitations in the MPRDA, limits the role of municipality in the mining sector. Some limitations include inability to assist local business especially in mining communities to engage in procurement opportunities in the mines.

The act only recognises that municipality should involve with SLP/IDP alignment and engage during down-scaling of workers.

The initiative by COGTA National through MISA, to appoint SIYATHEMBANA to conduct thorough investigation on efficacy of mining SLP alignment processes and the role municipalities with regard monitoring and review in the their implementation.

Migration of industries to Rosslyn and to neighbouring countries like Botswana also causes an economic slump and despair hence need for review of investment promotion and attraction strategies.

The Presidential flagship program to resuscitate distressed mining towns serve as one strategic initiative to revive and rekindle economy of the municipality.

Through 3 key objectives of Brits CBD Regeneration which include: create enabling economic environment, transform town for investment and safety and security, the municipality could partially ameliorate challenges resulting from economic distress of the municipality.

The infrastructure development out of the Brits CBD Regeneration will create jobs and revamp engineering services required to stimulate local economy.

The other obvious challenge is influx of undocumented foreign nationals who dominate opportunities that could benefit local SMMEs, is informal sector in the wholesale fraternity, with Spaza industry officially overtaken by foreign nationals and local residents are pure consumers whilst 99% of historically-locally owned Spazas have been rented out to foreign nationals.

Outdoor advertising has been dormant for some time. The sector has never transformed to accommodate other nationalities historically excluded, but through proper and strategic changes it has capacity to reactivate economy also generate revenue for the municipality.

Business licensing as another wing and stream in the department, has been contributing to some extent has been transferred to the province through NW Business Licensing Act, whilst, the Act abrogated licensing authority from all municipalities, there is some level of licensing the municipality do.

The tourism sector could be booming with the newly declared National Heritage site near Hartbeespoort dam, Magaliesberg, but due to poor infrastructure very little impact has been reported, but there are probabilities of future growth and positive impact to economic growth.

Agricultural sectors creates more job opportunities, but with the lowest wage levels. This results in such jobs occupation by foreigners out of desperation. This does not make any meaningful impact to local community.

Large-scale beef production is booming in the eastern part of the municipality because of Jericho Feedlot build through the national Agriparks program. The upgraded feedlot facilities created rare opportunities for cattle farmers.

The other booming Sector is Citrus with three black female farmers from Sand drift, Mooinooi and Kleinfontein who have secured permits to export oranges to Europe.

Local Economic Development Strategy

The delegated strategic objective of the department is anchored on the following key areas:

- Phased in implementation of the Small-Town Regeneration projects by 2024.
- Provision of infrastructure to support and develop informal traders in Brits town.
- Develop systems to maintain LED facilities for better and effective service provision.
- Develop SMME's incubation hub for support and growth of SMME's by 2024.
- Establish effective and efficient agricultural produce market platforms by 2024.
- Facilitate the development of tourism projects like Hiking Trails, game farms by 2024.
- Implement the integrated contractor development strategy as support mechanism to local black owned small contractors.
- Regulate and transform Outdoor Advertising and monitor income generated by 2022.
- Raise EPWP jobs created by 100 on annual basis to reach the targeted 700 by 2024, those from grant funds, and 1000 on those from Municipal projects.
- Ensure effective implementation and reporting of a minimum of two SLP projects on annual basis.
- Attract investors with potential to create a minimum of 50 jobs bi-annually through vigorous investment marketing events / exhibitions.
- Train and develop skills in a minimum of 50 SMME's on annual basis.
- Market opportunities and strengths of local economic development to ensure access and information dissemination to all.

3.1. The Vision And Mission Statement Of Economic Development, Agriculture And Tourism Of Madibeng Local Municipality

The vision and mission are listed below:

3.2. Vision

“Vibrant local economy, with special focus on jobs creation and improved quality of life for all”.

3.3. Mission

“The creation of a diversified local economy, focused on the creation of jobs, improved quality of life and deliberate economic interventions. Inspiring economic initiatives that are pro-development, pro-poor, balanced and integrated”.

3.4. Primary Sector

Agriculture

Northam Eland Platinum Mine established an Agri Academy, School for all new entrants into the agriculture sector. Current intake is 40 learners from Mmakau Village

Bojanala Agriparks project

Madibeng has been identified for both vegetables and beef production. Jericho Cattle Feedlot is the currently developed Farmer Production Support Unit for National Agri Parks. Farmer groups and Cooperatives place weaner cattle stock into the feedlot for rounding up, for a specific period. It can either be 120 days or 90 days minimum. The target carcass mass is 300 to 350 kg, of which the farmers found it easy to reach. The biggest challenge is the cost of feed, which forms 70 % of the production costs.

Some of the latest cattle intake at Jericho Cattle Feedlot, inside the newly renovated kraals.

Weighing and vaccination processes

Agriculture is one of the largest contributor the Madibeng income accounting for 17.7% of the economic activity. There are four different types of agriculture which can be identified in the area:

Intensive agriculture

Intensive agriculture is the one that is environmentally controlled, where winter can be created in summer, or summer in winter. This is done through tunnel production system, and livestock production intensive houses. In Madibeng most vegetables are produced both intensively and extensively (cucumbers, tomatoes, and butternuts).

Intensive livestock involves pigs and poultry (broilers / chicken production and eggs). Beef produced intensively is under feedlot systems which are slowly growing.

Extensive agriculture

Extensive agriculture in animal production is dominated by communal livestock production, with high stocking rates and little grazing capacity in villages. The grazing areas are compromised by illegal land invasion by informal settlements.

Under plant production there is both dry land and irrigation systems production. Commodities dominating the crop production sector is barley, wheat, soya-beans, green mealies, sorghum, and sunflower. Groundnuts are produced to a smaller extent because of the soil quality requirements. Dominant fruit in Madibeng is Citrus. (Lemons, Oranges and naartjies)

Madibeng is the land of vegetables. The Municipality boasts exportation of vegetables to the Free-State, Northern Cape and Gauteng Provinces. All kinds of vegetables are produced both intensively (nets and tunnels) and extensively. Sweet potatoes, butternuts, carrots, cabbage, spinach, lettuce. The only struggling commodity is potatoes because of the heavy clay soils. However, the Agricultural Research Council is assisting with production of a new potato variety to suit the environment. This has been done in the past production seasons of 2019 and 2020.

Game farming

These areas are located in the north-western quadrant of the Municipality in Ward 1, flanked by Rooikoppies Dam and the Elandsberg mountains. The location makes it accessible to tourists as well as visitors to the game-farming region.

However the Southern side boasts tourism game sanctuaries. The Elephant, Monkey Sanctuary and the Snake-Park also serve as tourism attraction areas

Furthermore, approval of funding for the establishment of Lethabile Game Farm remains key tourism initiative intended to ensure local economic development in areas around.

Subsistence agriculture

Subsistence farming is well covered below in the Household food security section

The Madibeng farming community is classified into three categories with different development needs:

- Commercial sector farmers,
- Emerging / Up-coming farmers and
- Household food security producers.

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 (chicken), dairy products and beef. Pork and egg production are lesser scales in Madibeng. Technical Support is from the Government Development Sectors. Most of the Commercial producers are linked to markets all over the country and some even export their produce. The current booming sector is goat farming, beef and citrus with ability to export to SADC and even to European Countries.

Emerging / Upcoming Farmers Sector

These include the new Land Reform beneficiaries as well as the farmers in the communal areas of Madibeng. Cognizance must be paid to the fact that Madibeng is dominated by resource poor rural villages. Agricultural production 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 get technical support from Government Development Sectors.

Communal farming in Madibeng villages is threatened by the invasion of informal settlements. Grazing camps and arable lands are so reduced resulting in non-viable businesses. Farmers are forced to reduce stocking rates, or even to stop farming; crop production has to be changed to horticulture. This is a serious economic slump, and it is very risky to the general socio-economy to practice farming very far from the households in attempts to secure larger farming spaces.

Currently the beef production farmers have engaged in the Agri-Park mode of feedlotting and are producing beef on large scale basis. Feeding their weaner calves to required masses and selling at the local auctioneers on the R511 road.

Household 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 household needs or for poverty alleviation. 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

Nature Conservation in Madibeng

Agricultural production depends on sustainable natural resource management. The National Department of Environmental Affairs (Natural Resource Management Division) started the following processes in Madibeng as a nature conservation practice. The processes will run for \pm 5 years:

- Eradication of alien plants and invader species.
- Reclamation of dongas
- Control bush encroachment
- Control soil erosion
- Preservation of indigenous plants

Mining

The mining sector is the highest employment creators. On the North Western part of Brits town there is a mining activity. The location is few kilometres from Bakwena Platinum High way and therefore offers opportunities for the integration of mining activities and products with other economic sectors.

There are also small scales mining activities scattered throughout the Madibeng Local Municipality. Within the past few years the area witnessed new open-cast mines. Products comprises of Platinum Group Metals, Chromium, intensive granite and sand mining. Other mining products include ferrochrome, stone and granite quarries, silica sand and vanadium pentoxide. Some of the world's richest platinum deposits and the largest chromate reserves are found in Madibeng Local Municipality.

The Municipality then launched a Mining Forum where all relevant stakeholders can engage with the Mining Houses in 2014. The Forum sits on quarterly basis.

The current list of Mining Houses who are members of Madibeng Mining Forum is as follows:

- Eland Platinum Mine
- Dikwena Samancor
- Lesedi Samancor
- Kelly Granite
- Kudu Granite
- African National Granite
- Buffelsfontein Chrome
- Eastern Platinum
- Elandskraal Chrome
- Mangwe
- PPC
- Protea Granite
- Sibanye Stillwater
- Vametco Bushveld and
- Western Samancor Platinum
- Eastplats
- Platchro
- Jubilee
- Lenong Granite
- Afplats – (Impala)

3.5. Secondary Sector

Manufacturing

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. Global financial crisis decline of auto industry threatens jobs. Migration of Industries to Tshwane Municipality also threatens the economy. The following companies create jobs in Madibeng:

- Motor industry/ Auto motive dominates the industrial scene: e.g. Afmit Tools; Bosch; Bridgestone Firestone
- Granite processing industries: granite cleansing, and manufacturing tombstones.
- Auto cable, e.g. CBI.
- Agri-processing, e.g. animal feed and juice.
- Agri-equipment and trailers.
- Plastic containers.
- Industrial gas supplier.
- Concrete roof tiles and roof trusses.
- Packaging material: International bag buyers.

Enterprise Support

SMME's supported through training

Training type	Date	No of SMME's trained
Digital Entrepreneurship	27 June 2023	58
Plant Diseases (Vegetables)	30 March 2023	30
Risk Insurance		62
STEMI (Science, Technology, Engineering, Mathematics Innovation)	10 August 2023	35
Tourism Safety Monitoring	January 2021 –Oct 2022 Graduation March 2023	14

The Small, Medium and Micro Enterprises including informal businesses within the Municipal area contributes to the Local Economy of the municipality and community members benefits enormously. Due to high unemployment rate, the community seeks for opportunities within all sectors: retail, agriculture, services and manufacturing.

There is a serious need for business infrastructure in townships and rural areas as funding institutions do not cater for building facilities. Small Industries need to be prioritized.

Entrance and growth within the business sector is challenged by government red tape especially when it comes to the following main aspects:

- Access to business land,
- Funding,
- Compliance processes (e.g. EIA),
- Access to markets, etc.

This results in limited growth, and stagnant or dropping economy.

The Municipality, Government Departments, Agencies, Private Sector and NGO's provide support to local enterprises including the Informal sector.

117 SMMEs received training and skills as empowerment to run local businesses and to create more jobs.

Business Licensing

The North West Provincial Department of DEDECT is in the process of taking over the Business Licensing authority of businesses within the Province. The Business Licensing regulations are completed and will be implemented in the near future.

The new Business Licensing Act encompasses all types of businesses whilst, the Municipal Business Licensing Policy catered only for perishable food stores, renewable on annual basis.

Awareness campaigns will be embarked on to introduce new business licensing regulations that are about to be implemented in the North West Province.

Social Economic Empowerment

Coordination and Facilitation of Jobs Creation as at 2022/2023 Financial Years:

Community Works Program of COGTA	1 234
Rea dira EPWP Grants	80
Public Safety (Facilities)	250
Community Services (Environment & Waste)	242
MIG Projects & other ITS Grants	122
Office of the Executive Mayor	200
Total	2128

3.6. Tertiary Sector

Tourism

The Madibeng Local Municipality has three major tourism attractions situated in its area of jurisdiction. The Magaliesberg Mountain ranges extends in the east-west direction across the southern half of Madibeng. It was proclaimed Protected Environmental Area due to its ecological importance and therefore, development on this area must be done bearing in mind that there is least impact on the natural environment.

Hartbeespoort Dam is located in the southern part of Madibeng and is fed by Crocodile River. With regard to tourism, Hartbeespoort Dam is the major open space within Madibeng. The Magaliesberg Mountain Range, Hartbeespoort Dam as well as its shores is preferred by most people for residential purpose as well as weekend-tourist attraction.

Historical and Archaeological Sites are located in the Magaliesberg and Witwatersberg surroundings. Situated on the south of Witwatersberg is the Cradle of Humankind which is proclaimed as a World Heritage Site. There are also farm buildings dating back to the 20th century which are proclaimed National Monuments as well as archaeological site on these mountain ranges of Magaliesberg and Witwatersberg. Also historic elements such as old forts and fortifications of historic battlefields including categorizations of prehistoric farming, mining, metal production as well as village building in Africa.

Madibeng is rich in culture and heritage, and to increase the length of stay of tourists in the area a list of things to do and places of interest are listed below:

Arts & Culture: at Damdoryn offers, amongst others, a wide variety of handmade curio and other interesting items. Currently the area needs a lot of renovation to enhance its vibe.

Science & Nature: Natural attractions of the town include the 40,000ha Vaalkop Dam Nature Reserve where bird-watchers can spot over 340 species. The De Wildt Cheetah Research Centre, which specialises in breeding cheetah and other endangered species. The owl rescue centre at Hartbeespoort Dam

Entertainment: Famous herbalist Margaret Roberts has her wonderful herb garden in Brits, and visitors can view the garden and buy herbal products. Hartbeespoort is also the home of the Welwitchia Country market, Harties aerial cableway, monkey- and elephant sanctuary, crocodile farm, as well as snake and animal park mentioned earlier under game farming.

Sport: The well known Hartbeespoort Dam is extremely popular for its water sports, i.e. fishing, sailing, boating and water-skiing. The adventurers can enjoy, amongst others, river rafting and absailing. There is also a zip-line tour where tourists can have an air adventure, moving in the air near Broederstroom, at Amazingwe and it is called Amazwingzwing. There are also a number of excellent golf courses in the Madibeng area.

Tourism has great potential for growth and contribution to the local economy. That can be realized with more government. Law and order are great enhancers of tourism. Enforcement of Municipal by-laws to regulate tourism economic activities as required by applicable legislation.

Compliance:

- Re-zoning processes through Municipal Departments for new businesses. e.g. Town planning Division
- Monitoring of businesses by law enforcement officers including penalties
- Affiliation to the tourism associations (compulsory)
- Assistance with accessing and grading processes through partnerships (grading made compulsory)
- Tourism road signs e.g. Municipal roads
- Tourism signage
- Tour Guides
- Tour Operators

Tourism Associations

There is a need to revive both the emerging and established Tourism product owners associations across the entire Municipality.

Financial Viability

4.1. Overview Of The Budget

National Treasury has set out the requirements for funding the budget and producing a credible budget. Attention is given to Section 18(1) of the MFMA, which states that an annual budget may only be funded from:

- Realistically anticipated revenues to be collected;
- Cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and
- Borrowed funds, but only for the capital budget referred to in section 17(2).

Achievement of this requirement in totality effectively means that a Council has "balanced" its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows.

THE 2023/24 MTREF HAS BEEN COMPILED TAKING INTO ACCOUNT THE FOLLOWING:

The National Treasury estimates real economic growth of 0.6 per cent in 2023. This is a decrease from growth of 0.8 per cent projected in the 2023 MTBPS due to weaker than expected outcomes in the third quarter of 2023, resulting in downward revisions to household spending growth and spending on gross fixed investment. GDP growth is projected to average 1.6 per cent from 2024 to 2026 as the frequencies of power cuts declines, lower inflation supports household consumption, and employment and credit extensions recover gradually. New energy projects will improve fixed investments and business sentiment.

To accelerate GDP growth after an extended period of weak economic performance, South Africa needs large-scale private investment. Government is working to improve the fiscal position, complete structural reforms and bolster the capacity of the state to reduce borrowing costs, raise confidence, increase investment, and put the economy on a higher job creating growth path.

The following macro-economic forecasts must be considered when preparing the 2024/25 MTREF municipal budgets.

Table 1: Macroeconomic performance and projections, 2021 - 2026

Fiscal year	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual	Estimate	Forecast		
CPI Inflation	6.9%	6.0%	4,9%	4.6%	4.6%

Source: 2024 budget review.

Note: the fiscal year referred to is the national fiscal year (April to March) which is more closely aligned to the municipal fiscal year (July to June) than the calendar year inflation.

Headline inflation is projected to moderate from 6 per cent in 2023 to 4.9 per cent in 2024 and 4.6 per cent in 2025 and 2026 as food and fuel inflation continue to decline. In 2023 food inflation slowed less than expected due to power cuts and rand depreciation, keeping imported food costs high. An avian influenza outbreak also increased the costs for poultry and eggs. These factors are expected to dissipate over the medium term.

The current economic challenges in the country place pressure on households' ability to pay municipal accounts, therefore municipal own revenue generation gets affected.

KEY FOCUS AREAS FOR THE 2023/24 BUDGET PROCESS

Local government conditional and unconditional grants allocations

Net reductions of R80.6 billion to main budget non-interest expenditure are identified across the three spheres of government over the MTEF in comparison to the 2023 budget estimates. Among these 2024 MTEF fiscal consolidation reductions, local government has the smallest contribution. Over the 2024 MTEF, the local government equitable share and direct conditional grants will be reduced by a total of R15.5 billion, made up of R9.6 billion in the local government equitable share and R5.9 billion in direct conditional grants. Despite reduction, local government equitable share growth remains high with transfers to local government significantly increasing by 5.2 per cent annually, driven mainly by the strong growth of local government equitable share by 6.1 per cent. National revenue share increases by 2.6 per cent annually, while transfers to provinces grow by 3.8 per cent annually, with the equitable share growing faster than conditional grants. There were no proposed reductions on the sharing of the general fuel levy to the metropolitan municipalities.

- **Notable changes to the conditional grants system**

Given the ongoing review of the conditional grants system, very minimal changes were proposed to local government conditional grants. The proposed changes indicate a continued focus on enabling municipalities to improve service delivery to communities.

- **New conditional grant for smart prepaid meters**

A new indirect grant, which will be managed by the National Treasury will be introduced in 2024/25. This grant will present an important opportunity for municipalities in the debt relief programme. While debt relief is a critical component of supporting struggling municipalities, it is important to also provide the municipalities with the tools and the necessary funding to improve their operations and long-term sustainability.

This new indirect conditional grant for smart prepaid meters is a meaningful step towards providing municipalities with the financial support they need to better manage their utilities, by ensuring timely and accurate billing; reducing losses; and enhancing operational sustainability. Municipalities will be able to manage their utility services and provide to water and electricity services effectively and efficiently. The grant will initially focus on providing debt relief for Eskom and will be implemented targeting specific municipalities in its initial years.

- **Improving regulatory levers and reforms**

By enhancing the usage of regulatory frameworks in the conditional grants system, the government is taking steps to ensure that municipalities prioritise critical projects and utilise resources effectively. The use of results from the Department of Water and Sanitation's Watch Reports in the prioritisation of water and sanitation projects funded from general-purpose grants such as the integrated urban development grant (IUDG), and municipal infrastructure grant (MIG), will improve the quality and impact of these projects. Further, requiring municipalities to use the results of green drop, blue drop and no drop assessments in planning and prioritising projects will drive greater accountability and transparency in the use of grant funds, promoting sustainable and effective service delivery.

Other matters as outlined in MFMA Circulars No. 28, 42, 51, 54, 55, 58, 59, 66, 67, 70, 71, 72, 74, 75, 78, 79, 85, 86, 89, 91, 93, 94, 98, 107, 112, 115, 122, 123, 126, 127 and budget related regulation no 32141 of 17 April 2009 and Chapter 4, 7 etc. of the MFMA

4.2. Executive Summary

The proposed budget of Madibeng Local municipality for the 2024/25 financial year totals R 3 billion, comprising of R 2.7 billion Operating Expenditure and R 346.2 million for Capital expenditure. The total Revenue budget has increased by R194.2 million or 7% when compared with the 2023/24 Original Budget and has increased by R 202.9 million or 7% compared with the 2023/24

Adjustment Budget. The total Expenditure budget has increased by R 159.5 million or 6% when compared with the Original budget and has increased by R 174 million or 6% when compared with the adjusted budget. The municipality's surplus has increased from R4.7million in 2023/24 to R39.4million in the 2024/25 and for the two outer years R 78.7million and R 148.7million. The municipality's capital expenditure has decreased with R -15.6 million or -5% when compared to 2023/24 original budget and has increased by R 16.9 million or 5% when compared with to 2023/24 Adjustment Budget.

TABLE 2: CONSOLIDATED OVERVIEW OF THE 2024/2025 - 2026/2027 BUDGET

Description	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue	2 556 367	2 556 367	2 750 627	2 953 528	3 187 808
Expenditure	2 551 637	2 537 099	2 711 173	2 874 792	3 039 039
Surplus/(Deficit)	4 730	19 268	39 454	78 736	148 769
Capital Expenditure	361 808	329 291	346 202	357 965	388 506
Surplus/(Deficit)	2 913 445	2 866 390	3 057 375	3 232 757	3 427 545

Load-shedding and culture of non-payment by consumers has had strong impact on revenue collection. The municipality is facing serious challenges of revenue collection hence the collection rate of the past 8 months is averaging 80%.

Billing VS Collection as at end of February 2024

Period	Billing	Receipts	Variance	Payment rate	Prepaid Electricity Sales
	R	R	R	%	R
July 2023	131 226 195	93 472 995	37 753 200	71.23%	9 580 005
August 2023	143 451 721	96 760 512	46 691 209	67.45%	9 181 533
September 2023	78 962 358	107 247 856	(28 285 498)	135.82%	8 115 088
October 2023	119 850 022	103 536 361	16 313 661	86.39%	8 767 389
November 2023	137 023 848	137 492 107	(468 259)	100.39%	8 733 177
December 2023	139 198 926	104 431 196	34 767 730	75.02%	9 107 416
January 2024	140 715 008	101 469 820	39 245 188	72.11%	8 725 815
February 2024	136 889 987	81 140 195	55 749 792	59.27%	8 422 886
Total	1 027 318 064	825 551 042	201 767 022	80.36%	70 633 309

Cash Flow

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
	R thousand Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates	–	458 137	194 464	302 688	287 688	287 688	129 036	289 558	299 834	354 375
Service charges	–	838 445	651 888	687 743	705 151	705 151	469 811	899 653	1 013 640	1 052 818
Other revenue	–	1 971 839	2 326 091	18 787	27 787	27 787	1 133 227	17 303	866	39 580
Transfers and Subsidies - Operational	–	14 257	268 876	1 056 212	1 056 212	1 056 212	794 035	1 127 958	1 186 785	1 252 175
Transfers and Subsidies - Capital	–	308 285	243 889	369 808	341 516	341 516	241 021	354 202	365 965	396 506
Interest	–	6 753	16 453	14 638	14 638	14 638	10 784	17 920	18 745	19 588
Payments										
Suppliers and employees	–	(2 325 374)	(3 152 533)	(2 240 007)	(2 986 283)	(2 986 283)	(1 867 557)	(2 708 088)	(2 874 792)	(2 194 825)
NET CASH FROM/(USED) OPERATING ACTIVITIES	–	1 272 342	549 128	209 869	(553 290)	(553 290)	910 357	(1 494)	11 044	920 217
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Decrease (increase) in non-current investments	1 597	(150)	22 259	(10 906)	–	–	27	–	–	–
Payments										
Capital assets	–	(270 352)	(345 397)	(361 808)	(353 871)	(353 871)	(180 897)	(346 202)	(357 965)	(396 506)
NET CASH FROM/(USED) INVESTING ACTIVITIES	1 597	(270 502)	(323 138)	(372 714)	(353 871)	(353 871)	(180 870)	(346 202)	(357 965)	(396 506)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Increase (decrease) in consumer deposits	–	–	–	–	–	–	2 732	–	–	–
Payments										
Repayment of borrowing	–	–	–	–	–	–	–	(47 602)	(99 171)	(178 507)
NET CASH FROM/(USED) FINANCING ACTIVITIES	–	–	–	–	–	–	2 732	(47 602)	(99 171)	(178 507)
NET INCREASE/ (DECREASE) IN CASH HELD	1 597	1 001 840	225 990	(162 845)	(907 161)	(907 161)	732 219	(395 298)	(446 092)	345 204
Cash/cash equivalents at the year begin:	234 197	124 651	204 330	3 839	3 839	3 839	–	10 169	(385 129)	(831 221)
Cash/cash equivalents at the year end:	235 794	1 126 491	430 321	(159 006)	(903 322)	(903 322)	732 219	(385 129)	(831 221)	(486 017)

The budgeted cash flow statement is the first measurement in determining if the budget is funded. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget. It needs to be noted that covid-19 had a big impact on revenue collection, especially full implementation of credit control policy.

The municipality currently cannot pay its creditors within 30 days. It has entered into payment arrangements with bulk suppliers but does not help cause the municipality keeps defaulting. It is in this regard that the Municipal Council of Madibeng recognise the impact of the past bad financial management practices that are negatively impacting the financial sustainability of the Municipality.

Therefore, Council should ensure that all stakeholders assess the implementation of both financial plan and the revenue enhancement strategy on a monthly basis to ensure that future generations do not become over burdened by unsustainable financial decisions by the current generation.

The municipality is technically bankrupt, it can be seen that the cash levels will not be able to address the creditors balances on the table below. The deficit cash at the end of 2024/25 is R -385.1million and R -831.2million for 2025/26 and R -486million for 2026/27 financial years.

Creditors age analysis as at February 2024

Description	Current Year 2023/24									Prior year totals for chart (same period)
	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total	
R thousands										
Creditors Age Analysis By Customer Type										
Total By Customer Type	105 147	63 357	75 090	140 379	93 234	107 294	100 651	394 417	1 079 570	769 361

Financial management reforms emphasises the importance of municipal budgets being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital budget. For this reason the Madibeng Municipal Council has to review the current financial plan and if it doesn't assist the institution to improve cash flow, the municipality must redraft a new financial plan to ensure that all financial planning is based on a structured and consistent methodology thereby ensuring long-term financial affordability and sustainability.

To ensure that financial plan is based on a structured and consistent methodology thereby ensuring long-term financial affordability and sustainability, these activities are included:

- Speeding the process of registering established townships that are not yet registered.
- Installation of services meters on areas with services but without metering.
- Linking of meters to the billing system.
- Consistence and accurate meter readings.
- Ensuring implementation of credit control.
- Debt collection on existing debts.
- Coordinating taking over of revenue earning infrastructure owned by other state entities (Eskom and City of Tshwane).

Also part of the financial plan is to implement cost containment. As a result the following activities are included:

- Capping overtime claims to only 40 hours and ensuring that it's only those entitled by law to work overtime
- Introduction of shift system to those employees whom the municipality deems to be working on shift.
- Reduction of consultants costs
- Reduction of Contracted service costs etc.

4.3. Revenue

Similar to the rest of government, municipalities face a difficult fiscal environment. Even as demand for services rises, weak economic growth has put stress on consumers' ability to pay for services, while transfers from national government are growing more slowly than in the past. Some municipalities have managed these challenges well, but others have fallen into financial distress and face liquidity problems. These include municipalities that are unable to meet their payment obligations to Eskom, water boards and other creditors. There is a need for municipalities to focus on collecting revenues owed to them and eliminate wasteful and non-core spending.

Some municipalities are experiencing serious liquidity challenges. Therefore, the municipality leadership is advised to:

- Decisively address unfunded budgets by reducing non-priority spending and improving revenue management processes to enable collection; and
- Address service delivery failures by ensuring adequate maintenance, upgrading and renewal of existing assets to enable reliable service delivery.

Municipalities are reminded that the local government equitable share allocation is mainly to fund the costs of free basic services and to subsidise the administrative costs of the smaller and more rural municipalities. The increasing unemployment and growth in the number of persons per household means that the revenue foregone in respect of free basic services will likely increase, and it will become even more difficult to collect revenue.

a) Tariffs

Reference is made to MFMA Circular No. 93, paragraph 3.1 and No. 98, paragraph 4.1. The emphasis is on municipalities to comply with Section 18 of the MFMA and ensure that they fund their 2024/25 MTREF budgets from realistically anticipated revenues to be collected. Municipalities are cautioned against assuming collection rates that are unrealistic and unattainable as this has been identified as a fundamental reason for municipalities not attaining their desired collection rates.

The proposed tariff increases from various sector departments were also considered.

- Consumer Price Index (CPI) of 4.9 per cent;
- Rand-Water tariff increase of 5,9%; and
- City of Tshwane Tariff increase.
- NERSA increase of 12.7%

National Treasury encourages municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation is forecasted to be within the lower limit of the 3 to 6 per cent target band; therefore, municipalities are required to **justify all increases in excess of the projected inflation target for 2024/25** in their budget narratives and pay careful attention to tariff increases across all consumer groups.

The proposed main average tariff increases are as follows:

Table 3: Proposed Tariff Increase Percentage

Description	Approved Previous Year 2022/23	Approved Current Year 2023/24	MTREF		
			Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27

Property rates	0%	0%	4.9%	4.6%	4.6%
Electricity	9.6%	5.3%	12.7%	15.7%	15.7%
Water	4.8%	5.3%	4.9%	4.6%	4.6%
Sewerage	4.8%	5.3%	4.9%	4.6%	4.6%
Refuse Removal	4.8%	5.3%	4.9%	4.6%	4.6%
Surcharges	4.8%	5.3%	4.9%	4.6%	4.6%
Other services	4.8%	5.3%	4.9%	4.6%	4.6%

**it needs to be noted that the electricity tariff increase percentage is an indicative percentage, we have not received the guideline from NERSA yet. The municipality still has to apply for tariff increase at NERSA. Therefore the electricity tariff increase may change depending on approval by NERSA*

b) Transfers and Grants Allocation

Revenue from grant funding is set out in Division of Revenue Act (DORA) and the Provincial Gazette. The total transfers and grants allocated to the municipality is R 1.482 billion in the 2024/25 financial year and the allocation for 2025/26 and 2026/27 amount to R 1.552 billion and R 1.640 billion.

The total operating transfers and grants for the 2024/25 financial year amount to R 1.127 billion, R1.186 billion and R 1.244 billion for the 2025/26 and 2026/27 financial years.

The infrastructure grant for the 2024/25 financial year is appropriated at R354.2 million. And the allocation for the two outer years is estimated at R 365.9 million and R 394.8 million respectively.

Table 4 below gives a breakdown of the various Grants and subsidies allocated to the municipality over the medium term period.

Table 4: Transfers and Grant Allocations

Description	Budget Year 2022/2023	Budget Year 2023/2024	Budget Year 2024/2025	Budget Year +1 2025/2026	Budget Year +2 2026/2027
	R'000	R'000	R'000	R'000	R'000
Equitable Share	941 456	1 052 334	1 123 765	1 183 885	1 241 275
Financial Management Grant	2 900	2 900	2 900	2 900	2 900
Expanded Public Works Programme	1 094	978	1 293		
Library Grant	166				
Municipal Infrastructure Grant	324 408	339 658	329 018	345 965	377 506
Integrated National Electrification	45 500	30 150	25 184	20 000	19 000
Total Grants & Subsidies	1 315 524	1 426 020	1 482 160	1 552 750	1 640 681

Transfers and Grant Allocations in Kind

The total grant allocation in kind for the 2024/25 amount to R 68.6 million. The allocation for the two outer year's amount to R 165.3 million and R 109.4 million.

Table 5 below provides the details of Transfers and Grant Allocations in Kind for Madibeng Local Municipality over the MTREF period.

Table 5: Transfers and Grant Allocations in Kind

Description	Budget Year 2022/2023	Budget Year 2023/2024	Budget Year 2024/2025	Budget Year +1 2025/2026	Budget Year +2 2026/2027
	R'000	R'000	R'000	R'000	R'000
Eskom grant	61 411	46 860	16 019	120 247	64 379
Regional Bulk infrastructure Grant	105 608	134 887	35 000	28 112	28 112
Water Services Infrastructure Grant	47 400	20 000	17 650	17 000	17 000
Total Grants in kind	214 419	201 747	68 669	165 359	109 491

Even though the municipality would not be the implementing agent or fully responsible for implementation, it is recommended that the progress should be monitored and be reported accordingly. The Infrastructure and Technical Services Department will liaise with the implementing agents from time to time to monitor the progress and provide feedback thereof. The allocation will be transferred directly to:

- Eskom; and
- Department of Water and Sanitation.

4.4. Operating Revenue

Local government confronts tough fiscal choices in the face of financial and institutional problems that result in service-delivery breakdowns and unpaid bills. Municipalities are encouraged to offset these trends by improving own revenue collection, working more efficiently and implementing cost containment measures.

Reference is made to MFMA Circular No. 93, paragraph 3.1 and No. 98, paragraph 4.1. The emphasis is on municipalities to comply with Section 18 of the MFMA and ensure that they fund their 2023/24 MTREF budgets from realistically anticipated revenues to be collected. Municipalities are cautioned against assuming collection rates that are unrealistic and unattainable as this has been identified as a fundamental reason for municipalities not attaining their desired collection rates.

Municipalities are reminded that the local government equitable share allocation is mainly to fund the costs of free basic services and to subsidise the administrative costs of the smaller and more rural municipalities

The total Revenue budget has increased by R194.2 million or 7% when compared with the 2023/24 Original Budget and has increased by R 202.9 million or 7% compared with the 2023/24 Adjustment Budget.

The following graph gives a breakdown of the main Revenuecvx categories for the 2024/25 financial year.

REVENUE BUDGET 2024/25

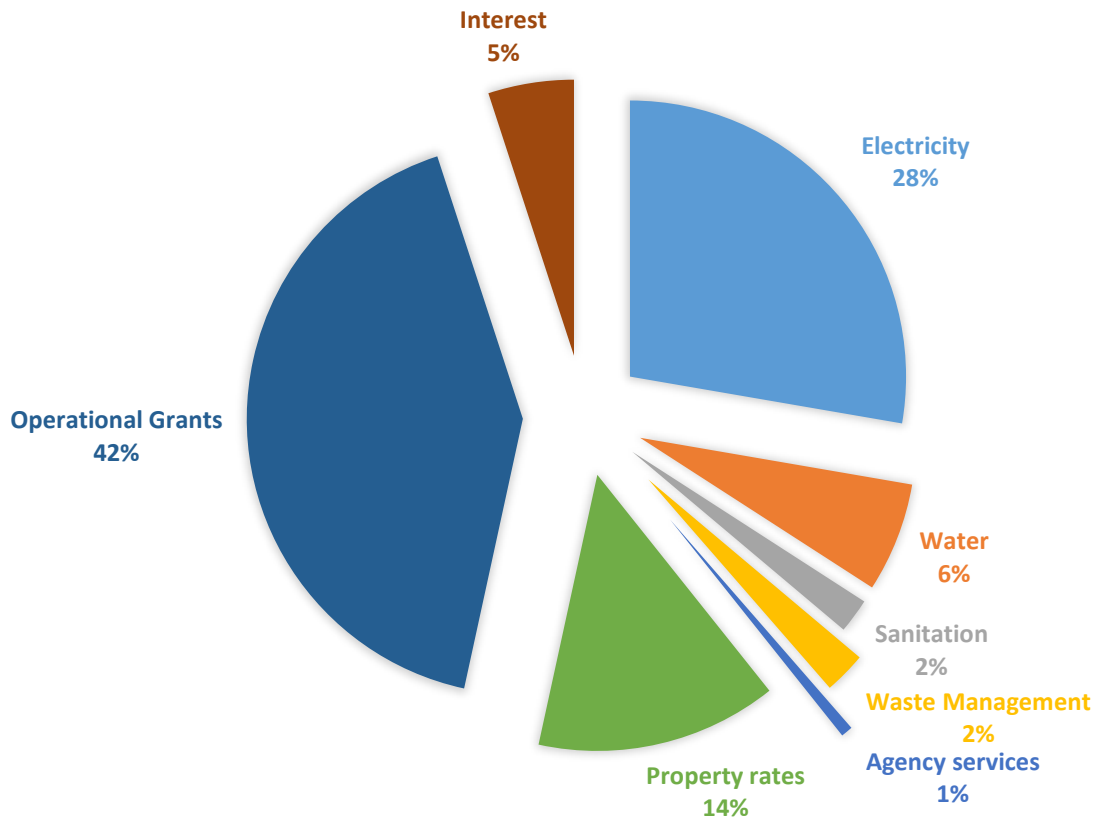


Table 6: Summary of Operating Revenue by Revenue Source

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue										
Exchange Revenue										
Service charges - Electricity	522 622	561 615	600 942	675 095	685 895	685 895	446 831	757 422	875 015	1 012 227
Service charges - Water	171 430	142 139	166 205	161 956	161 956	161 956	56 187	175 088	181 992	190 181
Service charges - Waste Water Management	54 361	47 834	51 852	51 710	51 910	51 910	19 578	55 120	50 590	52 867
Service charges - Waste Management	55 580	57 181	60 288	63 442	64 442	64 442	43 177	67 229	69 736	72 874
Sale of Goods and Rendering of Services	5 151	4 578	5 265	5 452	5 461	5 461	2 818	4 690	4 906	5 126
Agency services	12 591	14 180	17 664	14 000	14 000	14 000	-	18 833	19 653	20 493
Interest earned from Receivables	75 209	76 520	56 240	67 109	67 109	67 109	43 960	69 171	72 353	75 609
Interest earned from Current and Non Current										
Assets	5 867	6 753	16 459	14 638	17 738	17 738	10 905	17 920	18 745	19 588
Rent on Land	-	-	8	10	10	10	-	7	8	8
Rental from Fixed Assets	4 878	1 837	1 923	2 205	2 205	2 205	1 395	2 064	2 159	2 256
Licence and permits	4 868	6 433	6 724	37	37	37	30	32	33	35
Operational Revenue	163	2 397	349	2 333	2 333	2 333	981	1 237	1 248	1 259
Non-Exchange Revenue										
Property rates	336 843	293 589	413 604	403 585	383 585	383 585	240 692	386 078	399 779	417 769
Fines, penalties and forfeits	3 006	3 643	6 366	3	3	3	0	8 991	9 406	9 829
Licences or permits	-	-	-	500	500	500	-	525	549	573
Transfer and subsidies - Operational	913 335	836 190	955 504	1 064 212	1 064 850	1 064 850	792 339	1 135 958	1 194 785	1 252 175
Interest	39 614	22 520	32 169	30 082	34 334	34 334	31 243	50 071	52 374	54 731
Gains on disposal of Assets	(585)	1 270	(830)	-	-	-	-	-	-	-
Other Gains	701	74	167	-	-	-	211	189	198	207
Total Revenue (excluding capital transfers and contributions)	2 205 633	2 078 753	2 390 897	2 556 367	2 556 367	2 556 367	1 690 347	2 750 627	2 953 528	3 187 808

The collection rate for the past eight months billing against the receipts is average 75% and provision for doubtful debts is 25%. The 2023/24 Operating Revenue projections takes in to consideration the past eight-month's performance and the audited performance.

KEY REVENUE ENHANCEMENT STRATEGIES

1. The process of indigent registration is ongoing.
2. An investigation will be done on those accounts which are irrecoverable but they do not fall under the category of indigents, so that they can be written off in terms of the write off policy. This is in line with the guideline on processes to follow before writing off bad debts as irrecoverable, amongst those is making a determination whether the consumer is insolvent, untraceable or sequestrated. Failure to follow the guideline will result in a material irregularity by the municipality.
3. Replacement of meters is in progress and as at end February 2024, 6500 electricity and 7600 water meters had been replaced. The intention with the meter replacement exercise is to ensure that all faulty bulk meters are replaced by 31 December 2024.
4. The municipality currently has approximately 16 000 accounts in rural areas, for whom the municipality is planning on implementing a flat rate as previously approved by Council. If implemented, the implementation of the flat rate has the potential to increase our budgeted revenue by R 13, 824,000.00 per annum assuming that the flat rate is set at R 72 per household. However, prior implementation of the flat rate, a feasibility study needs to be conducted to ensure accuracy of the information we have in the financial system and the cost of implementation thereof.
5. As part of cost containment strategies to be implemented in minimizing the cost of bulk water supply from City of Tshwane and water tankering services, the municipality intends to conduct a feasibility study on the exploration of ground water supply as an alternative source of water. The private sector, in particular the Northam Eland mine has been engaged as a potential source of funding for this exercise considering the poor financial state the municipality finds itself in. Engagements between the municipality's Department: Infrastructure and Technical Services and Northam Eland mine are ongoing to see the project to fruition. The success of the above project will relieve some of the stress on our already over-extended water infrastructure and will ensure consistent water supply to communities.
6. The municipality should embark on a process to take over the provision of services in those areas that are currently serviced by Eskom and City of Tshwane, thereby increasing our revenue base which will ultimately result in an increase in our billing and collection rate. Alternatively, an agreement must be reached with CoT to assist with credit control measures.
7. Fast-tracking the process of registering established townships that are not yet registered and the formalization of informal settlements with the aim of increasing our revenue base.
8. Reduction of overtime, contracted services, use of consultants and introduction of shift system for employee related cost.

It should be noted that the abovementioned revenue enhancement and protection strategies are not an exhaustive list of strategies to be implemented. The resuscitation of the Revenue Enhancement and Protection Committee will assist in formulating other strategies and the implementation thereof. The committee will report progress on its strategies to Council on a quarterly basis.

4.5. Operating Expenditure

Our municipality continues to face institutional challenges and mismanagement that result in bad debt accumulation, limited cash flows and consequent non-payment of creditors. Eskom and water boards are owed the greater percentage of the total municipal creditors; and protracted non-payment undermines the financial sustainability of these state-owned entities.

The non-payment of creditors is a symptom of underlying problems which include, among others, weaknesses in revenue collection and underinvestment in asset maintenance and renewal, which compromises the reliability of delivering basic services.

The total Expenditure budget has increased by R 159.5 million or 6% when compared with the Original budget and has increased by R 174 million or 6% when compared with the adjusted budget.

The following table gives a breakdown of the main expenditure categories for the 2024/25 financial year.

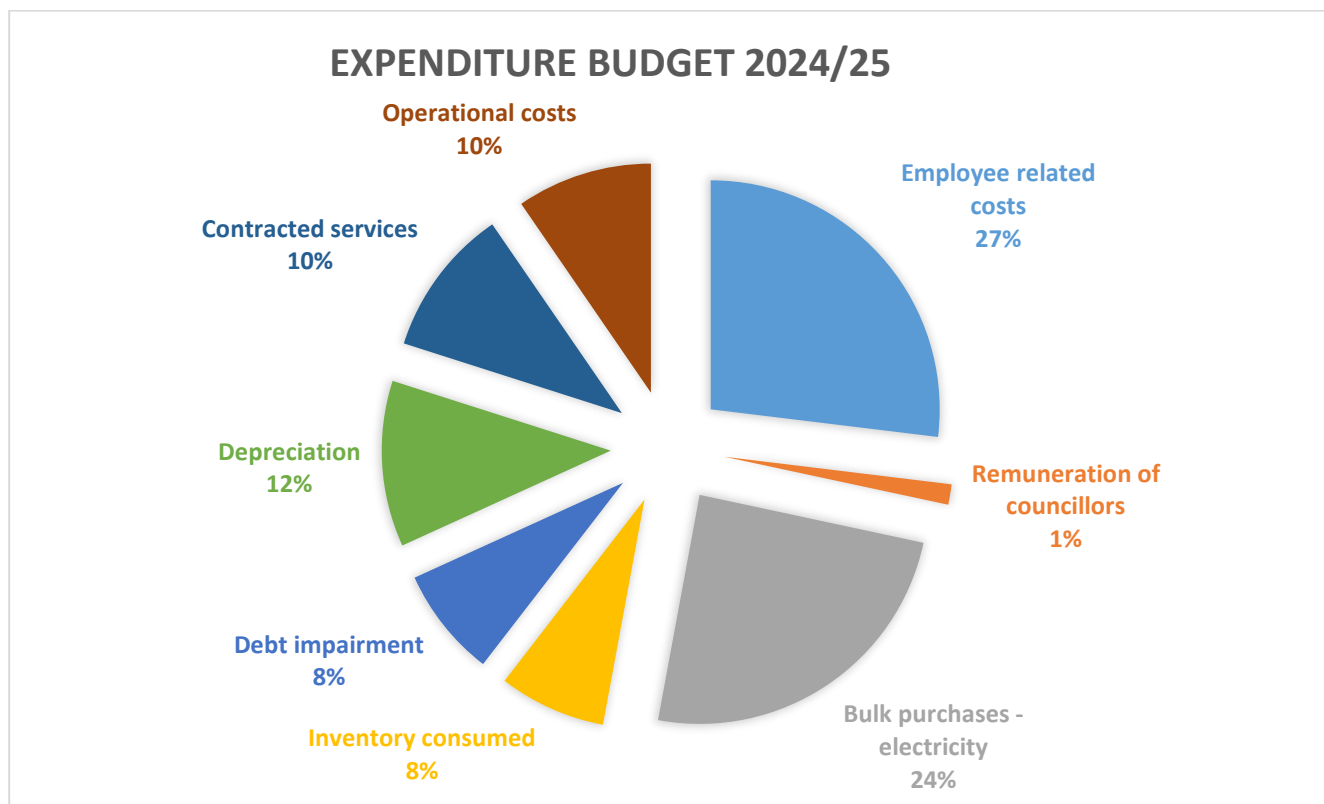


Table 7: Summary of Operating Expenditure by Classification

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
	R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26
Expenditure										
Employee related costs	591 539	638 673	652 263	695 456	696 056	696 056	465 803	730 202	773 791	818 162
Remuneration of councillors	31 660	32 005	34 256	37 450	37 450	37 450	24 083	38 861	40 648	42 477
Bulk purchases - electricity	628 351	670 408	723 581	525 638	546 638	546 638	474 826	665 720	696 343	727 678
Inventory consumed	22 877	26 099	34 868	188 685	188 685	188 685	28 494	204 931	214 563	224 195
Debt impairment	2 843	6 992	25 054	220 000	200 000	200 000	-	209 800	219 451	229 326
Depreciation and amortisation	322 897	337 457	316 128	350 000	330 000	330 000	-	317 937	332 562	347 528
Interest	21 981	16 580	61 558	67 500	75 500	75 500	53 355	43 233	45 222	47 257
Contracted services	256 534	330 460	314 922	257 837	293 354	293 354	197 166	284 572	326 362	366 403
Transfers and subsidies	11 892	6 530	6 674	7 000	7 000	7 000	6 969	7 343	7 681	8 026
Irrecoverable debts written off	49 959	-	(118 618)	-	-	-	94	-	-	-
Operational costs	198 040	99 217	284 540	202 071	221 157	221 157	144 592	209 232	218 857	228 705
Losses on disposal of Assets	2 069	581	-	-	-	-	-	-	-	-
Other Losses	1 083	152	2 159	-	-	-	(340)	(657)	(688)	(719)
Total Expenditure	2 141 724	2 165 155	2 337 386	2 551 637	2 595 840	2 595 840	1 395 041	2 711 173	2 874 792	3 039 039
Surplus/(Deficit)	63 909	(86 401)	53 511	4 730	(39 474)	(39 474)	295 305	39 454	78 736	148 769

ANALYSIS OF SOME OF THE PROPOSED EXPENDITURE

Employee related cost increased by R 34.1m or (4.7%) from the adjusted budget and it contribute 27% of the total expenditure budget.

The Salary and Wage Collective Agreement for the period 01 July 2021 to 30 June 2024 has come to an end and a new agreement is under consultation, which is anticipated to consider the current fiscal constraints faced by government. Therefore, in the absence of any information in this regard from the South African Local Government Bargaining Council (SALGBC), municipalities are advised to consider their financial sustainability when considering salary increases. It has been observed over the previous years that salary increases were above inflation and has posed challenges to most municipalities' sustainability. In addition, municipalities that could not afford such increases did not apply for exemption as provided by SALGBC.

Therefore, municipalities are urged to consider projecting salary and wage increases that would reflect their affordability given the current economic challenges. Municipalities that are already not in a position to afford the current wage cost, would have to limit the increase in the 2024/25 MTREF and to exercise the option for exemption for any negotiated increase above the level of their affordability.

Remuneration of councillors increased by R 1.4m or 3.6% from the adjusted budget and it contribute 1% of the total expenditure budget.

Municipalities are advised to budget for the actual costs approved in accordance with the Government Gazette on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances and Benefits of different members of municipal councils published annually between December and January by the Department of Cooperative Governance. It is anticipated that this salary determination will also take into account the fiscal constraints. Municipalities should also consider guidance provided above on salary increases for municipal officials during this process. Any overpayment to councilors contrary to the upper limits as published by the Minister of Cooperative Governance and Traditional Affairs will be irregular expenditure in terms of section 167 of the MFMA and must be recovered from the councilor(s) concerned.

Bulk Purchases – Electricity decreased by R 119m or (17.9%) from the adjusted budget and it contribute 25% of the total expenditure budget.

Inventory consumed decreased by R 16.2m or (7.9%) from the adjusted budget and it contribute 8% of the total expenditure budget.

Contracted Services decreased by R -8.7m or (-3.1%) from the adjusted budget and it contribute 10% of the total expenditure budget. This expenditure includes amongst others:

Other Expenditure decreased by R11.9 or (5.7%) from the adjusted budget and it contribute 8% of the total expenditure budget.

STRATEGY PHASE

5.1. Vision

To be the prosperous platinum and green tourism city.

The vision building blocks are as follows:

Prosperous	economically healthy and growing
Platinum	high value resource; mining
Green	agriculture; natural beauty; water

Reposition, Rebranding and Renewal

The 5th Administration introduced new policy initiatives to fast track service delivery to the people of Bokone Bophirima. The RRR is anchored on five concretes which is aligned with the Municipal Vision in order to achieve green tourism city.

5.2. Mission

To strive to remain accountable in rendering affordable qualitative and sustainable services to our community in line with our constitutional obligation.

5.3. Values

Transparency	Openness, honesty; information sharing and availability; clarity
Discipline	Legal, moral and ethical self-control; accountability for
Integrity	Commitment, respect, true to self and even in absence of others
Accessibility	To councilors, managers, facilities, services and information
Accountability	Responsibility
Professionalism	Time management, image and conduct
Value for money	Worthwhile; fair exchange
Communication	Quality information, timeously and in the right way

5.4. Background

The Integrated Development Plan (IDP) is the Municipality's principal five-year strategic plan required by Municipal Systems Act, Act 32 of 2000.

An IDP deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

The IDP

- is adopted by the council within one year after a municipal election and remains in force for the council's elected term (a period of five years);
- is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- guides and informs all planning and development, and all decisions with regard to planning, management and development;
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

The IDP is the principle strategic planning instrument which guides and informs all planning, development and decisions in the municipality.

The IDP must align with national and provincial strategies. It is operational through strategic policies as well as directorate and departmental business plans which focus on implementing the vision, objectives, projects and programmes of the IDP. The IDP is reviewed on an annual basis. The IDP is contemplated by governance plans, operational plans, corporate services plans, financial plans, spatial rationale plans, service delivery plans and other support services plans.

5.5. Executive Summary

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

Madibeng is a category B Municipality, functioning through the Executive Mayoral System. The Municipality was recently demarcated into 41 wards and the Municipal Council comprises of 82 Councillors, (of which 10 are members of the Mayoral Committee), with Chairperson of Municipal Public Accounts Committee (MPAC), Speaker of Council, Single Whip of Council and Executive Mayor.

Madibeng consists of several urban and rural areas, 9 000 farm portions, as well as a proper established and serviced industrial area. There are 43 villages, 6 Townships and 7 small dorpias.

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

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

Batang Tribal Office, Maboloka

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. Furthermore the Lanseria Airport is situated a mere 40 kilometres from Brits.

Natural Resources	
Natural Resources	Relevance to community
Chrome	3 rd largest chrome producer in the world- employs a larger number of the workers around Madibeng.
Platinum	Richest Platinum Group Metals Reserve
Granite	Creating employment
Dams (Hartbeespoort, Klipvoor)	Reserve Water
Rivers (Crocodile)	Source of water
Mountains (Magaliesberg)	Recreational and Tourism

5.6. Public Participation

IDP & Budget Process

In terms of Section 25(1) of Municipal Systems Act, *Adoption of integrated development plans*, "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".

In terms of Section 28(1) of Municipal Systems Act, *Adoption of process*, "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.

In terms of Section 34 of Municipal Systems Act, *Annual review and amendment of integrated development plan*, "A municipal council:

- a) must review its integrated development plan –
 - i. annually in accordance with an assessment of its performance measurements in terms of section 41; and
 - ii. to the extent that changing circumstances so demand; and
- b) may amend its integrated development plan in accordance with a prescribed process.

2024/25 IDP Review Process Plan

The 2024/25 IDP Review Process Plan was adopted by Council on 07 September 2023.

According to the schedule of activities which forms part of the adopted IDP Review Process Plan, the Wards Public Participation process had to be conducted during October 2023.

Office of the Speaker of Council

Ward Councillors were requested to confirm the dates, time and venue through the Office of the Speaker of Council.

The Office of the Speaker of Council co-ordinated logistics in terms of securing the meetings, dates, venues and transport (where it was needed), and also responsible for attendance registers and minutes of meetings.

The proposed dates started from the 17th of October 2023 and ends on the 31st of October 2023.

Office of the Executive Mayor

The compilation of the 10 Task Teams were confirmed through the Office of the Executive Mayor.

IDP unit

The IDP unit were responsible for the consolidation of all wards meetings (i.e. agenda, minutes of meetings, attendance register, as well as respective ward needs).

Publication

The Wards Level Public Participation meetings were advertised in the Kormorant Newspaper on the 5th of October 2023.

Public Participations

The municipality conducted the ward level public participation meetings in all 41 wards from 17 October 2023 to 04 November 2023. All meetings were conducted successful.

IDP Representative Forum

The municipality held the successful IDP Representative Forum on the 30 November 2023 where the outcome of the public participation meeting were discussed and municipal wide needs were determined.

Outcome of IDP Ward Level Public Participation Process

The success rate of this exercise was 100% and the ward needs were prioritized as follows:

- Priority 1 : Water and Sanitation
- Priority 2 : Roads and stormwater
- Priority 3 : Land and Housing
- Priority 4 : Electricity
- Priority 5 : Social Services
- Priority 6 : Local Economic Development

Development of Strategies and Projects

The municipal departments were engaged to formulate the strategies base on the municipal wide priority needs. The process of reviewing strategic objectives, KPI and Targets was done on 23 - 24 January 2024 that informed the IDP and the mid-term assessment was also deliberated on.

The municipal department were further engaged more particularly service delivery department to draft proposed projects, guided by the community identified projects.

5.7. Prioritise Ward Needs And Projects

Ward 1			
No.	Needs	Projects	Areas
1.	Water and sanitation	<ol style="list-style-type: none"> 1.Rehabilitation of boreholes 2.Maintenance of boreholes (plan) 3.Bulk water borne toilets 4.Water borne toilets 5.VIP toilets 	<p>Legonyane, Sephai, Fafung, Rasai, Klipvoor, Vaalbosch, Rooival, Mmasebolana and Kwarriekraal</p> <p>All areas</p> <p>All areas</p> <p>Legonyane, Fafung, Rasai, Klipvoor, Vaalboschloot, Rooival and Mmasebolana</p> <p>All areas? Rooival, Vaalboschloot, Klipvoor, Kwarriekraal, Mmmupung</p>
2.	Roads and stormwater	<ol style="list-style-type: none"> 1.Upgrading of tarred roads 2.Gravelling/paving of internal roads 3.Storm water drainage 4.Upgrading of bridges and culverts 5.Road signs and fencing 	<ol style="list-style-type: none"> 1. Upgrading of Legonyane: Mamelodi to Lethabile (Mabosebolane road) 2. Upgrading of Fafung: Masilo road to Bus sleeping ground via Mologyane to Roma and Mmotong graveyard 3. Upgrading of Vaalboschloot bus road cuts across three villages 4. Upgrading of Kwarriekraal main road 5. Upgrading of Sephai road
3.	Electricity	<ol style="list-style-type: none"> 1.Extension to other areas 2.Maintenance of Apollo lights (energised) 3.Additional Apollo lights 4.Post connection 	All areas
4.	Land and housing	<ol style="list-style-type: none"> 1.PHP Houses 2.RDP Houses 	Fafung, Sephai, Rasai, Legonyane, Mmasebolana, Rooival and Mmupudung
5.	Social Services	<ol style="list-style-type: none"> 1.Development of Clinic 24 hrs 2.Maintenace of all community halls/schools 3.Development of waste disposal 4.Development of community halls 5.Development of parks 	<p>Fafung and Legonyane</p> <p>Rooival and Kwarriekraal</p>
6.	LED	<ol style="list-style-type: none"> 1.Creation of job opportunities 2.SMME development 	
Ward 2			
No.	Needs	Projects	Areas
1.	Water and Sanitation	<ol style="list-style-type: none"> 1.Water supply (30 years without Water) 2.Borehole and tanks/sewage 3.Extention of water pipes 4.New yard pipes connection 5.Reservoir to be installed to cater cluster 	Vaterval
2.	Roads and stormwater	<ol style="list-style-type: none"> 1.Recilling-Jericho to Rashoop and Mmupudung 2.Paving 3.Internal roads 	<ol style="list-style-type: none"> 1. Upgrading of Jericho to Mopudung road 2. Upgrading of Malateng Section to Morokwaneng section 3. Upgrading of Jericho to Roman Catholic church road
3.	Electricity	<ol style="list-style-type: none"> 1.High mast lights 	

		2.Streets lights 3.Power Station	
4.	Land and Housing	1.RDP Houses/houses Inspection before building 2.Follow-up on outstanding RDP houses	
5.	LED	1.Tourism 2.Arts and culture 3.Agricultural development 4.12 Million project of goat farming headed by woman 5.Sports field and multi-skill centre 6.Infrastructure	100 million injection, 20 million per annum
6.	Social Service	1. Need 24hrs operational clinic with sufficient medication clinic 2.Art and culture 3.Internship for youth at local schools 4.Renovation of preschools 5.Primary schools are over crowded	Internship for youth at local schools
Ward 3			
No.	Needs	Projects	Areas
1.	Water and sanitation	1.Yard connections 2.Boreholes fixed 3.Addition of water tankers 4.Stands pipes	All areas All areas All areas All areas
2.	Social services	1.Mobile/permanent clinic 24 hrs 2.Multi-purpose and skills development centre 3.EMS 4.Maintenance of cemetery 5.Food parcel 6.Outreach program 7.Enforcement of law and order 8.SNAP	Block C All areas
3.	Electricity	1.High mast lights (increase) 2.Solar geysers 3.Upgrade of network 4.Upgrade of streets lights 5.Yard connections	All areas All areas All areas All areas All areas
4.	Roads and storm water	1.Tarring/reseal of provincial roads (from Letlapeng to moonlight) 2.New road for Block D 3.Stormwater drainage 4.Speed humps 5.Pedestrian bridge 6.Road sign	1. Upgrading of mokgoko pass Boikhutso General to Ntolo road 2. Upgrading of Malatlheng to Botlana bottle Store road 3. Upgrading of Botlana to Moonlight road

5.	Land and housing	1. Formalization of rural areas 2. RDP houses 3. Rural subsidy houses	
6.	LED	1. WI-FI 2. Agriculture 3. Poverty alleviation programme and EPWP 4. Skills developments 5. Car wash 6. Rehabilitation centre 7. Mobile police station 8. CPF	
Ward 4			
No.	Needs	Projects	Areas
1.	Roads and stormwater	1. Paving of provincial road – from Z606 To Z608 2. Paving internal road 3. Construction of bridges 4. Café 2000 bridge stormwater channel	1. Upgrading of Corner Makeki road to Doornkop road (Z608) 2. Upgrading of From Café 2000 bridge to Maboloka bar 3. Upgrading of Khothoalo road to Old age, Silomo road (The road has underground water) and Brazil road
2.	Water and Sanitation	1. Water supply 2. Boreholes 3. Bulk pipeline from purification plant to Maboloka reservoir 4. VIP toilets	All areas
3.	Social services	1. Clinics and equipment staff 2. Library 3. Police station 4. Fencing of cemetery 5. Disability centre 6. Sports facilities and insurance fund for repairs of multi-purpose centre	
4.	Land and housing	1. PHP and RDP 2. Allocation of land for agricultural activities	All areas
5.	Electricity	1. Maintenance and additional high mast lights	

		2. Power station and mini sub-station	
6.	LED	<ol style="list-style-type: none"> 1. Job in mines 2. Skills development centre 3. Poverty relieve program 4. Business in mines 5. Food security programme 6. SMMEs/Cooperatives 7. Agriculture 8. Cultural village 	
Ward 5			
No.	Needs	Projects	Areas
1.	Roads and stormwater	<ol style="list-style-type: none"> 1. Paving 2. Upgrading of gravel and internal roads 3. Tarring/paving of bus roads 	<ol style="list-style-type: none"> 1. Upgrading of Bafokeng road 2. Upgrading of Selomo road 3. Upgrading of Komane road 4. Upgrading of Cafe 2000 road 5. Upgrading of Mphekwane road 6. Upgrading of Jake's road 7. Upgrading of Maripa's road
2.	Water and sanitation	<ol style="list-style-type: none"> 1. Sewer connection 2. Bulk water 3. Boreholes 	Maboloka, Lethabong section, Section D
3.	Social services	<ol style="list-style-type: none"> 1. Clinic 2. Police station 3. Fencing of cemeteries 4. Secondary school and technical school 5. Old age home and orphanage home 6. Multi-purpose centre 7. Sports centre 	Bafokeng Lethabong
4.	Land and housing	<ol style="list-style-type: none"> 1. PHP houses 2. RDP houses 	Bafokeng, Lethabong All sections, 1, 2, 3 and 4
5.	LED	<ol style="list-style-type: none"> 1. Agriculture, Poultry and Piggery 	Lethabong
6.	Electricity	<ol style="list-style-type: none"> 1. High mast lights/street lights and Solar system for back-up 2. Fibre connection 	Lethabong and maintenance Section 2, Section D
Ward 6			
No.	Needs	Projects	Areas

1	Roads and Stormwater	1.Construction of tarred road from L.L to checkers	1. Upgrading of Dolls In road 2. Upgrading of Tokyo road 3. Upgrading of Motholo road 4. Upgrading of Phuthanang road 5. Upgrading of Skori road
2	Water and sanitation	1.Water connections 2.Sewerage	
3	Social services	1.Need 24 hrs clinic 2.Need police station 3.Multi-purpose centre 4.Schools (technical and agricultural) 5.Fencing of cemetery 6.Waste bins	Maboloka
4	Electricity	1.High mast lights 2.Extension at Thambo section 3	Maboloka
5	Land and housing	1.PHP housing	Maboloka
Ward 7			
No.	Needs	Projects	Areas
1	Water and sanitation	1.Increase water capacity 2.Yard connection 3.Purified water 4.Increase water capacity 5.Sewerage connection	Majakaneng
2	Land and housing	1.Distribution of land 2.RDP houses 3.Formalise informal settlements 4.Low cost housing 5.Affordable houses	Majakaneng
3	Electricity	1.Indigent registration 2.Highmast light 3.Post connection	Majakaneng

4	Social services	<ol style="list-style-type: none"> 1.Extension of clinic and should open 24 hours 2.Police station (satellite) to operate 24 hours 3.Multi-purpose centre 4.Community crèche 5.Development of new cemetery 6.Waste bins 	Majakaneng
5	LED	<ol style="list-style-type: none"> 1. Majakaneng hiking trails 2.FET College 3.Hawkers stalls 4.Training of SMME's 5.Mini industry for manufacturing 	Majakaneng
6	Roads and stormwater	Upgrading of roads	<ol style="list-style-type: none"> 1. Upgrading of Majakaneng roads (1*7*2km) 2. Upgrading of Heekpoort roads (2km) 3. Upgrading of Andries road (1.6km)
Ward 8			
No.	Needs	Projects	Areas
1.	Water and sanitation	<ol style="list-style-type: none"> 1. Water reticulation 2. Yard connections 3. Rehabilitation of boreholes 4. Sewerage system and VIP toilets 	All areas
2.	Land and housing	<ol style="list-style-type: none"> 1. Expropriation of land/Tittle deeds 2. RDP house 3. Land turner 4. PHP houses 	Ndlovu and Mashimong All areas
3.	Roads and storm water	<ol style="list-style-type: none"> 1. Tarring of main roads 2. Storm water roads 3. Re-gravelling of roads 4. Speed humps 5. Toloane bridge 	<ol style="list-style-type: none"> 1.Upgrading of Phasha Maloka - Bus road 2.Upgrading of Jakkalasdans - Outline main road 3.Upgrading of Ndlalane Manamela – Bus road
4.	Electricity	<ol style="list-style-type: none"> 1. Electrification 2. High mast lights 3. Post connections 4. Upgrading of substation 	Klipgat C. To remove old electricity and install new one All areas

5.	Social services	<ol style="list-style-type: none"> 1. Park and cemetery 2. Mobile clinic 3. Satellite police station 4. Library 5. Upgrading of clinic 	All areas Klipgat C
6.	LED	<ol style="list-style-type: none"> 1.Sport facilities – Request to be catered when it comes to General workers at Madibeng 2. Youth projects 3. Poverty alleviation projects 4.Job creation 5. Tourism and agricultural projects Matebeleng Cultural village to be revamped 6. Farming Emerging famers 	
Ward 9			
No.	Needs	Projects	Areas
1.	Roads and storm water	1.Paving of internal roads and storm water	1. Half paving – Block B
			2. Tlhwafalo Primary School side
			3. Upgrading of Sanamarena to ZCC road – Block B
			4. Upgrading of Osaletseng Road – Block C
		2.Expansion of road	5. Upgrading of Post Office road – Block C
		3.Smooth speedhumps	6. Upgrading of Lucky seven road – Block B
2.	Water and Sanitation	1.Boreholes reconnection	Block B, C
		2.Water pipe supply water reticulation	Block H
		3.Water purification plant in Lethabile	Block H and Block C extension
3.	Land and housing	1.RDP houses (5000-6000 RDP'S)	Block B, C and part of Block H WARD 9
		2.2500 vacant stands	All areas
		3.Formalization-everywhere	Block C extension and Block H WARD 9
		4.PHP houses – 3000 houses	
		5.Affordable houses	
4.	Electricity	1.Extension of house connection	H and Block C extension
		2.Maintenance of existing High mast lights	All sections
		3.Additional 8 – 14 high mast lights	All sections
		4.Upgrading of substation	Block C
		5.Installation street lights	All sections
5.	Social services	1.Clinic 24/7	
		2.High school	
		3.Technical college	
		4.Multi – purpose community and crisis centre	

		<p>5. Police station satellite office</p> <p>6. Food service school (Disabled people and slow learners)</p> <p>7. Rehab / crisis and development centre</p> <p>8. Parks</p> <p>9. Primary school</p> <p>10. Sport facility</p>	
6.	LED	<p>1. Agricultural land and programme</p> <p>2. Sewing, Facilities and training / Job creation</p> <p>3. Formalization of local business shop</p> <p>4. Car wash</p>	
Ward 10			
No.	Needs	Projects	Areas
1	Water and sanitation	<p>1. No access of water thus water project should continue to be implemented</p> <p>2. Yard connection</p>	<p>Ward 10</p> <p>Micha-view, Itireleng, Mmotong, Kagisanong, Magaseng, Phiring, Kgola, Phuting, Greenside, Magaseng, Morolong/Nkandla</p>
2	Electricity	<p>1. House connections</p> <p>2. High mast lights and energizing of the existing</p> <p>3. Colossal number of houses are connecting illegal</p> <p>4. Require electricity</p>	<p>All sections</p> <p>Micha-view, Itireleng, Mmotong, Kagisanong, Phiring, Kgola, Phuting, Greenside, Magaseng, Morolong/Nkandla</p> <p>Itireleng</p> <p>Kagisanong View</p>
3	Road and stormwater	<p>1. Stormwater</p> <p>2. Speedhumps needed as soon as possible and meeting roads to be maintained</p> <p>3. Regravelling and paving of internal roads</p> <p>4. Stormwater drainage</p>	<p>1. Upgrading of Lutheran church taxi road</p> <p>2. Upgrading of Soparama Pa-Welly road</p> <p>3. Upgrading of Mthimkhulu Micha-view road</p>
4	Land and housing	<p>1. PHP housing</p> <p>2. Formalization of uniformalised areas</p>	<p>All sections</p> <p>Micha-view, Itireleng, Mmotong, Kagisanong, Phiring, Kgola, Phuting, Greenside, Magaseng, Morolong/Nkandla</p>
5	Social services	<p>1. Primary and secondary schools</p> <p>2. 24 hour clinic and extension of mobile clinic</p> <p>3. Library</p> <p>4. Cemetery</p> <p>5. Recreation park and sports facilities</p> <p>6. Mobile police station</p> <p>7. Scholar patrol</p>	<p>All sections</p> <p>Micha-view, Itireleng, Mmotong, Kagisanong, Phiring, Kgola, Phuting, Greenside, Magaseng, Morolong/Nkandla</p> <p>Ward 10</p>
6.	LED	<p>1. Agricultural projects</p> <p>2. Skills centre</p>	<p>All sections</p> <p>Micha-view, Itireleng, Mmotong, Kagisanong, Phiring, Kgola, Phuting, Greenside, Magaseng, Morolong/Nkandla,</p>

Ward 11			
No.	Needs	Projects	Areas
1.	1. Land and housing	1. Unfinished house in Block I 2. RDP house that is in Oukasie instead of being in Lethabile stand no. 1804 Zone 16 (Mathe family) 3. RDP houses occupied by foreigners doing unregistered businesses	Block I, Zone 16
2.	Roads and stormwater	1. All internal roads to be fixed 2. Roads and storm water in Block B Mapantsoleng 3. Storm water and speedhumps in Extension 2 4. Paving Priority	1. Portion of Lord butchery road (Mapantsoleng) 2. Upgrading of Phase 2 and 3 roads 3. Upgrading of Extension 2 roads (paving and stormwater) 4. Upgrading of Block I and G road
3.	Social services	4.6. Technical college and training centre 4.7. Primary School in Block C and G 4.8. Fire station 4. Community park 5. Public Wi-Fi 6. Taxi rank (Request by LEBULLDTA 09.05.2023)	Block C and G School in Block I
4.	Electricity	1. Sub-station to be upgraded	
5.	LED	1. Flea market 2. Agricultural sides for employment and revenue purposes 3. Museum	
Ward 12			
No.	Needs	Projects	Areas
1.	Water and sanitation	1. Bulk water 2. Replacement of water meters	All areas (sections)
2.	Roads and stormwater	1. Storm water drainage 2. Upgrading of internal roads 3. Speedhumps 4. Side walk paving 5. Expansion of Provincial roads 6. Bridge behind Lethabile Community Hall	1. Upgrading of Zone 2 stadium via Tshenolo road 2. Upgrading of Lethabile community crèche via di zoo road 3. Upgrading of Zone 4 road via Mdigi spaza road
3.	Land and Housing	1. Low cost housing and PHP housing 2. Development of new sites 3. Title deeds 4. Unfinished housing projects (RDP's)	All sections
4.		1. Community parks	Zone 4, 7, 8, 2,

	Social services	2.Sport field 3.Multi-purpose centre 4.FET Collect 5. Police station- structure be build 6. Court 7. Orphanage 8. Taxi rank 9. Fire Station	Zone 15
5.	Electricity	1.House connections 2. Additional Apollo lights 3. Solar geyser	All sections
6.	LED	1.Skills development 2. Agriculture 3. Tourism-Arts, Culture and B & B 4. Flea market	All sections
Ward 13			
No.	Needs	Projects	Areas
1.	Land and Housing	1.Formalization of informal settlements 2.Acquisition of land for communities, churches and business 3.RDP Houses	Block 6,Phase 1, Phase 3 and Phase 4
2.	Roads and Stormwater	1.Tarring/Paving of internal roads 2.Speed humps	1. Phase 1A: Upgrading of Oukasie Primary section roads 2. Phase 1B: Upgrading of Mzilikazi section roads 3. Upgrading of Extension 5A roads
3.	Water and Sanitation	1.Upgrading of sewer lines	Oukasie
4.	Social Services	1.Clinic opening 24 Hours 2.High School 3.Upgrading of cemeteries 4.Sports Facilities 5.Old Age and disability home 6.Multipurpose centre 7.Closing of canal	Oukasie
5.	LED	1.Youth Employment to maintain storm water 2.Agriculture 3.Market 4.Heritage site	Oukasie
6.	Electricity	1.High Mast Lights 2.Service point	Oukasie
Ward 14			
No.	Needs	Projects	Areas
1	Land and housing	1.Formalisation of informal Settlements 2.Aquisition of land for housing 3.RDP houses	Rankotea (Ntsopilong, Merakaneng & Tsetse); Roodekoppies; Lindelani; Kleinfontein; Sandrift (Klipkop & Chechella); Beestekraal; Kammeldrift (Masholosi); Rashoop & Rampa - Ramohaudi

		4. Tittle deeds	
2	Electricity	1. Farm reticulation programme 2. High mast lights 3. House connection (in – service)	Rankotea, (Ntsopilong, Merakaneng & Tsetse); Roodekoppies; Lindelani; Kleinfontein; Sandrift (Chechella & Klipkop); Beestekraal; Kammeldrift (Msholosi) Rashoop & Rampa - Ramohaudi
3	Roads and stormwater	1. Storm water drainage 2. Paving of internal roads 3. Tarring & Resealing of D681, D1195, D1382 D2341, D1737 4. Re-gravelling & Blading of access roads	1. Upgrading of Ntsopilong cemetery road 2. Upgrading of Tsetse and Merakaneng road: Rankotea shop road towards Mohajane and New stand access road 3. Upgrading of Greens road: Main internal roads
4	Water and sanitation	1. Construction of VIP toilets 2. Sewer connection 3. House connections 4. Water reticulation 5. Provision of Boreholes	Rankotea, (Ntsopilong, Merakaneng & Tsetse); Roodekoppies; Lindelani; Kleinfontein; Sandrift (Chechella & Klipkop); Beestekraal; Kammeldrift (Msholosi) Rashoop & Rampa - Ramohaudi
5	Social services	1. Multipurpose centre 2. Satellite police station 3. Mobile Clinic 4. Creche 5. Library 6. Sports centre 7. Primary and high schools 8. School transports	Rankotea, (Ntsopilong, Merakaneng & Tsetse); Roodekoppies; Lindelani; Kleinfontein; Sandrift (Chechella & Klipkop); Beestekraal; Kammeldrift (Msholosi) Rashoop & Rampa - Ramohaudi
6	LED	1. Agricultural land and farming 2. Tourism site 3. Skills development and training centre 4. Chicken poultry 5. Goat farming 6. Feed lot	Rankotea, (Ntsopilong, Merakaneng & Tsetse); Roodekoppies; Lindelani; Kleinfontein; Sandrift (Chechella & Klipkop); Beestekraal; Kammeldrift (Msholosi) Rashoop & Rampa - Ramohaudi
7	Environment	1. Community dustbins 2. Bush cutting 3. Grass cutting	Rankotea, (Ntsopilong, Merakaneng & Tsetse); Roodekoppies; Lindelani; Kleinfontein; Sandrift (Chechella & Klipkop); Beestekraal; Kammeldrift (Msholosi) Rashoop & Rampa - Ramohaudi
Ward 15			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Stormwater drainage 2. Stormwater behind ZCC 3. Internal roads and drain 4. Paving and storm drainage 5. Paved road 6. Storm drainage	1. Upgrading of Fanyane to Mmanotshe via Mmamogale road 2. Upgrading of Bakwena ba Mogopa store via billy boy to Hebron police station road 3. Upgrading of Hebron mall via mogole's tarven to Itsoseng Community hall road 4. Upgrading of Royal new stand road via old cemetery to Jakes Tarven 5. Upgrading of Bakwena store road via Billyboy Tarven to Hebron internal road 6. Upgrading of Rufus tarven phase 1 road to Itsoseng community hall road

		7.Internal roads 8.Paved roads 9.Proper sewerage	
2	Electricity	1.High mast lights 2.House connection 3.High mast lights maintenance 4.Reconnection of high mast lights 5.High mast lights connection 6.House connection and high mast lights	Nokeng Mmanotshi view All sections New stand and phase 1 Moagi section Phase 2
3	LED	1.Skills development 2.Business empowerment	Itsoseng and Hebron
4	Social services	1.Clinic 2.Parks 3.Recreational facilities	Phase 1 and 2 All sections
5.	Land and housing	1.Formalization of rural areas 2.PHP housing	All section
6	Water and sanitation	1.Household connections 2.Sewerage systems 3.Tshwane sewerage waste	Mmanotshe view and Phase 2 All sections
Ward 16			
No.	Needs	Projects	Areas
1	Water and sanitation	1.JoJo tanks be installed 2.Yard connection 3.Sewerage 4.Zoning of water network – other wards 5.Water pay-point	All sections Phase 3, extension 3, 4, 5 and Matshelapata
2	Roads and stormwater	1.Paving of roads or re-graveling 2.Stormwater drainage 3.Speedhumps 4.Tarred internal roads 5.Tarred roads	1. <i>Upgrading of Cemetery road</i> 2. <i>Upgrading of Bokaba to CPF office</i> 3. <i>Upgrading of Roman catholic church to Madiba utlwa primary school</i> 4. <i>Upgrading of Mogakakane to Hillview</i> 5. <i>Upgrading of Ontlametse</i> 6. <i>Upgrading of Trendy chillas to Apollo section</i> 7. <i>Upgrading of Zama-Zama to Madiba utlwa</i>
3	Electricity	1.Upgrading old electricity 2.Street lights to be maintained 3.High mast lights 4.House connection – only 16 connected 5.High mast lights to be energised	Phase 3, 3 extension, 4, 5 and Matshelapata All areas Snake Park All areas All areas
4		1.Tittle deeds	Phase 3, 3 extension, 4, 5 and Matshelapata

	Land and housing	2.Street names and house No's 3.PHP houses 4.Land for cemetery 5. RDP houses need to be completed	Snake Park
5	Social services	1.Clinic 2.Library 3.Cemetery fence 4.Sports ground 5.Police station 6.Community Hall – Itsoseng need maintenance	
6	LED	1.EPWP/CWP 2.SMME hub next to Mall 3.Stalls be created	Phase 3, 3 extension, 4, 5 and Matshelapata Infront
Ward 17			
No.	Needs	Projects	Areas
1	Roads and stormwater	1.Stormwater drainage 2.Opening of existing culverts 3.Tarring of main roads 4.Re-gravelling of access roads 5.Speedhumps	1. Upgrading of Mapetla internal roads next to Mmakau/Mothotlung main road 2. Upgrading of Ramogodi road: From Garankuwa Zone 4 to Spar road 3. Upgrading of Mapetla to Garankuwa Zone 20 road
2	Land and housing	1.RDP Houses 2.PHP houses 3.Formalization of rural areas 4.Openining of stormwater drainage	Mapetla, Ramogodi, Polonia, Mangopeng, Newtown
3	Electricity	1.High mast lights 4 needed 2.House connections 3.Fixing of existing high mast lights 4.Solar geyser and solar high mast lights	
4	Water and sanitation	1.Extension of water reticulation system to Mapetla 2.Sewerage system	Mapetla All areas
5	Social services	1.Satellite – Fire station 2.Mobile clinic 3.Sports facilities – clearing existing sports ground 4.Disability centre 5.Middle and high schools	Ramogodi Mapetla, Polonia, Newtown (Blue Birds) Ramogodi Ramogodi and Mapetla
6	LED	1.Nursery 2.Car wash 3.Pig farming and poultry	
Ward 18			

No.	Needs	Projects	Areas
1	Roads and stormwater	1.Stormwater	1.Upgrading of Silverhouse road 2.Upgrading of Mangopeng road 3.Upgrading of Newtown road 4.Upgrading of Mmakau police station road 5.Upgrading of Springs road
2	Social services	1.Disability centre 2.Clinic 24 hours 3.Upgrading of all sports ground 4.Skills centre 5.Maintenance of recreational facilities 6.Library	All areas
3	Electricity	1.Yard connection 2.High mast lights	
4	Land and housing	1.RDP houses 1000 2.PHP houses 3.Formalisation of areas	Mmakau, Mangopeng, Selosesh, New town, Mashiapere, Block 7, Tlhopane All areas
5	LED	1.Skills development 2.Industrial park 3.Car wash 4.Industrial area	
Ward 19			
No.	Needs	Projects	Areas
1.	Water and Sanitation	1.1.Maintenace of existing boreholes 1.2.Bulk water supply 1.3.Sewerage 1.4.Rehabilitation of sewer plant in Thetele	All Sections Thetele
2.	Roads & Storm water	2.1.Paving of internal Roads 2.2.Gravelling of access roads 2.3.Stormwater drainage 2.4.Opening of culverts 2.5.Spedhumps	1. Upgrading of Newtown road 2. Upgrading of Channel View 2 road 3. Upgrading of Mathathaneng road
3.	Electricity	3.1.Household Connections 3.2.Highm mast lights X 17 3.3.Fixing and Maintenance of existing Highmast light	All Sections Dekroon Channel view

			De wildt
4.	Land & Housing	4.1.RDP, PHP Housing 4.2.Formalization of new settlement	All Sections De – wildt Dekroon
5.	Social Services	5.1.Mobile Clinic 5.2.Sports Facilities 5.3.Clearing of all sports grounds 5.4.Satelite fire station 5.5.Ambulance 5.6.New site for cemetery	Moumong Channel View All areas
6.	LED	6.1.Skills development centre 6.2.Industrial Park 6.3.Agriculture Projects 6.4.EPWP/CWP	WARD 19
Ward 20			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Additional reservoir 2. Water installation pipe line to cemetery 3. Cement portable toilets at cemetery 4. New water and sanitation network 5. Ablution block at cemetery	Mothotlung
2	Roads and storm water	1. Tarring of paving of main internal roads 2. Proper storm water drainage water network 3. Speed-humps 4. Street names 5. Grading, re-gravelling, upgrading	1. Upgrading of Roman Catholic church section roads 2. Upgrading of Dutch Reformed church section roads 3. Upgrading of Police Station section roads (incompleted roads) 4. Upgrading of Domhuis section roads (incompleted roads) 5. Upgrading of Disteneng section roads (incompleted roads) 6. Upgrading of industrial road (From industrial towards extension 1)
3	Land and housing	1. Land 2. Tittle deeds 3. Infrastructure (2500) 4. Land for property development site 5. Assessment of RDP	Mothotlung
4	Electricity	1. Street lights 2. Additional high mast lights 3. Solar geysers 4. Uplifting of crossing electric 5. Electric network upgrading	Mothotlung

5	Social services	<ol style="list-style-type: none"> 1. Police station 2. Cement palisade fence at cemetery 3. Paving of internal roads at cemetery 4. Old age home 5. Sports grounds 6. Development of 24/7 clinic 7. Youth centre 8. Multi – purpose sports ground 9. New High School 	Mothotlung
6	LED	<ol style="list-style-type: none"> 1. SMME's skills development 2. Co-operatives, NGO, youth and women, free registration of SMME's 3. SMME SEDA training as per 6,2 (Grants available from Department of Co-operative) 	Mothotlung
Ward 21			
No.	Needs	Projects	Areas
1.	Land and housing	<ol style="list-style-type: none"> 1.1. Formalization Of informal settlements 1.2. Land 1.3. Title deeds 1.4. RDP Houses 1.5. PHP House 	<p>Damonsville, Mothotlung Ext 1, & 2, Legapane, Nkandla, Tlapalawa, Elandsview</p> <p>Damonsville & Mothotlung Ext 1 & 2</p> <p>Damonsville, Mothotlung Ext 1 & 2</p> <p>Damonsville</p> <p>Damonsville</p>
2.	Electricity	<ol style="list-style-type: none"> 2.1. Replacement underground cable with overhead line 2.2 Network upgrading 2.3. Yard connections 2.4. Streets lights maintenance 2.5. Additional high mast lights 	<p>Damonsville</p> <p>Mothotlung Ext. 1 & 2</p> <p>Damonsville</p> <p>Damonsville</p> <p>Damonsville</p>
3.	Water and Sanitation	<ol style="list-style-type: none"> 3.1. Additional water reservoir 3.2. Upgrading of sewerage 	<p>Damonsville, Ext. 1 & 2 Nkandla, Tlapalawa and Legapane</p> <p>Damonsville, Extension 1 & 2</p> <p>Nkandla, Tlapalawa and Legapane</p>
4.	Roads and storm	<ol style="list-style-type: none"> 4.1. Pavements Roads 4.2. Proper stormwater drainage network 4.3. Re-graveling of internal roads 4.4. Speedhumps 4.5. Road signs and road markings 	<ol style="list-style-type: none"> 1. Paving main internal roads (From Stand 863 to Stand 888) and (From Stand 567 to Stand 475) and (From Stand 847 to Stand 841) 2. Pavement road [From Lebyaeng (Ext. 2) to ZCC road (White City)]
5.	LED	<ol style="list-style-type: none"> 5.1. Youth skills development centre 5.2. Hawker facilities 5.3. Agricultural development 	
6.	Social services	<ol style="list-style-type: none"> 6.1. Primary and High schools 6.2. Sport Centre (incl. Outdoor gym) 6.3. Taxi Rank 	<p>Mothotlung Ext 1 & 2 & Damonsville</p> <p>Elandsview</p> <p>Damonsville</p>

		6.4. Library 6.5. New Clinic 6.6. CCTV Camera 6.7. Graveyard	Damonsville Mothotlung Ext 1 & 2 Mothotlung Ext 1 & 2
Ward 22			
No.	Needs	Projects	Areas
1	Land and housing	1. Provide housing 2. Acquisition of land for business sites and housing 3. Affordable housing 4. Formalization of informal settlements 5. Title deeds for informal settlements 6. Land availability for cemeteries 7. Completion of RDP projects in Oukasie 8. High school	Corrie sanders, Siyahlala Malerato Phase 2 informal
2	Roads and storm water	1. Paving of internal roads 2. Construction of all access roads (rail roads) 3. Upgrading of existing roads 4. Speedhumps and rumble 5. Re-upgrading stormwater	1. Phase 2: Upgrading of old bus road from main road to Kutlwano Primary School 2. Phase 2: Upgrading of Tlaila road from entrance to main taxi road 3. Upgrading of Sathlala and Corrie Sanders roads
3	Electricity	1. High mast lights 2. Replacement of corroded electricity poles 3. Replacement of electric boxes 4. Maintenance of electricity utilities in Oukasie 5. Install temporary electricity in all informal settlements and electricity of all informal settlements be speedily done 6. Power station 7. Increase electricity voltage 8. Street lights	Corrie sanders Siyahlala Green site Oukasie Malerato Phase 2 informal settlements
4	Water and sanitation	1. Rehabilitation of existing sewerage system 2. Yard connections 3. Water tanks 4. Sewerage pumps 5. Mobile toilets	Oukasie Green site Masenkeng Corrie sanders Siyahlala
5	Social services	1. Police station and CPF centre 2. Mobile clinic/second clinic in Oukasie 3. Rehabilitation centre 4. Centre for disable people 5. NGO centre/offices 6. Day care centre and Youth development centre	Oukasie Green site Masenkeng Corrie sanders Siyahlala Phase 2
6	LED	1. Agricultural projects (Poultry farming) 2. Cultural village	Oukasie Green site Masenkeng

		3.Recycling hub 4. 3 X Car washes must be build	North camp Corrie sanders Siyalhala Phase 2 Lindelani Masenkeng Section, Greenside Section, Phase 2 Section
Ward 23			
No.	Needs	Projects	Areas
1	Roads and stormwater	1.Robots turned into circles 2.Entrance and exit at pick 'n pay and Kremetart, Stop signs at Pick 'n Pay entrance/Exit or Circles to be installed on Van Velden street 3.Close stofberg exit to exner street 4.Street signs 5.Stormwater drains 6.Painting of all humps and Stop sign to be visible	1. Carel de Wet and Schute avenue 2. Carel de Wet and Vleilaan 3. Pick 'n Pay and Kremetart 4. Stofberg and Exner Street
2	Electricity	1.Street lights 2.All rusted mini subs to be replaced 3.Upgrading of mini sub at Marula	Hendrik Verwoord Brits Marula
3	Social Services	1.Upgrade of Brits Clinic 2.Shelter for the Homeless 3.Paint Town Hall 4.Internal road at Sport ground to be maintained/tarred ASAP 5.DLTC upgrade	Brits Van Velden Street Brits
4	Water and sanitation	1.Upgrade of reservoir and get the telematrix in working condition 2.Fencing of reservoir corner CNR vd Walt and Karel de Wet 3.Upgrade current pipelines with PVC pipes and replace all PRV pipes	Van der Walt avenue Magalies
5	LED	1.Upgrade taxi rank 2.Upgrade and refurbish hawkers and move upgraded hawker's stalls to CBD and safer places not under bridge at Fire brigade as it is dangerous and nobody is safe there 3.Brits fresh produce market	Next to Krishna – De Wits avenue

		<p>3.Construction of a bridge</p> <p>4.Re-construction of provincial road (Oskraal to Klipgat)</p> <p>5.Speed humps</p> <p>6.Road markings and Signs</p> <p>7.Pavement</p>	<p>4) Shilenge crossing</p> <p>5) Maphosa Crossing</p> <p>6) Nonyane church crossing</p> <p>4. Oskraal to Sofasonke</p> <p>5.More speed humps on D636 and Z635 roads</p> <p>6.Z604, D636 and Z635 roads</p> <p>7. All Mashamplane, Sofasonke Ext 3, Ndlovu, Lekgema and Dikampaneng</p> <p>1. Klipgat B, Sofasonke (Cry Tarven toward the river and From Lethabong road towards Bundi Chauke church), Phasha</p> <p>2.Klipgat B (Mashamplani road toward Makanyaneng cemetery) and Sofasonke Ext 3 and Lethabong near police station road, Dikampaneng bus route</p>
4.	Electricity	<p>1.Yard connections</p> <p>2.Addition of more High Mast Lights and Maintenance of current high mast lights</p>	<p>1.All remaining yards in Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema and Dikampaneng.</p> <p>2.Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema and Dikampaneng.</p>
5.	Social services	<p>1.Hospital</p> <p>2.Cemetery with wall fencing</p> <p>3.Building of fire station</p> <p>4.Multi-purpose centre with library</p> <p>5.Taxi rank</p> <p>6.Park</p> <p>7.Secondary School</p>	<p>1.Sofasonke</p> <p>2.All Mashamplane, Sofasonke, SofasonkeExt 3, Ndlovu, Lekgema and Dikampaneng</p> <p>3.Sofasonke</p> <p>4.Mashamplane</p> <p>5.Sofasonke</p> <p>6.Mashamplane and Sofasonke</p> <p>7.Sofasonke</p>
6.	LED	<p>1.WI-FI</p> <p>2.Agriculture</p>	<p>1.Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema and Dikampaneng</p> <p>2.Mashamplane, Lethabong, Sofasonke Ext 3, Lekgema and Dikampaneng</p>
Ward 25			
No.	Needs	Projects	Areas
1.	Water and sanitation	<p>1. Boreholes, Tank</p> <p>2. Yard connection</p> <p>3. Water reticulation</p>	<p>All sections</p> <p>All sections</p> <p>All sections</p>
2.	Roads and stormwater	<p>1. Paving roads</p> <p>2. From main roads to school</p> <p>3. Storm water</p>	<p>All section</p> <p>Bapong</p>

3.	Electricity	1. High-mast lights 2. Street lights 3. House hold electrification	All sections All sections All sections
4.	Social services	1. Clinic 2. Police station 3. Schools building	Bapong, Bokfontein
5.	Land and housing	1. RDP, housing 2. Maintenance of cemeteries and toilets, upgrade Cemeteries and Create cemeteries	All sections
6.	LED	1. Computer centre 2. Skills development 3. Agriculture	All section
Ward 26			
No.	Needs	Projects	Areas
1	Land and Housing	1.RDP Houses 2.Aquisition of land 3.Land of Churches	Wonderkop and extension 2
2	Electricity	1.Energising Apollo lights	Wonderkop and extension 2
3	Roads and stormwater	1.Paving of internal roads 2.Patching of potholes 3.Repair of roads	Wonderkop and Extension 2, Segwaelane to Wonderkop Primary School
4	Water and Sanitation	1.Utilising mine water system	Wonderkop and extension 2
5	Social Services	1.24 Hour Clinic 2.Taxi rank not completed 3.Library 4.Police Station 5.Fencing of cemetery 6.Security in Wonderkop Schools	Wonderkop
6	LED	1.Skills development and training 2.Brick making projects	Wonderkop
Ward 27			
No.	Needs	Projects	Areas
1	Water and Sanitation	1.Water yard connection 2.VIP toilets	All areas
2	Roads and stormwater	1.Paving of internal roads and side walks	1. Upgrading of Sarah Jeff cemetery road at Leokeng road 2. Upgrading of From D12 access road to Bokamoso Community hall

	and Water and Sanitation	2.Sealing of potholes	road 3. Upgrading of Dithabane cemetery to Bokamoso Community hall road
3	Land and building	1.Formalization 2.Speeding up development process 3.New township	Mashemong and Malema view Leokeng Mashemong
4	Electricity	1.High mast lights 2.Street lights 3.Houses electrifications	All areas Malema view and Mashemong
5	Social Services	1.Cemetery 2.Clinic 24 hours 3.Schools 4.Library 5.Multi-purpose centre 6.Parks 7.Bus shelters	All areas
6	LED	1.Skills development centre 2.Agricultural projects 3.Market shelters	All areas

Ward 28

No.	Needs	Projects	Areas
1.	Roads and Stormwater	1.Tarring of Bus Road (Master ground Road) 2.Upgrading of internal roads with speed humps and road signs 3.Bridge and culvert on main roads	1. Upgrading of Masters ground road 2. Upgrading of Ronnie's road 3. Upgrading of Mvaleda road 4. Upgrading of Mosifana road 5. Upgrading of St Theresa road
2.	Land and Housing	1.Land Acquisition 2.Housing Formalisation 3.RDP Houses	Bapong, Sgandaf, Mosetleng, Modikwane and Legalaopeng
3.	Water and sanitation	1.Water Connections 2.Toilets at Taxi Rank	Segwaelane and Wonderkop
4.	Electricity	1.High Mast Lights 2.House connections	Bapong, Sgandaf, Mosetleng, Modikwane and Legalaopeng
5.	LED	1.Job creation 2.Agricultural Hub 3.SMME's 4.Youth Development	Bapong, Sgandaf, Mosetleng, Modikwane and Legalaopeng
6.	Social Services	1.Multi-purpose Centre 2.Sports, Arts and Culture 3.Library	Bapong, Sgandaf, Mosetleng, Modikwane and Legalaopeng

Ward 29			
No.	Needs	Projects	Areas
1	Land and housing	1.Development of all near informal settlement 2.RDP house 3.PHP house 4.Acquisition land	All areas Shamburg, Orange farm and Sangiro Poland (CPA) All areas
2	Water and sanitation	1.Boreholes with tanks 2.Upgrade of water pipes 3.Bulk pipes 4.Yard connection	All areas
3	Electricity	1.Upgrading of current infrastructure 2.Apollo lights 3.Electricity installation	All areas Shamburg and Poland Sangiro and Orange farm
4	Social services	1.Clinic 24 hrs 2.Multi-purpose and skills development centre 3.Fire station 4.EMS	All areas
5	LED	1.Job creation 2.Skills development 3.Cheap labour to be dealt with	All areas
6	Roads and stormwater	1.Upgrade of road 2.Speedhumps 3.Regravelling of road 4.Reilling of tarred roads 5.Stormwater	1. Upgrading of Schumburg road 2. Upgrading of Jalapor road 3. Upgrading of Oberon street 4. Upgrading of Poland roads
Ward 30			
No.	Needs	Project	Areas
1	Roads and stormwater	1. New Road Master plan to be drawn up 2. Upgrading, re-tarring, enrichment layer and crack sealing of all Municipality roads 3. Upgrading & filling of gravel roads 4. Installation of Stormwater drainage to minimize damage caused by water especially in low lying areas where vehicles get stuck 5. Installing litter traps in large storm water drains 6. Replace completely blocked storm water drains 7. Speedhumps Provincial road R514 (van der Hoff): 1. Shoulders of roads to be redone 2. Speedhumps to be installed	1. Whole Ward 2. Whole Ward 30 incl. access roads between Meerhof & Ifafi 3. Sunway, Rietfontein A/H, Refentse, Syferfontein A/H, Melodie A/H & Ten Rooms 4. Rietfontein A/H, Sunway, Refentse, Syferfontein A/H, Melodie A/H & Ten Rooms 5. Where applicable Ward 30 6. Where applicable Ward 30 7. Ou Wapad Rd Ifafi Provincial road R514 (van der Hoff): 1. Between Refentse & Ten Rooms 2. Between Refentse & Ten Rooms

2	Water and sanitation	<ol style="list-style-type: none"> 1. New Water & Sanitation Master plans to be drawn up 2. Upgrading of water reticulation pipelines according to masterplan 3. Direct connection to the main Rand water pipeline 4. Upgrading of sanitation pipelines according to masterplan 5. Upgrade of Sewerage Plant Rietfontein 6. Sewer reticulation to connect to upgraded Rietfontein plant 7. Complete closure of Sewage canal 8. Upgrade of Sewage line as per 2006 recommendation to ITS 9. Upgrading of Sewer pumpstations to be fully operational 10. Stop valves that was removed and not operational to be replaced according to specifications on Water reticulation plan 11. Reinforced Concrete chamber roof for the valve chamber 	<ol style="list-style-type: none"> 1. Whole Ward 2. Whole Ward 3. To connect to Meerhof Reservoir line 4. Whole Ward 5. For benefit of Wards 30 & 33 6. Sunway village, Refentse & Ten Rooms 7. Sunway 8. Between Melodie & Ifafi pumpstation (Ou Wapad Rd) 9. Whole Ward 10. Whole Ward 11. Between Rand Water PRV & Ifafi PRV
3	Electricity	<ol style="list-style-type: none"> 1. New Masterplan of Electricity to be drawn up in conjunction with a Power System Analyses 2. Upgrade to be done as recommended by Power System Analyses 3. Assess and increase capacity at Ifafi Substation according to output needs 4. Upgrade of electrical infrastructure 5. Erecting of high mast lights 6. Upgrade of main line running between from Jasmyn and Meerhof as there are too many cable faults and joints <p>Tshwane:</p> <ol style="list-style-type: none"> 1. Power System Analyses to be facilitated by Madibeng with Tshwane 2. Upgrade to be done as recommended by Power System Analyses 	<ol style="list-style-type: none"> 1. Whole Ward 2. Whole Ward 3. Affecting Wards 30 & 33 4. Melodie A/H, Syferfontein A/H 5. Sunway, Refentse & Ten Rooms 6. Landsmeer Estate, Jasmyn Market, Kremetart Restaurant, Jacana Bay Estate, Glen Ivy Estate, Meerhof 1. Rietfontein A/H (Section), Sunway, Refentse & Ten Rooms 2. Rietfontein A/H (Section), Sunway, Refentse & Ten Rooms
4	Social services	<ol style="list-style-type: none"> 1. Evict unlawful occupier of Clinic built in Sunway Phase 1 & have functional clinic 7 days a week 2. Weekly refuse removal at designated points 3. Refuse Skips to be placed and weekly removal 4. Make community hall accessible to residents and not someone living inside the hall 5. High school to be built (approved & letter submitted to Dept of Education) 6. Learner Transport to be provided for kids attending secondary schools outside of Hartbeespoort 7. Madibeng to provide Cllr with list of Ward 30 RDP houses of residents to 	<ol style="list-style-type: none"> 1. Sunway Village, Refentse & Ten Rooms Refentse 2. Refentse 3. Ten Rooms 4. Sunway Village 5. Sunway Village 6. Sunway, Refentse & Ten Rooms 7. Sunway, Refentse & Ten Rooms

		confirm addresses for proof of residence to be issued 8. Sunway Community Hall to be accessible for residents to use 9. Sports Grounds to be upgraded (Tennis/Netball court & Soccer field, Outdoor gym)	8. Sunway, Refentse & Ten Rooms 9. Sunway
5	Land and housing	1. Phase 2 illegal occupiers court case has been stopped, plots to be laid out and RDP houses to be allocated to existing community living there 2. Title Deeds to be issued	1. Sunway Village Phase 2 2. Sunway Village & Refentse (Before Sunway Phase 2 commences)
6	Public Safety & Facilities	1. Fire station to be built & operational 2. Under-ground Fire Hydrants to be installed and fully operational 3. Installing of cameras on all main roads to assist curbing crime 3. Traffic controller at peak school hours 4. Taxi Rank to be built 5. Stipend for residents patrolling areas at night 6. SAPS to do patrolling and be visible	1. To service Wards 29,30 & 33 (Hartbeespoort) 2. Whole Ward 3. Beethoven Road (Mount Cambridge School) 4. Beethoven & R511 5. Sunway 6. Sunway, Refentse, Ten rooms & Rietfontein A/H
7	Local Economic Development	1. Local labour instead of labour from other areas. 2. Big problem with illegal immigrants being used for cheap labour 3. Skills Development 4. Formal Training and workshops	1. Whole Ward 2. Whole Ward 3. Whole Ward 4. Whole Ward

Ward 31

No.	Needs	Projects	Areas
1.	Water and sanitation	1. Infrastructure development 2. House connections 3. Proper sewerage system	All areas
2.	Electricity	1. Infrastructure development 2. House connections 3. High mast lights	Nkandla and Malema View All areas
3.	Roads and stormwater	1. Paving of main internal roads 2. Regraveling of internal of internal roads	1. Upgrading of Taxi rank to Nkandla road 2. Upgrading of Communities Office to Katlegong road 3. Upgrading of Mobridge to Modikwe via kgwanyape Sports ground road
4.	Land and Housing	1. Land acquisition for housing and cemetery 2. PHP and RDP houses	All areas
5.	Social services	1. Construction of new cemetery 2. Upgrading of sports field 3. Fencing of existing cemeteries 4. Technical high school 5. Community park 6. Multi-purpose centre	Modderspruit Phase 2

6.	LED	1.Skills development 2.Enterpreneurial skills	
Ward 32			
No.	Needs	Projects	Areas
1	Roads and stormwater	1.Main roads 2.Paving of internal roads 3.South side road of the cemetery of Segwaelane	1. Upgrading of Dithabeng section - Outline to Marabi taxi rank road 2. Upgrading of Vienna butchery to Thabamorula high school road and Zion Christian church road 3. Upgrading of Wonderkop road – From entrance of Wonderkop to Maruatona primary school road
2	Electricity	1.High mast lights 2.Connection	Segwaelane, Mshengu and Wonderkop
3	Water and Sanitation	1.Flushing toilets 2.Upgrading of reservoir 3.Pressure Pumps	Segwaelan and Wonderkop
4	Land and housing	1.Title deeds 2.RDP houses	Segwaelane and skoonplaas
5	Social services	1.Clinic opening 24 hours 2.Taxi rank at Wonderkop 3.Police station at Wonderkop	Segwaelane, Mshengu and Wonderkop
6	LED	1.EPWP	
Ward 33: See the table below			
Ward 34			
No.	Needs	Projects	Areas
1	Roads and stormwater	1.Tarring of roads 2.Upgrading and re-gravelling of internal roads 3.Road signs (bridge and curves) 4.Upgrading of provincial road	Road D602 1.Upgrading of Mmulakgoro to Moiletswane road 2.Upgrading of Lethakaneng cemetery road 3.Upgrading of Moiletswane main road 4.Madinyane main entrance road 5.Upgrading of Mmalerato to Rietview road – From Morula tree P63/1 Rietview, Lethakaneng
2	Water and sanitation	1.Sanitation 2.Prepaid water meter 3.Bulk pipe 4.Refurshment boreholes	Shakung, Moiletswana, Madinyane, Baikagedi, Ramogatla, Lethakaneng, Ramogatla, Malerato
3	Electricity	1.Apollo lights 2.Building and upgrading of new substation 3.Electricity extension	Shakung, Madinyane, Moiletswana, Dipongpong and one at each school, Madinyane

4	Land and housing	1.PHP houses 2.Formalization 3.RDP houses	All areas Malerato, Rietview, Madinyane, Shakung, Moiletswane
5	Social services	1.Clinic 2.Upgrading of cemeteries 3.Hospice with VIP toilets 4.Post office 5.Schools 6.Community Hall – Letlhakaneng 7.Construction of Parks 9.Old Age Home 10.Disability Care Centre	Letlhakaneng, Madinyana Ext, Dipongpong Madinyane, Ext, Dipongpong Moiletswane, Ext Moiletswane, Letlhakaneng, Shakung, Dipongpong, Madinyane, Mmalerato and Rietview Shakung, Moiletswane, Malerato and Rietview
6	LED	1.Farming activities	
Ward 35			
No.	Needs	Projects	Areas
1.	Water and sanitation	1. Mini reservoir 2. Yard connection 3. Boreholes 4. Jojo tanks	Rabokala Rabokala view & Legae estate, Ipopeng & Disco view
2.	Land and housing	1. Formalization of rural areas 2. PHP houses 3. Land acquisition for housing and cemetery 4. RDP house 5. Land for affordable houses	All areas
3.	Electricity	1. Solar geysers upgrading of electricity 2. House connections 3. High mast lights 4. Extensions	All areas
4.	Roads and stormwater	1. Upgrading of roads 2. Stormwater drainage 3. Re-tarring of main road 4. Speedhumps 5. Tarred link road	1. Upgrading of Montwedi Supermarket to Ipopeng Primary School 2. Upgrading of Razwinane Shop to Oskraal (road connect Madidi road)
5.	Social Services	1. Clinic need upgrading and to open 24 hours 2. Crime prevention 3. Schools 4. Library 5. Creche 6. Youth development centre 7. Park/sports ground	All areas

		8. Hall	
6.	LED	1.Vegetable gardens 2.Cattle farming 3.Chiken farming 4.Goat farming 5.Tourism site 6.Shopping mall 7.Irrigation systems 8.Old age home	All areas
Ward 36			
No.	Needs	Projects	Areas
1	Water and sanitation	1.Water supply (Let the newly installed water supply infrastructure be utilized and maintained) 2.Audit in all projects 3.The water metres, which were installed, need to be replaced.	Klipgat
2	Electricity	1.High mast lights X 6 2.Street lights on all streets 3.Budget for maintenance	For All sections, Phutha , Tsewe, Selborne side, Old stand, Matanya Section and Ndlovu Makuwa section
3	Roads and stormwater	1.Stormwater drainage 2.Construction of bridge 3.Pavement of internal roads 4.Speed humps	1. Upgrading of Klipgat old cemetery road: From D636 to Cemetery road 2. Upgrading of Tsewe Primary School road: From Klipgat taxi rank to Tsewe Primary School 3. Upgrading of Matanya Tarven road: From D636 to the last street 4. Upgrading of Merogong to Keitumetse road 5. Upgrading of Street beyond Lutheran Church 6. Upgrading of Ndlovu section Makua street
4	Land and housing	1.RDP houses 2.Formalization 2.Tittle deeds	Klipgat A Klipgat A Klipgat A
5	Social services	1.Library 4.Parks 5.Youth programs to combat drugs abuse 6.Municipal service points	Klipgat
6	LED	1.Capacity building (skill development Centre) 2. Business stalls 3.SMME's development 4.Agricultural projects 5.Youth projects 6.Heritage and museum	Klipgat
Ward 37			
No.	Needs	Projects	Areas
1.		1.Paving of internal roads	

	Roads and stormwater	<ol style="list-style-type: none"> 2.Regraveling of roads 3.Stormwater roads 4.Maintenance of existing stormwater 5.Potholes patching 	<ol style="list-style-type: none"> 1.Upgrading of Banda bridge road to Main Road 2.Upgrading of Main road to KB road 3.Upgrading of Brighthen church road to Klipgat High School 4.Upgrading of Sbu shop road to Phillimon road 5. Upgrading of 2010 Bridge road to Manyike shop road
2.	Water and Sanitation	<ol style="list-style-type: none"> 1.Sewer/sanitation system 2.Water reticulations/Yard connection 3.Boreholes 	<p>All sections</p> <p>Klipgat,, A, Newstands, Fumane saction, Ikageng section, Hillside, Ikageng, Extension/2010, John Langalibalele section</p>
3.	Electricity	<ol style="list-style-type: none"> 1.Electrifications/House connections 2.High mast lights X 3 per section 3.Maintenance of the existing high mast lights 	<p>All sections</p> <p>Klipgat A, Newstand, Fumane section, Ikageng section, Hillside, Ikageng, Extension 2010, John Langa section</p>
4.	Land and Housing	<ol style="list-style-type: none"> 1.Fornalization 2.RDP houses 3.PHP houses 4.Tittle deeds 5.Cemetery land 	<p>All sections</p> <p>Klipgat A, Newstand, Fumane section, Ikageng section, Hillside, Ikageng, Extension/2010, John Langalibalele section</p>
5.	Social Services	<ol style="list-style-type: none"> 1.Community health centre 2.Fire station 3.Library 4.School 5.Sports facilities 6.Parks 	<p>All sections</p> <p>Klipgat A, Hillside, Ikageng section, Hillside, Ikageng, Extension/2010, John Langalibalele section</p>
6.	LED	<ol style="list-style-type: none"> 1.Job creation youth programme 2.Agriculture projects 3.Skills development 4.SMME development 5.WI-FI connections 	<p>All sections</p> <p>Klipgat A, Newstands, Fumane section, Ikageng section, Hillside, Ikageng, Extension/2010</p>
Ward 38			
No.	Needs	Projects	Areas
1.	Electricity	<ol style="list-style-type: none"> 1. Solar geysers 2. High mast lights 	<p>All section</p> <p>Block H No. 1</p>
2.	Land and housing	<ol style="list-style-type: none"> 1.Finalizing of informal settlement 2. RDP houses 3. Affordable stands (5000 stands/Houses) 4. Township development of plots 	<p>Block H, F, E</p>
3.	Water and sanitation	<ol style="list-style-type: none"> 1. Boreholes 2. JoJo tanks 3. Reservoir/ mini plant 	<p>Block H, F, E, Zone 10 and 6</p>

4.	Roads and stormwater	<ol style="list-style-type: none"> Upgrade of internal roads Speed humps Regravel roads Stormwater 	<ol style="list-style-type: none"> Upgrading of Embros section, joining the paved road from Dichunga (Block F) Upgrading of DOC road (Block E) Upgrading of Disofeng road (Block E) Upgrading of Berlin road, joining the tar road on both ends (Block F)
5.	Social service	<ol style="list-style-type: none"> Clinic High school Sports facilities Community hall Multi- purpose centre 	Block E and F
6.	LED	<ol style="list-style-type: none"> Creation of employment, the employment through cleaning of manhole and street, youth projects to address drugs (Nyaope) 	CS (Sport recreation centre)
Ward 39			
No.	Needs	Projects	Areas
1.	Land and housing	<ol style="list-style-type: none"> RDP houses Formalization of informal settlement Development and allocation of stands Land transfer and title deeds Allocation of church sites 	<p>All section</p> <p>Multi plant, Ratang, Noord Kamp, Green Side, De Kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihalampya, Elandsrands</p>
2.	Water and Sanitation	<ol style="list-style-type: none"> Upgrading of sewerage/sanitation Supply of water 	<p>All sections</p> <p>Multi plant, Ratanang, Noord kamp, Green Side, De kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya, Elandsrands</p>
3.	Electricity	<ol style="list-style-type: none"> Legal/overhead connections Replace underground cabling with overhead line Lighting of parks Additional lighting 	<p>All section</p> <p>Multi plant, Ratanang, Noord kamp, Green side, De Kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya, Elansrands</p>
4.	Roads and stormwater	<ol style="list-style-type: none"> Building of roads and sidewalks Regravelling and paving of internal roads Buildings and service of stormwater drains Upgradng of existing roads 	<p>All sections</p> <p>Multi plant, Ratanang, Noord kamp, Green side, De kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya</p> <p>Elandsrands:</p> <ol style="list-style-type: none"> Resealing of Tafelberg road Resealing of Langeberg road Resealing of Drakensberg road
5.	Social Service	<ol style="list-style-type: none"> Secondary school Library Parks with street light Tree felling 	<p>All sections</p> <p>Multi Plant, Ratang, Noord Kamp, Green side, De kroon, Delabnco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya, Elandsrands</p>

6.	LED	1.Youth skills development 2.Hawkers facilities 3.Agricultural Activities	All sections Multi plant,Ratanang,Noord Kamp, Green side, De Kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya, Elandsrands
Ward 40			
No.	Needs	Projects	Areas
1.	Land and housing	1.Transfer to Madibeng 2.RDP and houses 3. Upgrading of cemetery and Acquisition of land for cemetery 4. Formalization of informal settlement 5. Acquisition and Relocation of Sonop to transfer from public works to Madibeng	Sonop, Khamtswana, Pansdrift, Geleke All ward 40 Ward 40 All areas SONOP
2.	Electricity	1. Household electrification 2. Maintenance of existing high mast light and installation of high mast light 3. House wiring	Relebogile Phase, Pansdrift and farm area All areas All areas
3.	Roads and storm water	1. Paving of internal roads and storm water 2. Upgrade of storm water drainage and installation of new once 3. Traffic circle on narrow dual roads, speed humps with area intersections and Regorogile internal roads 4. Transformation for re-graveling	All areas All areas SONOP All areas
4.	Water and sanitation	1. Water reticulation 2. Installation of sewer system 3. Flushable toilets 4. VIP toilets	All areas All areas All areas All informal settlement in Ward 40
5.	Social service	1.Clinic 24Hours 2. Community Hall 3. Rehabilitation centre 4. Combined school 5.Sports facilities 6. Library 7. Waste bins	Ward 40 Ward 40 Sonop, Khamtswana Sonop All areas Ward 40 All areas

		8.Clean empty spaces and collection	All areas		
6.	LED	<ol style="list-style-type: none"> 1. Skills development 2. Job creation for disability 3. Tourism side - Legae la rona - Apartheid Meseum 4. Incubation and funding equal inclusion of people who are living with disability of all business 5. Equal inclusion of all business 	Sonop		
Ward 41					
No.	Needs	Projects	Areas		
1	Roads and stormwater	<ol style="list-style-type: none"> 1.Regravelling and paving of internal roads 2.Stormwater drainage 	<ol style="list-style-type: none"> 1. Upgrading of Rockville road 2. Upgrading of Moseja road 3. Upgrading of Block E road 		
2	Land and housing	<ol style="list-style-type: none"> 1.PHP housing 2.Fencing of cemetery 	All section Block A, E Rockville, Midas square, Moseja 1 and 2 Beverly hills and Snake Park		
3	Electricity	<ol style="list-style-type: none"> 1.Household connection 2.High mast lights (increase) 	All section Block A, E Rockville, Midas square, Moseja 1 and 2 Beverly Hills and Snake park		
4	Social service	<ol style="list-style-type: none"> 1.Community health centre 2.Sports facilities 3.Clinic 	All section Block A, E Rockville, Midas square, Moseja 1 and 2 Beverly hills and Snake park		
5	LED	<ol style="list-style-type: none"> 1.Agricultural projects 	All section Block A, E Rockville, Midas square, Moseja 1 and 2, Beverly hills and Snake park		
Ward 33					
Schoemansville, part of Melodie and Kosmos			Orange Farm informal settlement		
No.	NEEDS	PROJECTS	No.	NEEDS	PROJECTS
1	Water and Sanitation	Rehabilitation (rebuild of certain sections) of the water/ sanitation plants/ sewerage pump stations/ network lines	1	Land and Housing	<ol style="list-style-type: none"> 1. Land acquisition 2. Township establishment (Formalise/ secure land tenure)
2	Roads and Stormwater	<ol style="list-style-type: none"> 1. Upgrading of Malan street (Schoemansville) 2. Upgrading of Waterfront street (Schoemansville) 3. Upgrading of Bekker road (Kosmos) 	2	Water and Sanitation	Proper water and sanitation networks/ connections to each erf
3	Electricity	Rehabilitation (rebuild of certain sections) of the electricity substations/ network lines	3	Roads and Stormwater	Proper tar roads and storm water drainage systems

4	Social Services	1. Upgrade clinic 2. Formalized taxi rank/ bus stops 3. Formalize sport facility 4. Upgrade waste removal	4	Electricity	Proper electricity substations/ networks/ connections to each erf
5	Public Safety	1. Fire station 2. Upgrade public transport facilities/ ranks 3. Traffic calming measures 4. Daily traffic flow enforcement 5. Maintenance/ upgrade of fire hydrants	5	Social Services	1. Depending on surrounding area: Clinic 2. Taxi/ bus ranks 3. Sport facilities 4. Depending on surrounding area: Day care centres/ creches/ schools 5. Waste removal
6	Local Economic Development	1. Sustainable job creation via the use of local labour instead of labour from outside 2. Skills development/ formal training centers (daily operational)	6	Public Safety	1. Depending on surrounding area: Police station 2. Traffic calming measures 3. Daily traffic flow measures 4. Depending on surrounding area: Fire station 5. Fire hydrants
7	Land and Housing	Not applicable	7	Local Economic Development	Sustainable job creation via: 1. The use of local labour instead of labour from outside 2. Skills development/ formal training centers (daily operational)

5.8. The overall outcome

Priority No.	Municipal Wide Needs
1	Water and Sanitation
2	Roads and Stormwater
3	Land and Housing
4	Electricity
5	Social Services
6	Local Economic Development

5.9. Strategic Objectives

Strategic Objective	Output Indicators
KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
CSS1. Improved municipal capability	CSS1.1 Percentage of a municipality's budget actually spent on implementing its workplace skills plan by 30 June 2025
	CSS1.2 Staff vacancy rate by 30 June 2025
	CSS1.3 Percentage of vacant posts filled within 3 months
	CSS1.4 Review of the organizational structure aligned to the strategy of the municipality by 30 June 2025
Adherence to Employment equity	CSS1.5 Number of employment equity Plan Implemented by 30 June 2025
	CSS1.6 Number of people from employment equity target groups employed in the 3 highest level of management by 30 June 2025
OMM1. Improved municipal administration	OMM1.1 Number of repeat audit findings

	OMM1.2 Percentage of councillors who have declared their financial interests by 30 June 2025
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE	
ITS1. Improved access to electricity	ITS1.1 Number of dwellings provided with connections to mains electricity supply by the municipality by 30 June 2025
ITS2. Improved reliability of electricity service	ITS1.2 Percentage of unplanned outages that are restored to supply within industry standard timeframes by 30 June 2025
	ITS1.3 Percentage of planned maintenance performed by 30 June 2025
	ITS1.3.1 Percentage reduction of electricity loss by 30 June 2025
	ITS1.3.2 Number of New Households with access to basic level of electricity by 30 June 2025
	ITS1.3.3 Number of high mast light energized by 30 June 2025
CD1. Increased access to refuse removal	ITS1.3.4. Percentage of call outs responded to within 24 hours (Electricity)
	CD1.1 Percentage of known informal settlements receiving basic refuse removal services by 30 June 2025
Increase of healthy and safe environment	CD1.2 Number of increased households with access to refuse removal service by 30 June 2025
	CD1.3 Number of parks maintained by 30 June 2025
	CD1.4 Number of cemeteries maintained by 30 June 2025
PSFFM1. Mitigated effects of fires and disasters	CD1.5 Number of reports on Estimated revenue collection from grave fees by 30 June 2025
	PSFFM1.1 Percentage compliance with the required attendance time for structural firefighting incidents
	PSFFM1.2 Percentage of disaster incidents managed and responded to as a proportion of requested received by 30 June 2025
	PSFFM1.3 Percentage of money recovered from traffic fines by 30 June 2025
	PSFFM1.4 Percentage of money collected from vehicle registration and licence transaction as per agency agreement by 30 June 2025
	PSFFM1.5 Number of joint operations conducted by 30 June 2025
ITS4. Improved quality of municipal road network	PSFFM1.6 Number of planned municipal satellite buildings maintained by 30 June 2025
	ITS1.4 Percentage of unsurfaced road graded by 30 June 2025
	ITS1.5 Percentage of surfaced municipal road lanes which has been resurfaced and resealed by 30 June 2025
	ITS1.6 KMs of new municipal road network by 30 June 2025
	ITS1.9 Percentage of roads conditional assessment conducted for maintenance of Asset Registry.
ITS5. Improved quality of water and sanitation services	ITS1.11 Percentage of reported pothole complaints resolved within standard municipal response time
	ITS1.12 Percentage of callouts responded to within 24 hours (sanitation/wastewater)
ITS7. Improved water sustainability	ITS1.13 Percentage of callouts responded to within 24 hours (water)
ITS8. Improved access to sanitation	ITS1.14 Percentage of total water connections metered by 30 June 2025
ITS9. Improved access to water	ITS1.15 Number of new sewer connections meeting minimum standards by 30 June 2025
	ITS1.15.1 Percentage of drinking water complying to SANS 241 by 30 June 2025
	ITS1.15.2 Percentage reduction on water loss by 30 June 2025
	ITS1.16 Number of new water connections meeting minimum standards by 30 June 2025
	ITS1.16.1 Number of waste water treatment complying 90% against applicable water qualifying standards by 30 June 2025
	ITS1.16.2 Percentage of MIG budget spent by 30 June 2025
KPA 3: LOCAL ECONOMIC DEVELOPMENT	
AA2. Growing inclusive local economies	BTO1.1 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area by 30 June 2025
	LED1.1 Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) by 30 June 2025
	LED1.2 Number of reports on engagements made to monitor SLP projects implementation by 30 June 2025
	LED1.4 Number of SMME's supported through training by 30 June 2025
	LED1.5 Number of reports on tourism information disseminated by 30 June 2025
	LED1.6 Number of Business licences issued within 90 days

AA3. Improved levels of economic activity in municipal economic spaces	BTO1.2 Percentage of the municipality's operating budget spent on indigent relief for free basic services by 30 June 2025
	LED1.3 Number of reports on engagements made to monitor CSI projects
BTO1. Improved ease of doing business within the municipal area	BTO1.3 Average number of days from the point of advertising to the letter of award per 80/20 procurement process by 30 June 2025
	BTO1.4 Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission by 30 June 2025
KPA 4: FINANCIAL VIABILITY	
BTO2. Enhanced municipal budgeting and budget implementation	BTO1.5 Total Capital Expenditure as a percentage of Total Capital Budget
	BTO1.6 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget
	BTO1.7 Total Operating Revenue as a percentage of Total Operating Revenue Budget
	BTO1.8 Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget
	BTO1.9 Funded budget (Y/N) (Municipal)
BTO3. Improved financial sustainability and liability management	BTO1.10 Cash backed reserves reconciliation at year end
BTO4. Improved liquidity management	BTO1.11 Cash/Cost coverage ratio
	BTO1.12 Current ratio (current assets/current liabilities)
	BTO1.13 Trade payables to cash ratio
	BTO1.14 Liquidity ratio
BTO5. Improved expenditure management	BTO1.15 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure
	BTO1.16 Creditors payment period
	BTO1.18 Percentage of total capital expenditure funded from capital conditional grants
	BTO1.19 Percentage of total capital expenditure on renewal/upgrading of existing assets
	BTO1.20 Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment
BTO7. Improved supply chain management	BTO1.21 Repairs and Maintenance as a percentage of property, plant, equipment and investment property
	BTO1.22 Percentage of awarded tenders [over R200k], published on the municipality's website
BTO8. Improved revenue and debtors management	BTO1.23 Percentage of tender cancellations
	BTO1.24 Debtors payment period
	BTO1.25 Collection rate ratio
	BTO1.26 Average number of days to issue rates clearance certificate within 10 days
	BTO1.27 Net Surplus /Deficit Margin for Electricity
	BTO1.28 Net Surplus /Deficit Margin for Water
	BTO1.29 Net Surplus /Deficit Margin for Wastewater
BTO1.30 Net Surplus /Deficit Margin for Refuse	
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
OMM2. Improved municipal responsiveness	OMM1.3 Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor) by 30 June 2025
	OMM1.4 Percentage of wards that have held at least one councillor-convened community meeting by 30 June 2025
	OMM1.5 Percentage of official complaints responded to through the municipal complaint management system by 30 June 2025
KPA 6: SPATIAL RATIONALE	
PHS1. Improved access to adequate housing	PHS1.1 Percentage of building plans assessed within 30-60 days
	PHS1.2 Percentage of land invasion and informal settlements attended to by 30 June 2025
	PHS1.3 Percentage monitoring on housing projects
	PHS1.4 Percentage of land use application processed

5.10. Alignment

No.	National Government	North-West Province	District Development Model		Madibeng Local Municipality		
	Key Performance Areas	Eight (8) Priorities	Focus Area	Strategies	Priorities	Department	Strategic Objectives
1	Good governance and public participation	Show Political and administrative commitment to do the right things	Few economic infrastructure projects that require unblocking	Governance and Financial Management strategies	[Redacted]	Office of Municipal Manager	Improved municipal responsiveness
2	Financial viability					Budget and Treasury Office	Improved council functionality
							Enhanced municipal budgeting and budget implementation
							Improved financial sustainability and liability management
							Improved liquidity management
							Improved expenditure management
							Improved asset management
3	Spatial Rationale	Conduct open, fair, and transparent procurement of goods and services anchored on localization, with special focus on youth and women	Spatial restructuring and environmental sustainability	Integrated Service Provisioning strategies	Land and Housing	Planning and Human Settlement	Improved access to adequate housing
				Spatial Restructuring and Environmental strategies			
4	Local economic development	Key projects that are aimed at stimulating and diversifying the economy	Economic Positioning strategies	Local Economic Development	Economic Development, Agriculture and Tourism	Growing inclusive local economies	
5	Basic service delivery and infrastructure	Focus on those areas of our delivery with more directly benefits to people's daily lives	Key catalytic projects	Infrastructure Engineering strategies	Electricity	Infrastructure and Technical Service	Improved levels of economic activity in municipal economic spaces
							Improved ease of doing business within the municipal area
							Improved access to electricity
							Improved reliability of electricity service
							Improved energy sustainability

		Clean our Towns			Social Services	Public Safety, Fleet and Facilities Management	Mitigated effects of fires and disasters
		Fix Potholes			Roads and StormWater		Improved quality of municipal road network
		Provide safe drinking water			Water and Sanitation	Infrastructure and Technical Service	Improved quality of water (incl. wastewater)
		Fix our Sewer and sanitation infrastructure					Improved water sustainability
							Improved access to water
							Improved quality of water and sanitation services
							Improved access to sanitation
6	Municipal transformation and institutional development	Listen & Give Feedback to the people	Immediate LG stabilization and institutional strengthening actions	Demographic change and People Development		Corporate Support Services	Improved municipal capability
							Improved municipal administration

5.11. Corporate Scorecard

The Municipality plan to implement and report on the MFMA Circular 88 indicators.

Outcome (**Annexure A**), Output (**Tabled below**), and Compliance indicators (**Annexure B**) are planned in the IDP and SDBIP in order to be reported and/ or monitored.

Baselines are established for Outcome, Output and Compliance indicators and are reflected in the IDP reviews/updates from 2022/23 onwards.

Targets for Outcome indicators have been set with a five-year horizon for local government (2026/27).

Targets for Output indicators should be set on an annual basis (2022/23, with potential quarterly targets depending on the frequency of the indicator).

NO targets are set for Compliance indicators as these are tracked for monitoring purposes only.

OUTPUT INDICATORS *(To be reported quarterly or annually)*

Ref No.	Performance indicator	Ref No. (sub)	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Medium Term Target for 2026/27
OUTPUT INDICATORS FOR QUARTERLY REPORTING									
CSS1.1	Percentage of a municipality's budget actually spent on implementing its workplace skills plan by 30 June 2025			100%	100%	100%	100%	100%	100%
		CSS1.1(1)	<i>R-value of budget actually spent on implementing its workplace skills plan</i>						
		CSS1.1(2)	<i>R-value of budgeted expenditure on workplace skills plan</i>						

CSS1.2	Number of staff vacancy rate by 30 June 2025	New	0,62	0,62	0,62	0,62	0,62
	CSS1.2(1) ((1) The number of employee posts on the approved organisational structure -						
	CSS1.2(2) (2) The number of permanent employees in the municipality) /						
	CSS1.2(2) (2) The number of permanent employees in the municipality						
CSS1.3	Percentage of vacant posts filled within 3 months by 30 June 2025	New	75%	75%	90%	100%	100%
	CSS1.3(1) (1) Number of vacant posts filled within 3 months since the date of authority to proceed with filling the vacancy /						
	CSS1.3(2) (2) Number of vacant posts that have been filled						
PSFFM1.1	Percentage compliance with the required attendance time for structural firefighting incidents by 30 June 2025	New	40%	40%	40%	40%	50%
	PSFFM1.1(1) (1) Number of structural fire incidents where the attendance time was 14 minutes or less /						
	PSFFM1.1(2) (2) Total number of calls for structural fire incidents received						
ITS1.1	Number of dwellings provided with connections to the mains electricity supply by the municipality by 30 June 2025	500	500	2	2	2	2
	ITS1.1(1) (1) Number of residential supply points commissioned and energised by the municipality						
ITS1.2	Percentage of unplanned outages that are restored to supply within industry standard timeframes by 30 June 2025	New	10%	10%	10%	10%	10%
	ITS1.2(1) (1) Number of unplanned outages restored within x hours (where x is based on industry standards (x=1.5, 3.5, 7.5, 24 and 168) and as per NRS 047) /						
	ITS1.2(2) (2) Total number of unplanned outages						
ITS1.3	Percentage adherence to planned electricity maintenance program by 30 June 2025	New	40%	100%	100%	100%	100%
	ITS1.3(1) (1) Actual number of maintenance 'jobs' for planned or preventative maintenance /						
	ITS1.3(2) (2) Budgeted number of maintenance 'jobs' for planned or preventative maintenance						
ITS1.5	Kilometres of surfaced municipal road lanes which has been resurfaced and resealed by 30 June 2025	New	40%	11.2 km	11.2 km	11.2 km	11.2 km
	ITS1.5(1) (1) Kilometres of municipal road lanes resurfaced and resealed /						
	ITS1.5(2) (2) Kilometres of surfaced municipal road lanes						

ITS1.6	KMs of new municipal road network by 30 June 2025 <i>ITS1.6(1)</i> (1) Number of kilometres of surfaced road network built + <i>ITS1.6(2)</i> (2) Number of kilometres unsurfaced road network built	New	12	27 km	27 km	27 km	27 km
ITS1.7	Number of public transport facilities maintained (No longer applicable) <i>ITS1.7(1)</i> (1) Simple count of number of public transport facilities maintained	New	38	38	38	38	38
ITS1.8	Percentage of public carrier permits processed (No longer applicable) <i>ITS1.8(1)</i> (1) Number of public carrier permits processed/ <i>ITS1.8(2)</i> (2) Total number of public carrier permits applications	New	100%	100%	100%	100%	100%
ITS1.9	Number of roads conditional assessment reports for asset registry <i>ITS1.9(1)</i> (1) Count the number of reports compiled on the conditional assessment conducted <i>ITS1.9(2)</i> (2) Total number of roads conditional assessment	New	100%	1	1	1	1
ITS1.10	Percentage of land survey required on adhoc basis (No longer applicable) <i>ITS1.10(1)</i> (1) Number of land survey required on adhoc basis/ <i>ITS1.10(2)</i> (2) Total number of land survey	New	100%	100%	100%	100%	100%
ITS1.11	m ² of pothole patched <i>ITS1.11(1)</i> (1) Measure m ² of pothole patched <i>ITS1.11(2)</i> (2) Number of potholes reported	New	100%	6000 m ²	6000 m ²	6000 m ²	6000 m ²
ITS1.12	Number of callouts responded to within 24 hours (sanitation/wastewater) by 30 June 2025 <i>ITS1.12(1)</i> (1) Number of callouts (outages logged on the municipal system) responded to within 24 hours (sanitation/wastewater) / <i>ITS1.12(2)</i> (2) Total wastewater/sanitation callouts received	90%	95%	24 hours	24 hours	24 hours	24 hours
ITS1.13	Number of callouts responded to within 24 hours (water) by 30 June 2025 <i>ITS1.13(1)</i> (1) Number of callouts responded to within 24 hours (water) / <i>ITS1.13(2)</i> (2) Total water service callouts received	90%	95%	24 hours	24 hours	24 hours	24 hours
ITS1.15	Number of new sewer connections meeting minimum standards by 30 June 2025 <i>ITS1.15(1)</i> (1) The number of new sewer connections to consumer units + <i>ITS1.15(2)</i> (2) The number of new sewer connections to communal toilet facilities	New	150	384	384	384	384

ITS1.16	Number of new water connections (New applications) meeting minimum standards (Red book) by 30 June 2025	New	150	1272	1272	1272	1272
	<i>ITS1.16(1) (1) Number of new water connections to piped (tap) water +</i>						
	<i>ITS1.16(2) (2) Number of new water connections to public/communal taps</i>						
LED1.1	Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) by 30 June 2025	1505	1330	1480	1490	1490	1490
	<i>LED1.1(1) (1) Number of work opportunities provided by the municipality through the Expanded Public Works Programme +</i>						
	<i>LED1.1(2) (2) the Number of work opportunities provided through the Community Works Programme and other related infrastructure initiatives</i>						
LED1.2	Number of reports on engagements made to monitor SLP projects implementation by 30 June 2025	4	4	2	2	2	2
	<i>LED1.2(1) (1) Number of reports on engagements made to monitor SLP projects implementation</i>						
LED1.3	Number of reports on engagements made to monitor CSI projects implementation by 30 June 2025	4	2	2	2	2	2
	<i>LED1.3(1) (1) Number of reports on engagements made to monitor CSI projects implementation</i>						
BTO1.1	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	6%	6%	6%	6%	6%	6%
	<i>BTO1.1(1) (1) R-value of operating expenditure on contracted services within the municipal area /</i>						
	<i>BTO1.1(2) (2) Total municipal operating expenditure on contracted services</i>						
BTO1.2	Percentage of the municipality's operating budget spent on indigent relief for free basic services by 30 June 2025	0,1%	1%	1%	1%	1%	1%
	<i>BTO1.2(1) (1) R-value of operating budget expenditure on free basic services /</i>						
	<i>BTO1.2(2) (2) R-value of the total operating budget</i>						
BTO1.3	Average number of days from the point of advertising to the letter of award per 80/20 procurement process by 30 June 2025	New	90	90	90	90	90
	<i>BTO1.3(1) (1) Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of the letter of award /</i>						
	<i>BTO1.3(2) (2) Total number of 80/20 tenders awarded as per the procurement process</i>						

BTO1.4	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission by 30 June 2025 <i>BTO1.4(1) (1) Number of municipal payments within 30-days of complete invoice receipt made to service providers /</i> <i>BTO1.4(2) (2) Total number of complete invoices received (30 days or older)</i>	New	50%	100%	100%	100%	100%
BTO1.5	Total Capital Expenditure as a percentage of Total Capital Budget <i>BTO1.5(1) (1) Actual Capital Expenditure /</i> <i>BTO1.5(2) (2) Budgeted Capital Expenditure</i>	95%	100%	100%	100%	100%	100%
BTO1.6	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget by 30 June 2025 <i>BTO1.6(1) (1) Actual Operating Expenditure /</i> <i>BTO1.6(2) (2) Budgeted Operating Expenditure</i>	95%	100%	100%	100%	100%	100%
BTO1.7	Total Operating Revenue as a percentage of Total Operating Revenue Budget by 30 June 2025 <i>BTO1.7(1) (1) Actual Operating Revenue /</i> <i>BTO1.7(2) (2) Budgeted Operating Revenue</i>	95%	100%	100%	100%	100%	100%
BTO1.8	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget by 30 June 2025 <i>BTO1.8(1) ((1) Actual Service Charges Revenue +</i> <i>BTO1.8(2) (2) Actual Property Rates Revenue) /</i> <i>BTO1.8(3) (3) Budgeted Service Charges and Property Rates Revenue</i>	95%	100%	100%	100%	100%	100%
BTO1.9	Funded budget (Y/N) (Municipal) by 30 June 2025 <i>BTO1.9(1) (1) Municipal funded budget self-assessment outcome: Yes/No</i>	New			Yes		Yes
BTO1.11	Cash/Cost coverage ratio by 30 June 2025 <i>BTO1.11(1) (((1)Cash and Cash Equivalentents -</i> <i>BTO1.11(2) (2) Unspent Conditional Grants -</i> <i>BTO1.11(3) (3) Overdraft) +</i> <i>BTO1.11(4) (4) Short Term Investment) /</i> <i>BTO1.11(5) (5) Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)</i>	0,25	0,25	N/A	0,25	0,25	0,25
BTO1.13	Trade payables to cash ratio by 30 June 2025	25%	25%	N/A	25%	25%	25%

	<i>BTO1.13(1)</i>	<i>(1) Cash and cash equivalents /</i>							
	<i>BTO1.13(2)</i>	<i>(2) Trade payables</i>							
BTO1.14	Liquidity ratio by 30 June 2025		0,25	0,25	N/A	0,25	0,25	0,25	0,25
	<i>BTO1.14(1)</i>	<i>(1) Cash and cash equivalents /</i>							
	<i>BTO1.14(2)</i>	<i>(2) Current liabilities</i>							
BTO1.16	Creditors payment period by 30 June 2025		30	30	30	30	30	30	30
	<i>BTO1.16(1)</i>	<i>((1) Trade Creditors Outstanding /</i>							
	<i>BTO1.16(2)</i>	<i>(2) Credit purchases (operating and capital) X 365</i>							
BTO1.17	Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings) by 30 June 2025		0%	0%	5%	5%	5%	5%	5%
	<i>BTO1.17(1)</i>	<i>Own Funded Capital Expenditure ((1) Internally Generated Funds +</i>							
	<i>BTO1.17(2)</i>	<i>(2) Borrowings) /</i>							
	<i>BTO1.17(3)</i>	<i>(3) Total Capital Expenditure</i>							
BTO1.22	Percentage of awarded tenders [over R200k], submitted for published communication division on the municipality's website		100%	100%	100%	100%	100%	100%	100%
	<i>BTO1.22(1)</i>	<i>(1) Number of awarded tenders published on the municipality's website /</i>							
	<i>BTO1.22(2)</i>	<i>(2) Number of awarded tenders</i>							
BTO1.23	Percentage of tender cancellation in compliance with the law by 30 June 2025		New	10%	10%	10%	10%	10%	10%
	<i>BTO1.23(1)</i>	<i>(1) Number of tenders cancelled /</i>							
	<i>BTO1.23(2)</i>	<i>(2) Total number of tenders advertised and closed</i>							
BTO1.24	Debtors payment period by 30 June 2025		New	30	30 (days)	30 (days)	30 (days)	30 (days)	30 (days)
	<i>BTO1.24(1)</i>	<i>((1) Gross Debtors -</i>							
	<i>BTO1.24(2)</i>	<i>(2) Bad Debt Provision) /</i>							
	<i>BTO1.24(3)</i>	<i>(3) Billed Revenue) × 365</i>							
BTO1.25	Collection rate ratio by 30 June 2025		100%	100%	100%	100%	100%	100%	100%
	<i>BTO1.25(1)</i>	<i>((1) Gross Debtors Opening Balance +</i>							
	<i>BTO1.25(2)</i>	<i>(2) Billed Revenue -</i>							
	<i>BTO1.25(3)</i>	<i>(3) Gross Debtors Closing Balance -</i>							
	<i>BTO1.25(4)</i>	<i>(4) Bad Debts Written Off) /</i>							

	<i>BTO1.25(2)</i>	<i>(2) Billed Revenue</i>							
BTO1.26	Number of rates clearance certificate issued within ten working days by 30 June 2025		New	100	100	200	300	400	
	<i>BTO1.26(1)</i>	<i>(1) Simple count of the number of rates clearance certificate issued within ten working days</i>							
OMM1.3	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor) by 30 June 2025		100%	100%	100%	100%	100%	100%	
	<i>OMM1.3(1)</i>	<i>((1) The number of ward committees with 6 or more members) /</i>							
	<i>OMM1.3(2)</i>	<i>(2) Total number of wards</i>							
OMM1.4	Percentage of wards that have held at least one councillor-convened community meeting by 30 June 2025		100%	100%	100%	100%	100%	100%	
	<i>OMM1.4(1)</i>	<i>(1) Total number of councillor convened ward community meetings /</i>							
	<i>OMM1.4(2)</i>	<i>(2) Number of wards in the municipality</i>							
OMM1.5	Percentage of official complaints responded to through the municipal complaint management system by 30 June 2025		New	50%	75%	100%	100%	100%	
	<i>OMM1.5(1)</i>	<i>((1) Number of official complaints responded to according to municipal norms and standards /</i>							
	<i>OMM1.5(2)</i>	<i>(2) Number of official complaints received</i>							
PHS1.1	Percentage of building plans assessed within 30-60 days by 30 June 2025		100%	100%	100%	100%	100%	100%	
	<i>PHS1.1(1)</i>	<i>(1) Number of building plans assessed within 30-60 days</i>							
	<i>PHS1.1(2)</i>	<i>(2) Number of buiding plans applications within 30-60 days</i>							
PHS1.2	Percentage of land invasion and informal settlement attended to by 30 June 2025		New	2	100%	100%	100%	100%	
	<i>PHS1.2(1)</i>	<i>(1) Number of land invasion and informal settlement attended to by 30 June 2025</i>							
	<i>PHS1.2(2)</i>	<i>(2) Total number of land invasion and informal settlement received or noted</i>							

Ref No.	Performance indicator	Ref No. (sub)	Data element	Baseline (Annual Performance)	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Medium Term Target for 2026/27
---------	-----------------------	---------------	--------------	-------------------------------	-----------------------------	-----------------------------	-----------------------------	-----------------------------	--------------------------------

of 2021/22
estimated)

OUTPUT INDICATORS FOR ANNUAL REPORTING

OMM1.1	Number of repeat audit findings OMM1.1(1) (1) Simple count of the number of "repeat" findings itemised in the Auditor-General's report of each municipality	100	50	50	40	20	10
OMM1.2	Percentage of councillors who have declared their financial interests by 30 June 2025 OMM1.2(1) ((1) Number of councillors that have declared their financial interests/ OMM1.2(2) (2) Total number of municipal councillors)	85%	100%	100%	100%	100%	100%
CD1.1	Number of informal settlements with access to refuse removal through door to door by 30 June 2025 CD1.1(1) ((1) Number of informal settlements receiving waste handling services / CD1.1(2) (2) Total number of recognised informal settlements)	33%	46%	8	8	8	8
ITS1.4	Kilometres of unsurfaced road graded by 30 June 2025 ITS1.4(1) ((1) Kilometres of municipal road graded / ITS1.4(2) (2) Kilometres of unsurfaced road	New	50%	80 km	80 km	80 km	80 km
ITS1.14	Percentage of total water applications metered by 30 June 2025 ITS1.14(1) (1) Number of water connections metered / ITS1.14(1) [(1)Number of water connections metered + ITS1.14(2) (2) Number of water connections unmetered]	22%	26%	100%	100%	100%	100%
BTO1.10	Cash backed reserves reconciliation at year end by 30 June 2025 BTO1.10(1) (1) Actual Cash and Cash Equivalents + BTO1.10(2) (2) Long Term Investment - BTO1.10(3) (3) Unspent grants - BTO1.10(4) (4) statutory requirement - BTO1.10(5) (5) working capital requirements - BTO1.10(6) (6) other provisions -	New	100%	100%	100%	100%	100%

	<i>BTO1.10(7) (7) long term investment committed -</i>						
	<i>BTO1.10(8) (8) reserves to be cash backed</i>						
BTO1.12	Current ratio (current assets/current liabilities)	1,5	1,5	1,5	1,5	1,5	1,5
	<i>BTO1.12(1) (1) Current assets/</i>						
	<i>BTO1.12(2) (2) Current liabilities</i>						
BTO1.15	Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	New	230%	180%	100%	80%	30%
	<i>BTO1.15(1) ((1)Irregular +</i>						
	<i>BTO1.15(2) (2) Fruitless and Wasteful +</i>						
	<i>BTO1.15(3) (3) Unauthorised Expenditure) /</i>						
	<i>BTO1.15(4) (4) Total Operating Expenditure</i>						
BTO1.18	Percentage of total capital expenditure funded from capital conditional grants	New	50%	50%	50%	50%	50%
	<i>BTO1.18(1) (1) Total Capital Transfers (provincial and national capital conditional grants) /</i>						
	<i>BTO1.18(2) (2) Total Capital Expenditure</i>						
BTO1.19	Percentage of total capital expenditure on renewal/upgrading of existing assets	New	25%	25%	25%	25%	25%
	<i>BTO1.19(1) (1) Total costs of Renewal and Upgrading of Existing Assets /</i>						
	<i>BTO1.19(2) (2) Total Capital Expenditure</i>						
BTO1.20	Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	27%	27%	27%	27%	27%	27%
	<i>BTO1.20(1) (1) Total costs of Renewal and Upgrading of Existing Assets) /</i>	88220953					
	<i>BTO1.20(2) ((2) Depreciation +</i>	321267310					
	<i>BTO1.20(3) (3) asset impairment)</i>	2842722					
BTO1.21	Repairs and Maintenance as a percentage of property, plant, equipment and investment property	8%	8%	8%	8%	8%	8%
	<i>BTO1.21(1) (1) Total Repairs and Maintenance Expenditure /</i>						
	<i>BTO1.21(2) ((2) Property, Plant and Equipment +</i>						
	<i>BTO1.21(3) (3) Investment Property (Carrying Value))</i>						
BTO1.27	Net Surplus /Deficit Margin for Electricity by 30 June 2025	0%	0%	0%	0%	0%	0%
	<i>BTO1.27(1) ((1) Total Electricity Revenue -</i>						
	<i>BTO1.27(2) (2) Total Electricity Expenditure) /</i>						
	<i>BTO1.27(1) (1) Total Electricity Revenue</i>						

BTO1.28	Net Surplus /Deficit Margin for Water by 30 June 2025	0%	0%	0%	0%	0%	0%
	<i>BTO1.28(1) ((1) Total Water Revenue -</i>						
	<i>BTO1.28(2) (2) Total Water Expenditure) /</i>						
	<i>BTO1.28(1) (1) Total Water Revenue</i>						
BTO1.29	Net Surplus /Deficit Margin for Wastewater by 30 June 2025	0%	0%	0%	0%	0%	0%
	<i>BTO1.29(1) ((1) Total Sanitation and Waste Water Revenue -</i>						
	<i>BTO1.29(2) (2) Total Sanitation and Waste Water Expenditure) /</i>						
	<i>BTO1.29(1) (1) Total Sanitation and Waste Water Revenue</i>						
BTO1.30	Net Surplus /Deficit Margin for Refuse by 30 June 2025	0%	0%	0%	0%	0%	0%
	<i>BTO1.30(1) ((1) Total Refuse Revenue -</i>						
	<i>BTO1.30(2) (2) Total Refuse Expenditure) /</i>						
	<i>BTO1.30(1) (1) Total Refuse Revenue</i>						
PHS1.3	Percentage monitoring of housing projects by 30 June 2025	New	100%	100%	100%	100%	100%
	<i>PHS1.3(1) (1) Number of housing projects monitored</i>						
	<i>PHS1.3(2) (2) Total number of housing projects received or noted for monitoring</i>						

Mid-Term Review

IDP Ref No.	Strategic Objective	Key Performance indicator	Data element/ Method of Calculation	Baseline (Annual Performance of 2023/24)	Annual Target for 2024/25
CSS1.4	Improved municipal capability	Number of Reviewed organizational structure aligned to the strategy of the municipality by 30 June 2025	Count a number of Review of the organizational structure aligned to the strategy of the municipality	New	1
CSS1.5	Adherence to employment of equity target	Number of employment equity Plan Implemented by 30 June 2025	Count number of plans implemented	New	1
CSS1.6		Number of people from employment equity target groups employed in the 3 highest level of management by 30 June 2025	Count number of people employed in the 3 highest level of management)	New	9
OMM1.2.1	Finalised investigations of cases reported	Number of Progress Reports on cases (litigation) and their status by 30 June 2025	Count Number of PMS Quarterly Performance Reports compiled and submitted to Council for adoption	4	4
ITS1.3.1	Improved reliability of electricity service	Percentage reduction of technical electricity losses by 30 June 2025	Count the percentage on reduction of electricity loss	35%	30%

ITS1.3.2		Number of Households with access to basic level of electricity by 30 June 2025	Count the Number on New HH with access to electricity	160 724	160 724
ITS1.3.3		Number of New Households with access to electricity	Count the number of Households with access to electricity		
ITS1.3.4		Number of high mast light maintained by 30 June 2025	Count the Number of high mast light energized	9	6
ITS1.3.5		Percentage of callouts responded to within 24 hours (Electricity)	Count the Number of calls outs received and responded to (100%)	24 hours	24 hours
CD.1.2	Increase access to refuse removal	Number of households with access to refuse removal services by 30 June 2025	Count Number of households with access to refuse removal service	40 000	40 000
CD.1.2.1	Increased compliance of landfill sites	Percentage compliance to landfill sites permit conditions by June 2025	Measures the Percentage compliance to landfill sites permit conditions	0	75%
CD.1.2.2		Number of library Grant business plan submitted to Province by 30 June 2025	Count the number library Grant business plan submitted to Province	0	1
CD.1.3	Increase access to and utilisation of social and community facilities	Number of parks maintained by 30 June 2025	The indicator measures the total Count Number of predetermined parks maintained	16	16
CD.1.4		Number of cemeteries maintained by 30 June 2025	Count the number of predetermined cemeteries maintained	7	7
CD.1.5		Number of reports on Estimated revenue collection from grave fees by 30 June 2025	Count the amount collected per grave	New	4
PSFFM1.2	Mitigated effects of fires and disasters	Percentage of disaster incidents managed and responded to as a proportion of requested received by 30 June 2025	Number of disaster incidents where the attendance time was 14 minutes or less / Total number of calls for structural fire incidents received)	100%	100%
PSFFM1.3	Revenue collection	Percentage of money recovered from traffic fines (before court order) by 30 June 2025	Count amount of money recovered from traffic fines	New	10.50%
PSFFM1.4		Percentage of money collected from vehicle registration and licence transaction as per agency agreement by 30 June 2025	Count the amount of from vehicle registration and licence transaction as per agency agreement	24%	20%
PSFFM1.5	Improved quality of municipal services	Number of joint operations conducted by 30 June 2025	Count the number of joint operations conducted	12	12
PSFFM1.6		Number of planned municipal buildings maintained by 30 June 2025	Count the number of municipal satellite buildings maintained	4	4

ITS1.14	Increase access to basic level of water	Percentage of total water Applications connections metered by 30 June 2025	{Number of water Applications connections metered / (Number of water connections metered + Number of water connections unmetered)	22%	100%
ITS1.14.1		Number of households with access to basic level of water by 30 June 2025	Count the number of households with access to basic level of water	1308	160 724
ITS1.15.1		Percentage of drinking water complying to SANS 241 by 30 June 2025	Measures the percentage of drinking water samples	95%	95%
ITS1.15.2		Percentage reduction of water loss by 30 June 2025	Count the percentage on reduction of water loss	<22	<22
ITS1.15.3		Percentage maintenance of water infrastructure	Count the percentage of maintenance done on water infrastructure		50%
ITS1.16.1	Provision of access to basic level of sanitation	Number of Households with access to sanitation by 30 June 2025	Count the Number of Households with access to sanitation	New	160 724
ITS1.16.2		Number of waste water treatment works complying 90% against applicable water qualifying standards by 30 June 2025	Measures the compliance of waste water works effluent to the requirements of biological and chemical indicators as per the water use license	4 WWTW	4
ITS1.16.3		Percentage maintenance of the Waste Water Treatment works	Measure the maintenance done on the Waste Water Treatment works	New	50%
ITS1.16.4	Monitoring of MIG budgeted Projects	Percentage of MIG Budget Spent by 30 June 2025	Count the percentage of MIG Budget spent	100%	100%
LED1.4	Growing inclusive local economies	Number of SMME's supported through training by 30 June 2025	Count the number of SMME's established and supported through training	120	120
LED1.5		Number of reports on tourism information disseminated by 30 June 2025	Count Number of reports on tourism information dissemination	New	2
LED1.6		Number of Business licence issued within 90 days	Count the reports on Business licence issued	New	20
BTO1.9	Enhanced municipal budgeting and budget implementation	Approved Funded budget (Y/N) (Municipal) by 30 June 2025	Municipal funded budget self-assessment outcome: Yes/No	Unfunded budget	Yes
OMM1.5.1		Number Of beneficiary programs on Youth facilitated by 30 June 2025	Count the number of beneficiary programs on youth facilitated	4	1

OMM1.5.2	Increased stakeholder awareness on Public participation	Number Of beneficiary programs on women and people living with disability facilitated by 30 June 2025	Count the number of beneficiary programs on women and people living with disability facilitated	4	1
OMM1.5.3		Number Of beneficiary programs on HIV/AIDS facilitated by 30 June 2025	Count the number of programs on HIV/AIDS facilitated	4	4
PHS1.4	Improved access to adequate housing	Percentage of land use application processed by 30 June 2025	Count the Number of land use applications received and processed	100%	100%

E INDICATORS *(To and reported after 5 year*

A. Outcome indicators *(To be monitored annually and reported in 5 year's time)*

5 Year Targets (To be monitored annually)					
Ref No.	Performance indicator	Ref No. (sub)	Data element	Baseline (Annual Performance of 2022/23 estimated)	Medium term target for 2026/27
OUTCOME INDICATORS FOR ANNUAL MONITORING					
BTO.A	Percentage of expenditure against total budget			100%	100%
		BTO.A(1)	(1) Total expenditure (operating + capital) /		
		BTO.A(2)	(2) Total budget (operating + capital)		
BTO.B	Municipal budget assessed as funded (Y/N) (National)			New	Yes
		BTO.B(1)	(1) NT funded budget assessment tool outcome: Yes/No		
BTO.C	Percentage of total operating revenue to finance total debt			New	40%
		BTO.C(1)	(1) Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) /		
		BTO.C(2)	((2) Total Operating Revenue -		
		BTO.C(3)	(3) Operating Conditional Grant)		

BTO.D	Percentage change in cash backed reserves reconciliation		New	10%
	<i>BTO.D(1)</i>	<i>((1) Cash backed reserves (previous year) -</i>		
	<i>BTO.D(2)</i>	<i>(2) Cash backed reserves (current year))/</i>		
	<i>BTO.D(1)</i>	<i>(1) Cash backed reserves (previous year)</i>		
BTO.E	Percentage change in cash and cash equivalent (short term)		New	10%
	<i>BTO.E(1)</i>	<i>((1) Cash and cash equivalent (Current year)-</i>		
	<i>BTO.E(2)</i>	<i>(2) cash and cash equivalent (Previous year))/</i>		
	<i>BTO.E(2)</i>	<i>(2) cash and cash equivalent (Previous year)</i>		
BTO.F	Percentage change of unauthorised, irregular, fruitless and wasteful expenditure		New	10%
	<i>BTO.F(1)</i>	<i>((1)Irregular (previous year) +</i>		
	<i>BTO.F(2)</i>	<i>(2) Fruitless and Wasteful (previous year) +</i>		
	<i>BTO.F(3)</i>	<i>(3) Unauthorised Expenditure (previous year) -</i>		
	<i>BTO.F(4)</i>	<i>((4) Irregular (current year) +</i>		
	<i>BTO.F(5)</i>	<i>(5) Fruitless and Wasteful (current year) +</i>		
	<i>BTO.F(6)</i>	<i>(6) Unauthorised Expenditure (current year)))/</i>		
	<i>BTO.F(1)</i>	<i>((1)Irregular (previous year) +</i>		
	<i>BTO.F(2)</i>	<i>(2) Fruitless and Wasteful (previous year) +</i>		
	<i>BTO.F(3)</i>	<i>(3) Unauthorised Expenditure (previous year))</i>		
BTO.G	Percentage of total operating expenditure on remuneration		New	30%
	<i>BTO.G(1)</i>	<i>Remuneration ((1)Employee Related Costs +</i>		
	<i>BTO.G(2)</i>	<i>(2) Councillors' Remuneration) /</i>		
	<i>BTO.G(3)</i>	<i>(3) Total Operating Expenditure</i>		
BTO.H	Percentage of total operating expenditure on contracted services		New	2%
	<i>BTO.H(1)</i>	<i>(1) Contracted Services</i>		
	<i>BTO.H(2)</i>	<i>(2) Total Operating Expenditure</i>		
BTO.I	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure		New	0%
	<i>BTO.I(1)</i>	<i>(Own funding ((1) Internally Generated Funds +</i>		
	<i>BTO.I(2)</i>	<i>(2) Borrowings (Current year)) -</i>		
	<i>BTO.I(3)</i>	<i>Own funding ((3) Internally Generated Funds +</i>		

		<i>BTO.I(4)</i>	<i>(4) Borrowings (previous year)) /</i>		
		<i>BTO.I(3)</i>	<i>Own funding ((3) Internally Generated Funds +</i>		
		<i>BTO.I(4)</i>	<i>(4) Borrowings (previous year)</i>		
BTO.J	Percentage change of renewal/upgrading of existing Assets			New	5%
		<i>BTO.J(1)</i>	<i>(1) Total costs of Renewal and Upgrading of Existing Assets (current year) /</i>		
		<i>BTO.J(2)</i>	<i>(2) Total costs of Renewal and Upgrading of Existing Assets (previous year)</i>		
BTO.K	Percentage change of repairs and maintenance of existing infrastructure			New	70%
		<i>BTO.K(1)</i>	<i>(1) Repairs and maintenance expenditure (current year) /</i>		
		<i>BTO.K(2)</i>	<i>(2) Repairs and maintenance expenditure (previous year)</i>		
BTO.L	Percentage change in Gross Consumer Debtors' (Current and Non-current)			New	70%
		<i>BTO.L(1)</i>	<i>(1) Gross consumer debtors (previous year) /</i>		
		<i>BTO.L(2)</i>	<i>(2) gross consumer debtors (current year)</i>		
BTO.M	Percentage of Revenue Growth excluding capital grants			New	120%
		<i>BTO.M(1)</i>	<i>(1) Total Revenue Excluding Capital Grants (current year) /</i>		
		<i>BTO.M(2)</i>	<i>(2) Total Revenue Excluding Capital Grants(previous year)</i>		
BTO.N	Percentage of net operating surplus margin			New	25%
		<i>BTO.N(1)</i>	<i>(1)Total Operating Revenue /</i>		
		<i>BTO.N(2)</i>	<i>(2)Total Operating Expenditure</i>		
CSS.A	Top Management Stability			New	100%
		<i>CSS.A(1)</i>	<i>(1)Total sum of standard working days, in the reporting period, that each S56 and S57 post was occupied by a fully appointed official (not suspended or vacant) with a valid signed contract and performance agreement /</i>		
		<i>CSS.A(2)</i>	<i>(2) Aggregate working days for all S56 and S57 posts</i>		
OMM.A	Audit Opinion			Disclaimer of Opinion	Unqualified with material adjustments
		<i>OMM.A(1)</i>	<i>(1) Audit opinion (as defined by the Office of the Auditor-General across a qualitative scale)</i>		
OMM.B	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)			100%	100%

	OMM.B(1)	(1) Functional ward committees /		
	OMM.B(2)	(2) Total number of wards		
OMM.C	Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)		100%	100%
	OMM.C(1)	((1) Sum of the total number of recognised traditional and Khoi-San leaders in attendance at municipal council proceedings /		
	OMM.C(2)			
		((2) The total number of recognised traditional and Khoi-San leaders within the municipality *		
	OMM.C(3)	(3) Total number of Council meetings))		
OMM.D	Percentage of councillors attending council meetings		New	100%
	OMM.D(1)	((1) The sum total of all councillor attendance of all council meetings /		
	OMM.D(2)	((2) The total number of council meetings *		
	OMM.D(3)	(3) The total number of council members in the municipality))		
PSFFM.A	Percentage utilisation rate of community halls		New	60%
	PSFFM.A(1)	(1) Sum of hours booked across all community halls in the period of assessment /		
	PSFFM.A(2)	(2) Sum of available hours for all community halls in the period of assessment		
CD.A	Average number of library visits per library		18710	29967
	CD.A(1)	(1) Total number of library visits /		
	CD.A(2)	(2) Count of municipal libraries		
CD.B	Percentage of municipal cemetery plots available		New	100%
	CD.B(1)	(1) Number of available municipal burial plots in active municipal cemeteries /		
	CD.B(2)	(2) Total capacity of all burial plots in active municipal cemeteries		
ITS.A	Percentage total electricity losses		New	10%
	ITS.A(1)	((1) Electricity Purchases in kWh -		
	ITS.A(2)	(2) Electricity Sales in kWh) /		
	ITS.A(1)	(1) Electricity Purchases in kWh)		
ITS.B	Number (in cubic metres) of potholes reported and repaired per 10kms of municipal road network		New	30000
	ITS.B(1)	(1) Number of potholes reported and repaired/		
	ITS.B(2)	(2) Kilometres of surfaced municipal road network		

ITS.C	Frequency of sewer blockages per 100 KMs of pipeline		110	68
	<i>ITS.C(1)</i>	<i>(1) Number of blockages in sewers that occurred /</i>		
	<i>ITS.C(2)</i>	<i>(2) Total sewer length in KMs / 100</i>		
ITS.D	Frequency of water mains failures per 100 KMs of pipeline		126	78
	<i>ITS.D(1)</i>	<i>(1) Number of water mains failures (including failures of valves and fittings) /</i>		
	<i>ITS.D(2)</i>	<i>(2) Total mains length (water) in KMs / 100</i>		
ITS.E	Frequency of unplanned water service interruptions		New	10%
	<i>ITS.E(1)</i>	<i>(1) Number of unplanned water service interruptions /</i>		
	<i>ITS.E(2)</i>	<i>(2) Total number of water service connections / 1000</i>		
ITS.F	Percentage of drinking water samples complying to SANS241		93%	100%
	<i>ITS.F(1)</i>	<i>(1) Number of water sample tests that complied with SANS 241 requirements /</i>		
	-	<i>ITS.F(2) (2) Total number of water samples tested</i>		
ITS.G	Percentage of wastewater samples compliant to water use license conditions		50%	90%
	<i>ITS.G(1)</i>	<i>(1) Number of wastewater samples tested per determinant that meet compliance to specified water use license requirements /</i>		
	<i>ITS.G(2)</i>	<i>(2) Total wastewater samples tested for all determinants over the municipal financial year</i>		
ITS.H	Percentage non-revenue water		New	10%
	<i>ITS.H(1)</i>	<i>((1) Number of Kilolitres Water Purchased or Purified -</i>		
	<i>ITS.H(2)</i>	<i>(2) Number of Kilolitres Water Sold) /</i>		
	<i>ITS.H(1)</i>	<i>(1) Number of Kilolitres Water Purchased or Purified</i>		
ITS.I	Total water losses		New	10%
	<i>ITS.I(1)</i>	<i>((1) System input volume -</i>		
	<i>ITS.I(2)</i>	<i>(2) Authorised consumption volume) in m³ * 1000)</i>		
	<i>ITS.I(3)</i>	<i>(3) Number of service connections * 365</i>		

B. Compliance indicators *(To be reported quarterly and annually)*

Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2022/23 estimated)
QUARTERLY COMPLIANCE INDICATORS			
C1 (CSS)	Number of signed performance agreements by the MM and section 56 managers:	<i>(1) Simple count of number of signed performance agreements</i>	New
C2 (CSS)	Number of Executive Committee or Mayoral Executive meetings held	<i>(1) Simple count of the number of Exco or Mayoral committee meetings held</i>	11
C3 (CSS)	Number of Council portfolio committee meetings held	<i>(1) Simple count of the number of Council portfolio committee meetings held</i>	10
C4 (OMM)	Number of MPAC meetings held	<i>(1) Simple count of the number of MPAC meetings held</i>	New
C6 (OMM)	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	<i>(1) Simple count of the number of formal (minuted) meetings between the Mayor, Speaker, and MM were held</i>	New
C7 (CSS)	Number of formal (minuted) meetings - to which all senior managers were invited- held	<i>(1) Simple count of the number of formal (minuted) meetings to which all senior managers were invited</i>	12
C8 (OMM)	Number of councillors completed training	<i>(1) Simple count of the number of councillors that have received training</i>	New
C9 (CSS)	Number of municipal officials completed training	<i>(1) Simple count of the number of municipal officials that have received training</i>	New
C10 (OMM)	Number of work stoppages occurring	<i>(1) Simple count of number of work stoppages</i>	New
C11 (CSS)	Number of litigation cases instituted by the municipality	<i>(1) Simple count of litigation cases initiated by the municipality</i>	New

C12 (CSS)	Number of litigation cases instituted against the municipality	<i>(1) Simple count of the number of cases of disputes initiated against the municipality</i>	New
C13 (OMM)	Number of forensic investigations instituted	<i>(1) Simple count of the number of forensic investigations instituted by the municipality</i>	New
C14 (OMM)	Number of forensic investigations conducted	<i>(1) Simple count of the number of forensic investigations instituted by the municipality</i>	New
C15 (CSS)	Number of days of sick leave taken by employees	<i>(1) Sum of the number of days of sick leave taken by each municipal employee</i>	New
C16 (CSS)	Number of permanent employees employed	<i>(1) Simple count of the number of permanent employees</i>	New
C17 (CSS)	Number of temporary employees employed	<i>(1) Simple count of the number of temporary employees</i>	New
C18 (CD)	Number of approved demonstrations in the municipal area	<i>(1) Simple count of the number of approved demonstrations in the municipal area</i>	New
C19 (OMM)	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings	<i>(1) Sum of the number of traditional leaders in attendance at each council meeting held</i>	New
C20 (CSS)	Number of permanent environmental health practitioners employed by the municipality	<i>(1) Simple count of the number of permanent environmental health practitioners employed by the municipality</i>	New
C22 (CSS)	Number of Council meetings held	<i>(1) Simple count of the number of Council meetings held</i>	New
C23 (OMM)	Number of disciplinary cases for misconduct relating to fraud and corruption	<i>(1) Simple count of the number of disciplinary cases for misconduct related to fraud and corruption</i>	New
C24 (CSS)	Number of council meetings disrupted	<i>(1) Simple count of all Council meetings where a disruption occurred</i>	New
C25 (CD)	Number of protests reported	<i>(1) Simple count of all unauthorised protest incidents reported</i>	New
C26 (BTO)	R-value of all tenders awarded	<i>(1) Sum of the R-value of all tenders awarded by a municipality</i>	New
C27 (BTO)	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	<i>(1) Simple count of the number of tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations</i>	New
C28 (BTO)	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	<i>(1) Sum of the R-value of all tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations</i>	New
C29 (HSP)	Number of approved applications for rezoning a property for commercial purposes	<i>(1) Simple count of the number of applications for rezoning a property for commercial purposes approved</i>	New

C30 (LED)	Number of business licenses approved	<i>(1) Simple count of the number of business licenses approved</i>	New
C32 (CSS)	Number of positions filled with regard to municipal infrastructure	<i>(1) Simple count of the number of municipal infrastructure positions filled</i>	New
C33 (BTO)	Number of tenders over R200 000 awarded	<i>(1) Simple count of the number of tenders over R200 000 awarded</i>	New
C34 (CSS)	Number of months the Municipal Managers' position has been filled (not Acting)	<i>(1) Simple count of the number of continuous months the Municipal Managers' position has been filled (not Acting)</i>	New
C35 (CSS)	Number of months the Chief Financial Officers' position has been filled (not Acting)	<i>(1) Simple count of the number of months the Chief Financial Officer's position has been filled (not Acting)</i>	New
C36 (CSS)	Number of vacant posts of senior managers	<i>(1) Simple count of the number of vacant posts for senior managers</i>	New
C38 (CSS)	Number of filled posts in the treasury and budget office	<i>(1) Simple count of the number of filled posts in the treasury and budget office</i>	New
C40 (CSS)	Number of filled posts in the development and planning department	<i>(1) Simple count of the number of filled posts in the treasury and budget office</i>	New
C42 (CSS)	Number of registered engineers employed in approved posts	<i>(1) Simple count of the number of registered engineers employed in approved posts</i>	New
C43 (CSS)	Number of engineers employed in approved posts	<i>(1) Simple count of the number of engineers employed in approved posts</i>	New
C44 (CSS)	Number of disciplinary cases in the municipality	<i>(1) Simple count of the number of disciplinary cases</i>	New
C45 (OMM)	Number of finalised disciplinary cases	<i>(1) Simple count of the number of finalised disciplinary cases</i>	New
C47 (CSS)	Number of waste management posts filled	<i>(1) Simple count of the number of filled waste management posts</i>	New
C49 (CSS)	Number of electricians employed in approved posts	<i>(1) Simple count of the number of electricians employed in approved posts</i>	New
C51 (CSS)	Number of filled water and wastewater management posts	<i>(1) Simple count of the number of filled water and wastewater management posts</i>	New
C56 (ITS)	Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)	<i>(1) Simple count of the number of customers provided with alternative energy supply within the municipal area</i>	New
C57 (ITS)	Number of registered electricity consumers with a mini grid-based system in the municipal service area	<i>(1) Simple count of the number of registered consumers with a connection to a mini grid-based system, in a municipal service area</i>	New

C58 (ITS)	Total non-technical electricity losses in MWh (estimate)	<i>(1) The amount of non-technical electricity loss (in kWh) in a municipal service area</i>	New
C59 (ITS)	Number of municipal buildings that consume renewable energy	<i>(1) Simple count of the number of municipal buildings that generate their own renewable energy or are supplied by embedded generation.</i>	New
C61 (ITS)	Total number of chemical toilets in operation	<i>(1) Simple count of the total number of chemical toilets in operation within a municipal service area</i>	New
C63 (ITS)	Total volume of water delivered by water trucks	<i>(1) Sum of the volume of water (in kilolitres) delivered by water truck within the municipal area</i>	New
C67 (PSFFM)	Number of paid full-time firefighters employed by the municipality	<i>(1) Simple count of the number of paid full-time firefighters employed by the municipality</i>	New
C68 (PSFFM)	Number of part-time and firefighter reservists in the service of the municipality	<i>(1) Simple count of the number of part-time firefighters and firefighter reservists in the municipality</i>	New
C69 (PSFFM)	Number of 'displaced persons' to whom the municipality delivered assistance	<i>(1) Simple count of the number of displaced persons to whom the municipality delivered assistance</i>	New
C71 (BTO)	Number of procurement processes where disputes were raised	<i>(1) Simple count of the number of procurement processes where disputes were raised</i>	New
C73 (PSFFM)	Number of structural fires occurring in informal settlements	<i>(1) Simple count of the number of fire incidents occurring in informal settlement affecting structures in that area</i>	New
C74 (PSFFM)	Number of dwellings in informal settlements affected by structural fires (estimate)	<i>(1) Estimated number of dwellings occurring in informal settlement affected by structural fires</i>	New
C76 (LED)	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	<i>(1) Simple count of the number of SMMEs and informal businesses registered for municipal digitisation support programmes within the municipal area</i>	New
C77 (BTO)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	<i>(1) Total R-value of B-BBEE Procurement Spend on suppliers that are at least 51% black owned based</i>	New
C78 (BTO)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	<i>(1) Total R-value of B-BBEE Procurement Spend on suppliers that are at least 30% black women owned</i>	New
C79 (BTO)	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	<i>(1) Total R-value of B-BBEE Procurement Spend on all suppliers</i>	New

C86 (BTO)	Number of households in the municipal area registered as indigent	(1) Simple count of the number households on the municipality's indigent register at the time of reporting.	New
C89 (OMM)	Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum	(1) Simple count of the number of ExCo or Mayoral committee meetings that were postponed for lack of quorum	New
C92 (CSS)	Number of agenda items deferred to the next council meeting	(1) Sum total number of all council agenda items deferred to the next meeting	New
C93 (BTO)	Number of awards made in terms of SCM Reg 32	(1) Simple count of the number of awards made by means of "piggy back" contracts in terms of MFMA SCM Reg 32 which refers to procurement of goods and services secured by other organs of state.	New
C94 (BTO)	Number of requests approved for deviation from approved procurement plan	(1) Simple count of the number of requests approved for deviation from the municipality's approved procurement plan.	New

Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2022/23 estimated)
ANNUAL COMPLIANCE INDICATORS			
C5 (OMM)	Number of recognised traditional leaders within your municipal boundary	(1) Simple count of the number of recognised traditional leaders within a municipal boundary	New
C21 (CD)	Number of approved environmental health practitioner posts in the municipality	(1) Simple count of the number of permanent environmental health practitioner posts in the municipality	New
C31 (CSS)	Number of approved posts in the municipality with regard to municipal infrastructure	(1) Simple count of the number of approved posts in the municipality with regard to municipal infrastructure	New
C37 (CSS)	Number of approved posts in the treasury and budget office	(1) Simple count of the number of approved post in the treasury and budget office	New

C39 (CSS)	Number of approved posts in the development and planning department	<i>(1) Simple count of the number of approved post in the development and planning department</i>	New
C41 (CSS)	Number of approved engineer posts in the municipality	<i>(1) Simple count of the number of approved engineer posts</i>	New
C46 (CSS)	Number of approved waste management posts in the municipality	<i>(1) Simple count of the number of approved waste management posts in the municipality</i>	New
C48 (CSS)	Number of approved electrician posts in the municipality	<i>(1) Simple count of the number of approved electrician posts in the municipality</i>	New
C50 (CSS)	Number of approved water and wastewater management posts in the municipality	<i>(1) Simple count of the number of approved water and wastewater management posts in the municipality</i>	New
C52 (CD)	Number of maintained sports fields and facilities	<i>(1) Simple count of the number of sports fields or facilities maintained by the municipality</i>	New
C53 (CD)	Square meters of maintained public outdoor recreation space	<i>(1) Sum of the total land area (in square meters) of public outdoor recreation space maintained by the municipality, in the reporting period</i>	New
C54 (PSFFM)	Number of municipality-owned community halls	<i>(1) Simple count of the number of community halls owned by the municipality, in the reporting period</i>	New
C60(ITS)	Total number of sewer connections	<i>(1) Simple count of the total number of sewer connections within the municipal area</i>	New
C62 (ITS)	Total number of Ventilation Improved Pit Toilets (VIPs)	<i>(1) Simple count of the total number of VIPs within a municipal service area</i>	New
C95 (BTO)	Number of residential properties in the billing system	<i>(1) Simple count of the number of residential properties in the billing system</i>	New
C96 (BTO)	Number of non-residential properties in the billing system	<i>(1) Simple count of the number of non-residential properties in the billing system</i>	New
C97 (BTO)	Number of properties in the valuation roll	<i>(1) Simple count of the properties on the official municipal valuation roll</i>	New

5.12. Mid-Term Municipal Performance Report

The purpose of the report is to account to the public on the 2022/2023 mid-year institutional performance of Madibeng Local Municipality.

This report contains information which is based on the Service Delivery and Budget Implementation Plan (SDBIP) formulated for the financial year 2022/23 and is based on the first and second quarter performance information. It focuses on both financial and service delivery performance (non-financial) assessment.

This reporting is required through:

- Local Government: Municipal Systems Act, Act no. 32 of 2000 as amended (referred to herein as MSA)
- Local Government: Municipal Financial management Act, Act no 56 of 2003 (referred to herein as MFMA)
- Madibeng Municipality reports on the institutional performance relating to 2020/2021 financial year.
- Section 72 of the MFMA requires that the accounting officer of a municipality must by 25 January of every year assess the performance of the Municipality during the first half of the financial year, where after, the Mayor must table the report before 31 January each year.
- MFMA section 72(1) (a) (iii) requires the accounting officer to assess the performance of a municipality during the first half of the financial year, taking into account the past year's annual report and progress on resolving problems identified in the annual report.

2023/24 Organisational Mid-Term Performance

KEY PERFORMANCE AREAS	KPI's	KPI's Applicable	KPI's Not Applicable	KPI's Achieved	KPI's Not Achieved	Actual Performance
Municipal Transformation and Institutional Development	8	4	4	1	3	25%
Municipal Basic Service Delivery	32	24	8	15	9	63%
Local Economic Development	6	4	2	4	0	100%
Municipal Financial Viability	23	20	3	8	12	40%
Good Governance and Public Participation	3	3	0	1	2	33%
Spatial Rational	4	4	0	2	2	50%
TOTAL NUMBER OF KPI	76	59	17	32	27	54%

PROJECT PHASE

6.1. Capital Expenditure

Capital Budget per funding source

Description	Budget Year 2022/2023	Budget Year 2023/2024	Budget Year 2024/2025	Budget Year +1 2025/2026	Budget Year +2 2026/2027
	R'000	R'000	R'000	R'000	R'000
Municipal Infrastructure Grant	324 408	339 658	329 018	345 965	377 506
Integrated National Electrification	45 500	30 150	25 184	20 000	19 000
Total Grants & Subsidies	369 908	369 808	354 202	365 965	396 506

Capital Projects

DESCRIPTION	WARDS	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	FUND
KLIPGAT EXTENTION WATER SUPPLY	8,24; 36	20 000 000	22 000 000		MIG
HEBRON/ KGABALATSANE/ ROCKVILITSOSENG	10,15,16,41	54 000 000	53 000 000	40 000 000	MIG
UPGRADING OUKASIES OUTFALL SEWER	13	-	-		MIG
JERICHO BULK WATER LINE	2			60 000 000	MIG
HEBRON/ KGABALATSANE BULK WATER SUPPLY (R/WATER)	10,15,16,41			30 000 000	MIG
WATER CONSERVATION WATER DEMAND MANAGEMENT	ALL	30 000 000			MIG
MODDERSPRUIT AUGMENTATION OF WATER SUPPLY (BOREHOLES)	31			28 000 000	MIG
MADIDI-AUGMENTATION OF WATER SUPPLY (BOREHOLES)	3		2 000 000	28 000 000	MIG
KLIPGAT SANITATION PROJECT	8,24;37	40 000 000	30 000 000	30 000 000	MIG
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – BOKAMOSO)	27		10 000 000		MIG
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS –	14		3 000 000		MIG
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS BOKFONTEIN)	25		10 000 000		MIG
HIGH MAST LIGHT (SOLAR ENERGY) PHASE 3 (4 HIGHMAST LIGHT PER WARD @ R580 PER MAST)	5,8,9,11,12,13,20,21,22,23,24,36,37,38,	32 500 000	-		MIG
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 1B (6 HIGHMAST LIGHT PER WARD @ R625 PER MAST)	1,2,25,27,30,33,32,34,35,40		37 302 000	41 000 000	MIG
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 2B (4 HIGHMAST LIGHT PERWARD @ R652 PER MAST)	3,6,7,10,14,15,16,17,18,19,26,28,29,41		35 000 000	38 500 000	MIG
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 3B (4 HIGHMAST LIGHT PER WARD @ 625 PER WARD)	5,8,9,11,12,13,20,21,22,23,24,36,31,37,3		35 000 000	38 500 000	MIG
UPGRADING OF FAFUNG INTERNAL BUS ROUTE	1	1 000 000	2 000 000	15 000 000	MIG
UPGRADING OF MOTHOTLUNG PHASE 2 ROAD (EXT 2 TO THARI)	20,21		-	15 000 000	MIG
UPGRADING OF MOTHOTLUNG INTERNAL ROADS	20	22 000 000			MIG
OUKASIE PHASE 5 ROAD	13		8 000 000		MIG
UPGRADING OF LEGONYANE CEMETERY ROAD	1	19 270 000			MIG
REFENTSE ACCESS ROAD	30	7 000 000	-		MIG
MASTERS SPORT GROUND ROAD UPGRADE	28	5 000 000	10 000 000		MIG
UPGRADING OF MABOLOKA TARRIED ACCESS ROAD (BP TO CIRCLE)	4,5,6	-	-		MIG
UPGRADING OF WONDERKOP LUTHREN ROAD	26	15 000 000	-		MIG
BLOCK B TLHOAFALO PRIMARY SCHOOL ROAD UPGRADE	9	21 264 000	-		MIG
LETLHABILE BLOCK F- INTERNAL ROAD UPGRADE	38	18 000 000			MIG
ROOIWAL CEMETERY ROAD UPGRADE	1	7 000 000	11 000 000		MIG
SEGWAILANE UPGRADING OF INTERNAL ROAD (THABO MORULA)	32	16 000 000			MIG
UPGRADING OF REFENTSE ACCESS ROAD AND STORM WATER	30	5 000 000	11 000 000		MIG
UPGRADING OF INTERNAL ROAD (LOT PHALATSE)	41			6 000 000	MIG
UPGRADING OF INTERNAL ROAD (BLOCK B EXT)	11			1 600 000	MIG
UPGRADING OF INTERNAL ROAD (MOILETSWANE)	34			1 500 000	MIG
MMAKAU WARD 19 ROAD (CHIPPA TO MOUMOMG)	19	10 000 000			MIG
UPGRADING OF INTERNAL ROAD ITSOSENG ROMA ROAD	16			1 000 000	MIG
UPGRADING OF DITHABANE CEMETERY - BOKAMOSO HALL	27		5 000 000	5 000 000	MIG
UPGRADING OF SHUMBERG INTERNAL ROAD	29			7 000 000	MIG
UPGRADING OF NTOLO ROAD	3			1 400 000	MIG
UPGRADING OF NTSOPILONG CEMETERY ROAD	14			6 506 000	MIG
UPGRADING OF KLIPGAT OLD CEMETERY ROAD				10 000 000	MIG
DAMONSVILLE EXT 2 INTERNAL ROAD	21		7 533 000	7 000 000	MIG
FANYANE TO MANOTSHE MODUANE ROAD UPGRADE	15	11 984 000	10 000 000		MIG
REHABILITATION OF MODDERSPRUIT TARRIED ROAD.	31	7 000 000	-		MIG
FORMALISATION OF HEBRON STREAM AND STORMWATER	15;16	4 000 000	17 000 000		MIG
SPECIALISED VEHICLE FOR WASTE – (SKIP BINS)	all		5 000 000	10 000 000	MIG
BOKFONTEIN CEMETERY	25		2 500 000	10 000 000	MIG
MMAKAU CEMETERY	19		2 500 000	10 000 000	MIG
LANGEBERG CREMATORIUM	all		2 500 000	1 000 000	MIG
MABOLOKA SPORTS FACILITY	5		1 000 000	10 000 000	MIG
LETLHABILE SPORT FACILITY UPGRADE	12		2 500 000	10 000 000	MIG
MOTHOTLUNG SPORT FACILITY UPGRADE	20		2 500 000	1 000 000	MIG
OUTDOOR GYM - DAMONSVILE	21			5 000 000	MIG
OUTDOOR GYM - SUNWAY	30			5 000 000	MIG
BRITS FRESH PRODUCE MARKET	23		2 000 000	17 000 000	MIG
BRITS LANDFILL SITE(DEVELOPMENT OF NEW CELL AND LAGOON)	23	3 000 000	15 630 000	16 000 000	MIG
DLTC UPGRADE	23		0	1 500 000	MIG
LETLHABILE TAXI RANK	11	0	13 000 000		MIG
TOTAL MIG		329 018 000	345 965 000	377 506 000	
INEP			20 000 000	19 000 000	INEP
Lethabile Block H Electrification 1193 Erven		19 684 000			INEP
Lethabile C Surtatio		4 000 000			INEP
Lethabile Block I Electrification2000H/H		1 500 000			INEP
Total INEP		25 184 000	20 000 000	19 000 000	
TOTAL CAPITAL EXPENDITURE		354 202 000	365 965 000	396 506 000	

6.2. District Development Model (DDM) High ImpaProjects

DDM High Impact Projects										
No	Project Name	Project Objective	Lead	Total Budget Required	Budget Committed			Duration of Project	Local Municipality	Focus Area
					2021/22	2022/23	2023/24			
1	Development of Klipvoor dam as a Bulk Water Scheme	Provision of water supply	BPDM	3,5 billion	-	-	-	3 years	Moretele and Madibeng Local Municipality	1
2	Replacement of aged water infrastructure	Reduce interruption of services and increased water quality	BPDM	200 million	-	-	-	Over 3 years	All municipalities	1
3	Upgrading of Brits water treatment works	Provision of water supply	BPDM	300 million	-	-	-	Over 3 years	Madibeng Local Municipality	3
4	Waste to energy	Provision of electricity	BPDM	13 billion	-	-	-	Over 3 years	All municipalities	2
Additional Projects										
No	Project Name	Project Objective	Lead	Total Budget Required	Budget Committed			Duration of Project	Local Municipality	Focus Area
					2021/22	2022/23	2023/24			
1	Smart City Project	Promote economic growth and improving quality of life	BPDM	3 billion	-	-	-	3 years	Madibeng Local Municipality	2
2	Upgrading of waste water treatment works district wide	To increase the capacity of the current systems	BPDM	2 billion	-	-	-	2 years	All municipalities	1
3	Renovations of schools	To ensure safe and conducive learning environment	BPDM	1 billion	-	-	-	2 years	All municipalities	1
4	Treatment of polluted water from mining towns	To ensure provision of safe reliable water	BPDM							1
5	Road Infrastructure Programme	To unlock economic development	BPDM	1,5 billion	-	-	-	Over 3 years	All municipalities	1
6	Development of gender based violence centres	Contributes towards violence prevention, capacity building and provision of mental	BPDM	50 million	-	-	-	1,5 years	All municipalities	1

		health services							
--	--	-----------------	--	--	--	--	--	--	--

6.3. Bulk Scheme

Item	Project Name	Estimated Costs	Impact
1	Upgrading of Eastern Bulk Water Scheme	R400 000 000,00	The scheme is aimed the address the water storage and supply challenges in the areas ie. Madidi, Oskraal, Hebron, Mmakau, Mothotlung, Damonsville and etc.
2	Upgrading of Western Bulk Water Scheme	R55 000 000,00	Western Supply line intervention which includes: Bapong pump station refurbishment; Sonop pump station refurbishment and upgrade; Backup pipe line from Town offtake to Sonop Reservoir 10MI Concrete Storage;
3	Upgrade of Lethabile Bulk Water Supply	R100 000 000,00	The supply line will address the water supply in the areas of Lethabile, Maboloka, Lethlakaneng, Jericho and etc
4	Further Upgrade of Brits Water Treatment Works (from 80MI/d to 100MI/d)	R300 000 000,00	
5	Upgrade of Schoemasville Water Treatment Works (from 10MI/d to 20MI/d)	R80 000 000,00	
6	Rietfontein Wastewater Treatment plant	R1 000 000 000,00	Upgrade Plant with an additional 4MI/d modules,
7	Refurbishment of Sewer Pump Stations	R20 000 000,00	Refurbishment of Sewer Pump Stations
TOTAL		R1 955 000 000,00	

6.4. Sector Department Plans

Department of Health

Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
			Date: start	Date: finish		2023/24	2024/25	2025/26
1. Non-Infrastructure								
Brits Hospital - HT	Stage 5: Works	Local Municipality of Madibeng	31 Jul 2018	01 May 2024	Health Facility Revitalisation Grant	1 500	-	-
Brits Hospital Staff Accommodation - HT	Stage 5: Works	Local Municipality of Madibeng	01 Feb 2021	30 Apr 2024	Health Facility Revitalisation Grant	500	-	-
Brits District Hospital DHS-HT	Stage 5: Works	Local Municipality of Madibeng	14 Nov 2022	30 Apr 2024	Health Facility Revitalisation Grant	500	-	-
TOTAL1: Non-Infrastructure						2 500		

Requestion of land by North-West Department of Health in order to develop a new community health centre that would provide primary health care services to klipgat and the surrounding areas.

Department of Arts, Culture, Sports and Recreation

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		2023/24	2024/25	2025/26

1. New or Replaced Infrastructure									
Library & Archives Centres	Lethabong Community Library	Stage 6: Handover	Local Municipality of Madibeng	01 Apr 2017	31 Mar 2024	Community Library Service Grant	1 000	-	-
TOTAL: New or Replaced Infrastructure							1 000	1 000	1 000
TOTAL: Sports, Arts and Culture							1 000	1 000	1 000

Department of Education

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		2023/24	2024/25	2025/26
1. New or Replaced Infrastructure									
	REKGONNE BAPO SECONDARY SCHOOL	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	01 Apr 2022	31 Mar 2026	Education Infrastructure Grant	-	1 000	-
Primary	NEW ENNIS THABONG PRIMARY SCHOOL	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	01 Apr 2018	31 Mar 2026	Education Infrastructure Grant	2 000	-	-
Primary	Kgabalatsane Primary	Stage 5: Works	Local Municipality of Madibeng	04 Mar 2020	04 Feb 2026	Education Infrastructure Grant	3 250	-	2 000
Special School	Rekgonne - Bapo Special	Stage 2: Concept/ Feasibility	Local Municipality of Madibeng	01 Jan 2014	15 Mar 2026	Education Infrastructure Grant	30 000	31 200	100 000
TOTAL: New or Replaced Infrastructure							35 250	32 200	102 000
2. Rehabilitation, Renovations & Refurbishment									
Primary	Micha Kgasi Secondary	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	01 Apr 2015	01 Mar 2026	Education Infrastructure Grant	-	-	40 000
Primary	GOAKGANYA PRIMARY SCHOOL	Stage 5: Works	Local Municipality of Madibeng	01 Nov 2019	31 Mar 2026	Education Infrastructure Grant	16 348	-	5 000
TOTAL: Rehabilitation, Renovations & Refurbishment							16 348		45 000
3. Upgrading and Additions									
	MICHA KGASI PRIMARY SCHOOL	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	01 Apr 2020	31 Mar 2026	Education Infrastructure Grant	1 520	-	-
Primary	IB DAMONS	Stage 6: Handover	Local Municipality of Madibeng	01 Apr 2015	31 Mar 2026	Education Infrastructure Grant	-	2 000	18 210
	ONTLAMETSE PHALATSE PRIMARY	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	01 Apr 2018	31 Mar 2026	Education Infrastructure Grant	2 100	2 000	-
TOTAL: Upgrading and Additions							3 620	4 000	18 210
TOTAL: Education							55 218	36 200	165 210

Department of Public Works

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		2023/24	2024/25	2025/ 26
1. Maintenance and Repairs									
Building/Structures	Day to Day Maintenance of all Government Facilities in Madibeng	Stage 5: Works	Local Municipality of Madibeng	01 Apr 2020	31 Mar 2026	Equitable Share	600	600	600
TOTAL: Maintenance and Repairs							600	600	600
2. Upgrading and Additions									
	Erection of perimeter fence at Brits Sub-District Office	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	01 May 2023	31 Mar 2026	Equitable Share	1 600	4 400	-
TOTAL:Upgrading and Additions							1 600	4 400	-
TOTAL: Public Works							2 200	5 000	600

Department of Roads

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		2023/24	2024/25	2025/26
1. Maintenance and Repairs									
Road	Patch and reseal of road P63/1 from Lethabile to Hebron (border Gauteng) including intersection improvement on the Mangope Highway approximately 3km	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	28 Feb 2023	30 Nov 2023	Provincial Roads Maintenance Grant	15 000	-	-
Road	Pothole patching and reseal of road D980(K8) between Brits and Rosslyn including intersection improvement at road D2726 in Ga-Rankua for approximately 21km (Safety improvement)	Stage 4: Design Documentation	Local Municipality of Madibeng	31 May 2022	28 Apr 2024	Provincial Roads Maintenance Grant	35 491	2 375	-
Road	Sectional Patch & Rehabilitation of of road P63/1 from Maboloka to Fafung	Stage 4: Design Documentation	Local Municipality of Madibeng	31 Aug 2022	30 Apr 2024	Provincial Roads Maintenance Grant	30 163	2 114	-
Road	Special maintenance of road Z635 from Klipgat access Madibeng of flood damaged road-milling and reseal on the surfaced road, stormwater management of approximately 3km	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	28 Feb 2023	30 Nov 2023	Provincial Roads Maintenance Grant	9 731	-	-
Road	Patch and reseal of road D521 from road P51/1 in Segwaelane to Wonderkop	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	31 Jan 2023	31 Jul 2024	Provincial Roads Maintenance Grant	5 000	-	-

Road	Special Maintenance of road D109 (Bethanie) from P511 to R511 in Brits	Stage 5: Works	Local Municipality of Madibeng	07 Aug 2021	28 Jul 2023	Provincial Roads Maintenance Grant	26 705	2 500	-
Road	Special maintenance of Road P2/4 (R104) from majakaneng to harbeespoort	Stage 5: Works	Local Municipality of Madibeng	01 Jun 2021	28 Jul 2023	Provincial Roads Maintenance Grant	31 343	1 650	-
TOTAL: Maintenance and Repairs							153 434	8 638	
2. Rehabilitation, Renovations & Refurbishment									
Road	Rehabilitation of road P31/1 from Gauteng border (Pelindaba) to P123/1 in Hartbeespoort approximately 22km	Stage 5: Works	Local Municipality of Madibeng	29 Jun 2018	10 Dec 2027	Provincial Roads Maintenance Grant	40 000	62 500	68 000
TOTAL: Rehabilitation, Renovations & Refurbishment							40 000	62 500	68 000
3. Upgrading and Additions									
Road	Upgrading from gravel to surface standard(tar) of road D1325 from Buffelspoort to Tlapa through Marikana and road P2/4 to D314 and road P51/1	Stage 3: Design Development	Local Municipality of Madibeng	17 Mar 2014	14 Jun 2025	Equitable Share	-	-	20 000
Road	Upgrading from gravel to surface standrd of road P66/1 (Kgomo-Kgomo to P65/1) and road D614/Z614(P65/1 to Lebotlwaneto Tlholwe) and road Z619 fro Tlholwe to Gahabedi and D6309 Moretele to Ga habedi Phase 3 of 10KM	Stage 5: Works	Local Municipality of Madibeng	07 Aug 2021	08 Dec 2023	Equitable Share	3 500	-	-
TOTAL: Upgrading and Additions							3 500		20 000
TOTAL: Roads							196 934	71 138	88 000

Department of Social Development

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		2023/24	2024/25	2025/26
1. Maintenance and Repairs									
Multi Purpose Centre	Reamogetswe Child & Youth Care Centre Maintenance	Stage 4: Design Documentation	Local Municipality of Madibeng	01 Apr 2020	31 Mar 2026	Equitable Share	1 000	1 575	1 575
Old Age Home	Sonop Old Age Home Maintenance	Stage 4: Design Documentation	Local Municipality of Madibeng	01 Apr 2020	31 Mar 2026	Equitable Share	500	500	500
Day Care Centre	Lethabong CCC Maintenance	Stage 4: Design Documentation	Local Municipality of Madibeng	01 Apr 2020	31 Mar 2026	Equitable Share	400	400	400
TOTAL: Maintenance and Repairs							1 900	2 475	2 475
2. Upgrading and Additions									
Building/Structures	Reamogetswe Child & youth Care Center	Stage 4: Design Documentation	Local Municipality of Madibeng	01 Apr 2020	31 Mar 2026	Equitable Share	1 000	2 000	2 500
Old Age Home	Sonop Old Age Home	Stage 3: Design Development	Local Municipality of Madibeng	01 Apr 2020	31 Mar 2026	Equitable Share	2 000	3 000	2 900

TOTAL: Upgrading and Additions	3 000	5 000	5 400
TOTAL: Social Development	4 900	7 475	7 875

Programme	Total Compliant Business Plans at District
HIV/AIDS Programme	3
Child Care and Protection	1
Social Crime Prevention	1
Older Persons	8
Substance Abuse	0
Services to Persons With Disabilities	1
VEP	2
Partial Care Services	1
Family Care Services	1
Total Compliant Business plans per Service Point	18

Department of Human Settlement

Project Name	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
		Date: start	Date: finish		2023/24	2024/25	2025/26
Madibeng-lethabile Block I Phase 2 [768 Subsidies] - Phase 1	Madibeng	2010/12/22	2020/12/31	Human Settlements Development Grant	-	8 124	3 250
Madibeng, Lethabile Php, 61 & Rectification 5 - Phase 1	Madibeng	2014/08/21	2017/03/31	Human Settlements Development Grant	674	674	674
Madibeng Lethabong, Thari , 93 - Phase 1	Madibeng	2015/01/09	2019/12/31	Human Settlements Development Grant	943	674	674
Madibeng Local Municipality Segwaelane Village 500 - Phase 1	Madibeng	2015/10/26	2019/06/30	Human Settlements Development Grant	-	1 609	1 609
2016/17 Madibeng Lethabile Block G/f/e/c - 500 Topstructures	Madibeng	2019/06/12	2021/12/31	Human Settlements Development Grant	2 021	269	269
2016/17 Madibeng Lethabile Block G/f/e/c - 409 Units Majakaneng	Madibeng	2020/03/20	2021/03/31	Human Settlements Development Grant	4 041	6 604	2 642
2016/17 Madibeng Villages - Phase 1	Madibeng	2017/01/01	2017/12/31	Human Settlements Development Grant	2 956	-	-
2016/17 Madibeng Sunway & Refentse Bulk - Phase 1	Madibeng	2017/04/01	2018/04/01	Human Settlements Development Grant	40 000	30 000	30 000
2018/19 Oukasie Proper - Madidi Village	Madibeng	2019/11/04	2023/12/31	Human Settlements Development Grant	4 002	2 668	4 002
Madibeng District Mun Mmakau Khethwayo 300 - Phase 1	Madibeng	2017/10/25	2021/09/30	Human Settlements Development Grant	4 002	2 668	4 002
Madibeng Lm Hebron 102 - Hebron	Madibeng	2018/08/13	2022/06/30	Human Settlements Development Grant	2 001	267	267
Madibeng Madibeng Villages Phase4 - Phase 1	Madibeng	2020/04/01	2021/05/31	Human Settlements Development Grant	89	-	-

Madibeng Madibeng Villages Phase4 - Phase 1	Madibeng			Human Settlements Development Grant	-	16 092	4 827
2020/21 Madibeng Military Veterans - Phase 1	Madibeng			Human Settlements Development Grant	-	2 767	2 783
Madibeng Lethabile Bulk Line - Phase 1	Madibeng			Human Settlements Development Grant	-	20 068	30 000
2016/17 Madibeng Oukasie 500 Walkups	Madibeng	2021/03/31	2017/04/01	Informal Settlement Upgrading Grant	428	428	428
2017/18 Damonsville Ext 2	Madibeng	2021/05/31	2017/04/04	Informal Settlement Upgrading Grant	970	650	650
Madibeng Bokfontein Ext 1 & 2	Madibeng	2021/05/31	2018/04/01	Informal Settlement Upgrading Grant	150	150	150
Madibeng Lethabile Block H	Madibeng	2021/05/31	2018/04/01	Informal Settlement Upgrading Grant	114	114	114
Madibeng Lethabile Portion 4	Madibeng	2021/05/31		Informal Settlement Upgrading Grant	1 083	1 083	1 083
Madibeng Damonsville Ext 3	Madibeng	2021/05/31	2020/10/13	Informal Settlement Upgrading Grant	1 069	1 069	1 069
Madibeng Oukasie Land Purchase	Madibeng	2021/04/01	2020/09/16	Informal Settlement Upgrading Grant	10 000	4 000	4 500
Madibeng Klipgat	Madibeng			Informal Settlement Upgrading Grant	15 570	5 000	13 570
Madibeng Buffelsfontein Irdp - Phase 1	Madibeng			Informal Settlement Upgrading Grant	16 678	44 475	55 594
Madibeng Land Purchase - Phase 1	Madibeng			Informal Settlement Upgrading Grant	2 000	2 800	1 600
Madibeng Groenkloof Land Purchase - Phase 1	Madibeng			Informal Settlement Upgrading Grant	2 000	3 000	1 660
2016/17 Madibeng Mooinoi Mamba Ext 13 - Phase 1	Madibeng			Informal Settlement Upgrading Grant		16 678	27 797
Madibeng Majakaneng Land Purchase - Phase 1	Madibeng	2021/06/30	2021/04/01	Informal Settlement Upgrading Grant	14 425	5 000	11 500
Madibeng Lethabile Block I Ext - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	-	-	2 697
Madibeng Lethabile Block H Ext - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	-	-	2 535
Madibeng Oukasie Green Fields - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	-	-	3 287
Madibeng Wonderkop Portion 2 - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	-	-	2 704
Madibeng Wonderkop Portion 1 - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	-	-	2 880
Madibeng Damonsville Ext 5 - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	-	-	1 600
Madibeng Sonop - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	-	-	2 900
Madibeng Bokfontein Ext 3 - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	-	-	1 853
Madibeng Bokfontein Ext 4 - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	-	-	1 794
Madibeng Bokfontein Ext 5 - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	-	-	1 646
Majakaneng Township Establishment- Phase 2	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	391	2 900	1 700
Sunway and Oukasie	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	230	2 800	1 700

Majakaneng Township Establishment- Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	1 268	3 000	2 000
Bokfontein ext 6	Madibeng	2024/03/31	2023/04/01	Informal Settlement Upgrading Grant	550	1 986	1 686
TOTAL: Infrastructure Transfers - Current					127 654	187 615	235 694
TOTAL: Human Settlements					127 654	187 615	235 694

Title Deeds Restoration Project (TRP) Grant

Title Deeds Restoration Project by North-West Department of Local Government and Human Settlements which is intended for the eradication of the Title Deeds Restoration backlog.

Department of Public Works and Roads

Project / Programme Name	Nature of investment	Total Project Cost R	Total Expenditure to date from previous years R	Main appropriation (21/22) R	Main appropriation (22/23) R	Main appropriation (23/24) R
Day to Day Maintenance of all Government Facilities in Madibeng	Maintenance and Repairs	1 780 000	8 150	660 000	600 000	600 000
High Mast Lights at Brits Sub-District Office	Upgrading and Additions	750 000	-	750 000	-	-
Day to Day Maintenance of all Government Facilities in Madibeng	Maintenance and Repairs	1 780 000	8 150	660 000	600 000	600 000

MISA Prioritised Costed Projects

Project Name	Capital Cost Estimate	Priority Number
Upgrading of Brits Water Treatment Works	R320 000 000	1
Upgrading of the Hartbeespoort Water Treatment Works	R95 000 000	2
Brits WWTW upgrading and refurbishment	R48 000 000	3
Hartbeesfontein (Rietfontein) Waste Water Treatment Works existing capacity of 5Ml/d – Insufficient Capacity	R385 000 000	4
Upgrading of Mothutlung Outfall Sewer (Ward 20)	R40 000 000	5
Kosmos Ridge Sewerage Treatment Package Plant (Ward 29)	R10 000 000	6
Development of Water and Sanitation Master Plans	R3 000 000	7
Madibeng Integrated Water Management Plans (Ward 1 to 41)	R5 000 000	8
Madibeng LM WCWDM Plan	R3 000 000	9
WSDP Updating	R500 000	10

Department of Co-Operative Governance and Traditional Affairs

Project / Programme Name	Nature of investment	Total Project Cost R	Total Expenditure to date from previous years R	Main appropriation (21/22) R	Main appropriation (22/23) R	Main appropriation (23/24) R
Mothutlung Sewer Upgrade	Infrastructure Transfers - Current	15 000 000	-	1 000 000	-	-

Department of Environmental Affairs

PROJECT NAME	FOCUS AREA	STATUS	MUNICIPALITY	START DATE	END DATE	BUDGET ALLOCATED
NW-Bojanala-West NRM Project	Working for Water_Clearing Invasive Alien Plants & Bush Thinning	Under Implementation	Rustenburg, Madibeng & Morelet	10-Jul-23	09-Jul-28	R38,720,758
Bojanala Platinum District (Moretele LM (Only) (Cleaning and Greening)	Expanded Public Works Programme	Under Implementation	All LM's within the District (150 participants)	01-Mar-24	31-Apr-25	R 5,028,223.20
Removal or Clearing of Aquatic Weeds Projects - Crocodile River System (including Hartbeespoort and Rodekopjies Dams) in North West	Crocodile River System (Hartbeespoort & Rodekopjies Dams) in North West	Tender Process	Madibeng & Rustenburg LM's	TBA	TBA	R 10,894,600.00
Borakalalo & Marico Wetland Rehabilitation	Borakalalo & Marico	Tender Process	Madibeng & Kgetleng River	TBA	TBA	R 10,920,985.00

Projects to be phased in during 2018/19 – 2022/23

PROJECT NAME	DESCRIPTION	FOCUS AREA	CATEGORY	BUDGET
Lethabile Game Farm	Establishment of a community owned game ranching facility fence, chalets and safari tents, day visitor recreation, water provision, and game ranching	Biodiversity economy	Infrastructure	R15,000,000

Department of Local Government and Human Settlements

The total allocation for 2017/18 financial year is R 147 006 with 167 sites and 721 units

Land parcels procured (IHAHSD)

Budget R 6 119 with 0 sites and 0 units

- **Project Name: 2017/18 Mooinooi Mamba Ext 13 land purchase**

The informal settlements of Mamba and Bokamosa have been formalized into 865 erven as Mooinooi Extension 13. Basic water and sanitation infrastructure is a requirement in preparation of the RDP housing development of the Department of Local Government & Human Settlements North West (DLGHS NW) in Mooinooi Extension 13.

The land of Portion 134 Elandskraal 467 JQ which is a private property of 18 hectares, will be purchased by the Department of Local Government & Human Settlement, for the servitude access to Portion 63 Elandskraal 467 and will unlock the following:

- Groundwater development to provide 500Kl/d
- 2MI Concrete reservoir installation as well as the installation of temporary tanks during the construction phase that will be connected to the reticulation. This also included the bulk connection between the boreholes and the reservoir.
- Installation of a full reticulation system including metered yard connections to 865 stands
- A ground water protocol study conducted during the ground water development phase indicated a high risk of ground water pollution through dry sanitation and as such it was decided to install sealed Enviro-Loo units at each of the stands.

The tripartite agreement will need to be signed between Department of Local Government & Human Settlement, Madibeng Local Municipality and Samancor Mine, so as the development could commence.

- **Project Name: 2017/18 Bokfontein IRDP: Phase 1: Planning and Services land purchase**

The land purchase is conducted by H.D.A currently and it will address further development for Bokfontein and surrounding informal Settlements. The land Portion number 74, 448 JQ, of 9.8819 hectare has been secured and transferred to our municipality.

Informal Settlements

Budget R 19 126 with 167 sites and 0 units

- **Project Name: Oukasie 500 Walkups, Scheerpoort 700, Damonsville Ext 2, Oukasie Ext 4 phase 1&2, Mothuthutlung Ext 1, Oukaise Proper, Lethlabile block G 822/F (1661)/E (1271)/C (958)**

The projects will address 2689 housing opportunities in the Madibeng Local Municipality. The projects are all under planning to unlock all planning issues so as the project will be ready for implementation for 2018/19 financial year. The township establishment will need to complete in Oukasie walkups, and to commence with the 167 internal sites for the 2017/18 financial year. There is a review for walk-ups in support for stand-alone housing project. Additional land next to the project is considered for acquisition and HDA is currently engaged with owners for acquisition. Once acquired, additional municipal land close to the acquired one will also be used to accommodate a larger township.

IRDP: Phase 4: Top Structure Construction (Informal Settlements)

Budget R 17 019 with 0 sites and 133 units

- **Project Name Bokfontein Ext. 3**

This project is a tripartite between Heric Ferrochrome, Department of local Government & Human Settlements and Madibeng Municipality. The project will start in Bokfontein. Heric has donated land for the municipality and planning processes are at an advanced stage with the Municipality addressing

township objections. The property is 33ha and can yield over 449 sites. Of these, 100 or 15% which are greater sites are to be reserved for their employees.

- **Project Name: Bokfontein and Mooinooi Mamba**

Bokfontein project will address 529 housing opportunities for the 1st phase and after the land purchase and layout plans are completed, the surrounding informal settlement will be catered for. Town Planning processes for extension 1 (237 residential sites) & 2 (239 res sites) are completed and currently busy with extension 4 (348 res sites) & 5 (128 residential BNG's and 96 FLISP) together with extension 3 (440 residential sites) which is part of HERNIC's contribution. Note that all these sites must be serviced from boreholes or water and enviroloos be used for sanitation. The projects are now on geo-hydrological studies for this year in order to determine the quality and yield for boreholes.

Mooinooi Mamba will yield 865 units

The project is fully reticulated for water services but not each sites due to capacity constraints currently. 295 enviroloos built and fully electrified. There's only a need to finalize MoU between municipality, SAMANCOR and DLG&HS and specify responsibilities.

People's Housing Process Informal Settlements

Budget R 11 261 with 0 sites and 88 units. Project under construction and developer on site.

Rural Housing: Communal land rights

Budget R 68 481 with 0 sites and 500 units. Project under construction and planning processes to be conducted for further development.

Project	Status
Majakaneng: 300	This project was allocated 300 subsidies with Khethwayo construction as the developer. The project has been stalled by land owners. Beneficiary Administration: There 238 approved beneficiaries with no milestones to be reported.
Jericho: 150 Vaalboschloot: 150	This project was allocated 300 subsidies as well with Persev Con as the developer. Beneficiary Administration: All 300 beneficiaries approved Jericho: 120 houses complete and occupied Vaalboschloot: 100 house complete and occupied.
Mmakau: 115 Maboloka: 100 Moiletswane: 100 Shakung: 50	This project was allocated 365 subsidies with Ben mar Dia Rora JV as the developer. All 365 beneficiaries approved Mmakau: 80 houses completed and occupied Maboloka: 78 house completed and occupied Moiletswane: 99 houses complete and occupied Shakung: 48 house completed and occupied
Hebron: 102	This project was allocated 102 subsidies with Deek logistics as the developer. All 102 beneficiaries were approved. The CLO is appointed and site already developed. There is no progress registered because they are busy with verification of approved beneficiaries.

Provincial Specific Programmes

Budget R25 000 000 with 0 sites and 0 units

- **Project Name: Sunway Village Bulk Sewerage**

The land for the development has been purchased for 105 hectares and 1000 units were already constructed. The project is ready for implementation, but still waiting for the bulk services to be constructed. The budget for R25 million in the 2017/18 financial year is for the permanent treatment plant, purchasing of the servitude, bulk services and connection of Refentse approximately 168 housing unit opportunities to treatment plant. The bulk service, will unlock further development for Sunway Social and rental stock, BNG and Flisp Programme.

6.5. Social And Labour Plan

Social and Labour Plan (SLP) for implementation 2022/23

The following constitutes the mining SLP commitments, at least, in the form of infrastructure projects to be implemented by the mining houses:

VAMETCO BUSHVELT MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
High Mast Lights in 3 Wards (20, 21 & 35)	Rankotea, Switch-Thetele & Mothotlung	4 th Quarter 2019	3 rd Quarter 2022
Roads and Storm Water	Ward 21, Rankotea & Switch - Thetele	2 nd Quarter 2019	4 th Quarter 2022
Sports Facility (Cluster 2)	Mothotlung Ward 20	3 rd Quarter 2019	4 th Quarter 2021
Clinic and Early learning centre in Rankotea	Rankotea	2 nd Quarter 2021	4 th Quarter 2022
Sports Ground	Rankotea	3 rd Quarter 2020	2 nd Quarter 2021
50 Septic Tanks / Environloo for homesteads	Rankotea	3 rd Quarter 2021	3 rd Quarter 2022
STR-Brits Town Regeneration (Widening of Murray Avenue Road)	Brits	4 th Quarter 2019	3 rd Quarter 2022

NORTHAM ELAND PLATINUM MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
1. Water Supply for local communities	Damonsville Community.	2019	2024
2. Local Community Infrastructure Improvement	Mmakau, Mothotlung, and Oukasie	2019	2024
3. Brits Small Town Regeneration Project (Murray Road)	All Wards (Brits Town)	2019	2024
4. Agri-Academy and Local Economic Development (LED) project	All Wards	2019	2024

PPC MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
Water Supply and Storage	Beestekraal, Legonyane, Fafung, Garasai, Klipvoorstad, Valboschloot, Rooiwal, and Masebolane	2019	2023
Water Supply and Storage	Assen/ Tambotie	2019	2023
Small Town Regeneration	Brits	2019	2023

SIBANYE MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
Regorogile Crop Farming	Sonop (Ward 40)	2013	2017
Bapong Water Reticulation and Sanitation	Bapong (Ward 25)	2013	2017
Multi-Purpose Facility	Bapong (Ward 25)	2013	2017

Paper Recycling	N/A	2013	2017
Refurbishment of Sonop Old Age Home	Sonop (ward 40)	2018	2022
Refurbishment of Sonop Clinic	Sonop (Ward 40)	2018	2022
Upgrading of Tebogo Primary	N/A	2018	2022
Upgrading of Sonop	N/A	2018	2022
Community Skills Development	All areas MLM & RLM	2018	2022

SAMANCOR / DIKWENA MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
Mmakau Road Project	Mmakau	2017	2022
National School / Multi purpose Center		2017	2022
Housing and Living Conditions	De-Kroon informal Settlement	2017	2022
CBD Regeneration Plan	Brits Town	2017	2022
Incubation project – SMME Development	Brits Town	2017	2022
Provision of Water Boreholes		2017	2022

EASTPLATS MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
Learnerships and Bursaries	Bokfontein, De-Kroon	2018	2022
LED	Bokfontein, De-Kroon	2018	2022

SAMANCOR MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
Water Infrastructure upgrade	Majakaneng	2020	2025
Clinic Upgrade	Segwaelane	2020	2025

Department of Mineral Resources and Energy

Projects Implemented By Lonmin

Project	Budget Allocated	Budget Spend	Community
Educational support and upliftment	R43.5 m	R62,06 m	Segwaelane, Modderspruit, Wonderkop and Bapong
Provision of water and sanitation	R25 m	R14,5 m	Oustad, Modderspruit
Bapo brickmaking	R10 m	R4,4 m	Bapong
Sports and recreation	R1,5 m	R5,6 m	Segwaelane, Modderspruit, Wonderkop and Bapong
Improving health care	R12 m	R13,1 m	Wonderkop, Modderspruit and Majakaneng
Community skills development	R10 m	R10,7 m	Segwaelane, Modderspruit, Wonderkop and Bapong

Projects implemented by Heric Ferrochrome

Project	Budget Allocated	Budget Spend	Community
Molelwane Primary School	R8 million for whole SLP	R661,784	Lethlabile
Brick making project		R1,4 m	Mothotlung

Projects implemented by Hernic Ferrochrome

Project	Budget Allocated	Budget Spend	Community
Installation of 4 high mast lights	R2,3 m	R4,2 m	Bapong
Construction of an asphalt road	R3 m	R21 m	Bapong
Township Development – water reticulation	R17,8 m	R17 m	Bokamoso

Projects implemented by Evraz Vametco*

PROJECT	BUDGET ALLOCATED	BUDGET SPEND	COMMUNITY
Mothotlung tar road	R1,7 m	R1,5 m	Mothotlung

*Company in the process to draft new SLP and are in the consultation process. Challenges with Uitvalgrond and Krokodilkraal communities.

Projects identified on social and labour plan (2019 – 2023) by Vametco*- Bushveldt

Project	Budget Allocated	Community
High mast lights in Wards 20, 21 & 35	R4,7m	Rankotea, Switch-Thetele & Mothotlung
Roads and Stormwater	R3,0 m	
Sports Facility (Cluster 2)	R3,0 m	
Provision of clean water	R2,0 m	Rankotea
Sports ground	R0,5 m	Rankotea
Mmakau Heritage Site	R0,4 m	Mmakau, Rankotea, Switch-Thetele, Mومong & Mothotlung
*Widening of the walk way – Murray Ave	R0,4 m	Madibeng

* Brits Small Town Regeneration Project

Projects implemented by Barplats

Project	Budget Allocated	Budget Spend	Community
Upgrading Khulusa Primary	R1,3 m	R1,2 m	Zandfontein
Fanang Diatla vegetable farming	R1,1 m	R1,1 m	Lethlabile
Afsaal bulk sewer pipeline	R2,1 m		50% done by company remainder to be done by Madibeng

Projects implemented by Eland Platinum*

Project	Budget Allocated	Budget Spend	Community
Opportunity hub	R4,6 m	R4,5 m	Mmakau
Dijale tree relocation	R1,2 m	R1,76 m	Mmakau beneficiaries
Brick making project	R750,000	R1,1 m	Mothotlung

*Company in care and maintenance

Amendment to social and labour plan by Northam Eland Platinum Mine

Project	Budget Allocated	Community
Water supply for local communities	R2 159 029	Damonsville

Refurbishment of Clinic	R2 500 391	Mmakau
*Formalizing and providing of formal structures for trader stalls	R750 000	Madibeng
*Providing of angled parking on either side of Murray Road	R200 000	
*Greening of Murray Road Island	R150 000	
Establishment of Agric-Academy for training for emerging and small subsistence farmers and farming business initiative on a 600 hectare land	R2 240 580	Madibeng

* Brits Small Town Regeneration Project

Projects Implemented By PPC Cement*

Project	Budget Allocated	Budget Spend	Community
Construction of Vaalbosch community hall	R2,7 m	R4,8 m	Vaalbosch
Build new school	R3,7 m	R4,06 m	Ramokoka

*Company drafting their new SLP and are in consultation process

6.6. Progress report on MIG projects:

mig Municipal Infrastructure Grant	Project Type	Total Project Cost FY23-24	proposed budget review	Design Stage	Contractor Procurement					Date: Contractor appointed or to be appointed and construction to start	Date: Project to be completed yy-mm-dd
					BSC	Date: Tender advertised or to be advertised	Tender closing date	BEC	BAC		
KLIPGAT EXTENTION WATER SUPPLY	Water	R 6 000 000	R 40 000 000,00	Done	01-May-23	10-May-23	10-Jun-23	15-20 Jun 2023	25-Jun-23	01-Jul-23	15-Jun-24
HEBRON/ KGABALATSANE/ ROCKVILLE/ITSOSENG/ WATER	Water	R 10 000 000,00	R 35 000 000,00	Done	01-May-23	10-May-23	10-Jun-23	15-20 Jun 2023	25-Jun-23	01-Jul-23	15-Jun-24
KLIPGAT SANITATION (RETICULATION)	Sanitation	R 9 500 000,00	R 30 000 000,00	Done	01-May-23	10-May-23	10-Jun-23	15-20 Jun 2023	25-Jun-23	01-Jul-23	15-Jun-24
VIP TOILETS	Sanitation	R 32 000 000,00	R 8 000 000,00	done	01-May-23	10-May-23	10-Jun-23	15-20 Jun 2023	25-Jun-23	01-Jul-23	15-Jun-24
HIGH MASS LIGHT (Solar energy) Phase 2	Roads	R 7 550 000,00	R 25 000 000,00	Done	01-May-23	10-May-23	10-Jun-23	15-20 Jun 2023	25-Jun-23	01-Jul-23	15-Jun-24
UPGRADING OF INTERNAL ROADS OF CLUSTER 6 (Legonyane taxi route)	Roads	R 7 250 000,00	R 12 000 000,00	01-Apr-23	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
REHABILITATION AND RESEALING OF TAXI ROUTE- LETHABILE	Roads	R 7 550 000,00	R 8 000 000,00	Done	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
REHABILITATION AND RESEALING OF TAXI ROUTE- MOTHOTLUNG	Roads	R 14 853 933,73	R 8 000 000,00	Done	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
REHABILITATION AND RESEALING OF TAXI ROUTE- OUKASIE	Roads	R 8 000 000,00	R 8 000 000,00	Done	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
Upgrading of Maboloka tarred access road (BP to Circle)	Roads	R 8 000 000,00	R 15 000 000,00	Done	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
MMAKAU WARD 18 CLINIC ROAD	Roads	R 12 000 000,00	R 8 180 000,00	Done	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
FORMALISATION OF HEBRON STREAM AND STORMWATER	Roads	R 10 860 000,00	R 32 000 000,00	Done	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
UPGRADING OF MOTHOTLUNG PHASE 2 ROAD (Ext 2 TO THARI)	Roads	R 12 330 000,00	R 15 000 000,00	01-Apr-23	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
OUKASIE PHASE 5 ROAD	Roads	R 11 000 000,00	R 8 000 000,00	01-Apr-23	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
Masters sport ground road upgrade	Roads	R 17 398 956,00	R 12 000 000,00	01-Apr-23	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
Wonderkop Luthren road upgrade	Roads	R 14 113 078,88	R 15 000 000,00	01-Apr-23	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
Block B Thloafalo Primary School Road upgrade	Roads	R 8 000 000,00	R 15 000 000,00	01-Apr-23	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
Refentse Access road	Roads	R 8 000 000,00	R 1 222 000,00	01-Apr-23	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
Block E cemetery road	Roads	R 8 000 000,00	R 5 000 000,00	Done	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
Hebron old cemetery road upgrade	Roads	R 3 500 000,00	R 9 000 000,00	01-Apr-23	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
Rehabilitation of Klipgat Circle road	Roads	R 1 500 000,00	R 4 000 000,00	01-Apr-23	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
Rehabilitation of Modderspruit tarred road.	Roads	R 1 800 000,00	R 4 000 000,00	01-Apr-23	01-May-23	10-May-23	18-May-23	20-23 May 2023	25-May-23	01-Jun-23	15-Jun-24
BRITS FRESH PRODUCE MARKET	LED	R 11 258 370,00	R 1 500 000,00	01-Apr-23	01-May-23	10-May-23	10-Jun-23	15-20 Jun 2023	25-Jun-23	01-Jul-23	15-Jun-24
MABOLOKA SPORTS FACILITY PHASE 2	community fa	R 3 000 000,00	R 1 800 000,00	01-Apr-23	01-May-23	10-May-23	10-Jun-23	15-20 Jun 2023	25-Jun-23	01-Jul-23	15-Jun-24
UPGRADING OF LETHABILE SPORTS FACILITY	community fa	R 1 500 000,00	R 5 000 000,00	01-Apr-23	01-May-23	10-May-23	10-Jun-23	15-20 Jun 2023	25-Jun-23	01-Jul-23	15-Jun-24
UPGRADING OF MOTHOTLUNG SPORTS FACILITY	community fa	R 4 000 000,00	R 5 000 000,00	01-Apr-23	01-May-23	10-May-23	10-Jun-23	15-20 Jun 2023	25-Jun-23	01-Jul-23	15-Jun-24
PMU OPERATION MANAGEMENT	community fa	R 35 000 000,00	R 9 000 000,00								
			R 339 702 000,00								

7.1. Terms of reference of intervention**Financial Recovery Plan as at 30 June 2023**

The North-West Provincial Treasury conducted an assessment in terms of section 140 of the MFMA and Madibeng Local Municipality met the criteria of a municipality in a financial crisis. As a result, the North-West Provincial Executive Council resolved in November 2021 to place Madibeng Local Municipality under mandatory intervention by invoking Section 139(5)(a) and (c) of the Constitution read together with Section 139 of the MFMA. The North-West Provincial Executive thereafter requested the MFRS within the National Treasury to prepare a mandatory Financial Recovery Plan (FRP).

Subsequent the decision to place the municipality under mandatory intervention while awaiting MFRS within the National Treasury to be ready to start preparing the Financial Recovery Plan, the Provincial Treasury in collaboration with SALGA held extensive engagements and consultations with the affected municipalities to amongst others provide feedback and solicit support of the municipality to embrace the intervention.

After considering all inputs from stakeholders the Provincial Treasury supported the National Treasury in drafting the Status Quo Assessment Report and from that report prepared an Interim Financial Rescue Plan (IFRP) to be implemented in order to prevent further deterioration whilst the preparation of the Financial Recovery Plan by MFRP is underway. Although this IFRP will assist in the compilations of the FRP to be done by the MFRP, and that was considered by the MFRP, the official FRP will be the document sanctioned by the MFRS.

In accordance with Section 141 of the MFMA, only the Municipal Financial Recovery Service may prepare a Financial Recovery Plan (FRP) for a mandatory intervention referred to in Section 139. When preparing a FRP various stakeholders must be consulted and previous FRPs taken into account.

Section 139(1) of the MFMA places the responsibility on the Provincial EXCO to request the Municipal Financial Recovery Services (MFRS) unit in the National Treasury to prepare an FRP, which considers the reasons for the financial crisis and an assessment of the Municipality's financial status (status quo assessment).

Section 139(1)(a)(iv) also empowers the MFRS to recommend appropriate changes to the budget and revenue raising measures that will support the implementation of the FRP, and in terms of Section 139(1)(b), the Mayor of the municipality must be consulted on the FRP to obtain cooperation (political support) for the implementation and ensure that the budget and any other legislative measures to support the implementation of the FRP are approved.

In conclusion, the MFRS under National Treasury developed the FRP for Madibeng Local Municipality. The FRP binds the Municipality in the exercise of both its legislative and executive authority, including the approval of budget and legislative measures giving effect to the budget to the extent necessary to achieve the objectives of the FRP and the Municipality is obligated to ensure that such a FRP is implemented within the timeframes outlined.

The terms of reference are gazetted in the North-West Provincial Notice 530 of 2023.

Recommendation:

- a. FRP be approved by MEC of Finance in terms of Section 143(2) of the MFMA.
- b. The Political Oversight Committee be established by the Office of the Premier supported by the HOD (PT) to provide for political oversight.
- c. The Technical War Room Oversight Committee be established by the provincial HOD (PT) to direct intervention, monitor progress and unblock any political and strategic challenges that may hinder the success of the intervention from a National and Provincial government level and report to the MECs for Finance and COGTA in the North-West Province on progress and issues for escalation.
- d. The identification, appointment and mobilisation of the members of two task teams to activate the required FRP activities focusing on the following two distinct levels which run in parallel, each with its own implementation team being (subject to budget considerations and PT approval):

- 4.8.1. **Strategic Level being called the Stability and Sustainability Task Team:** A strategic and tactical team (40% outsourced and 60% inhouse) to address the stabilisation and sustainability activities related to establishing a soundly governed municipality. This team will be operational for a period of three years, whereafter the municipal leadership will take over the full responsibility.
- 4.8.2. **Operational and tactical level being called the Rescue Task Team:** A tactical and operational team (80% outsourced and 20% inhouse) to address the rescue activities within the municipality, namely the immediate and continuous provision of basic municipal services. This team will be operational for a period of three years, whereafter the capacitated municipal resources appointed through the Stability and Sustainability team will take over the full responsibility.
- e. The North-West Provincial Government notes from the Status Quo Assessment Report that the municipality lacks capacity due to vacancies for over three (3) years in the position of the Municipal Manger and Senior Managers and officials acting in these positions are lagging in competent skills that would enable the municipality to effectively implement the FRP through its own administration.
- i. Overseeing and monitoring the management of the municipality's affairs through the Provincial Executive Representative (PER) during the Stabilization and Sustainability Phases in terms of section 147 of MFMA.
- f. The North West Provincial Support Package for Madibeng Local Municipality be aligned with the policies and the legislative power provisions linked to each focus area in the implementation plan as set out in Phase 1: Financial Rescue of the FRP.
- g. The North West Provincial Government takes cognizance of various allegations made resulting financial bleeding, of which full investigation will have to be launched to test the veracity of the allegations in addition to some investigations already conducted by forensic companies and SIU including the VBS report of which the recommendations still have to be implemented.
- h. The adoption and implementation of a comprehensive Change Management Programme, consisting of the presence of uncontaminated and strong change agents to address the following focus areas:
- i. Consequence Management: The lack of consequence management and accountability arrangements are systemic and symptomatic of a municipality where oversight is lacking
 - ii. Capacity Development: An extensive mentorship, coaching, training, and change management effort is required. A skills audit, new staff structure, well trained and equipped elected officials and adherence to codes of conduct, consequence management and accountability would be a minimum first step in the right direction.
 - iii. Institutional Capability: The enhancement of processes, systems and strategies to achieve superior organizational performance through seamless decision making, enabling customer engagement, improving service delivery, promoting transparency and supporting sustainable social and economic practises.

7.2. Performance Management Systems

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

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

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

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).
- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- DPLG Performance Management Guidelines 2001

- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Municipal Performance Regulation for Section 57 Employee (2006)
- National Treasury MFMA Circular 88

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

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

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

- increased accountability,
- learning and improvement and
- decision-making.

7.3. Performance Management Framework

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

Municipal Council's Political Oversight Roles and Responsibilities

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

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit

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

Roles and Responsibilities of the Executive Mayor

Roles and Responsibilities of the Municipal Manager

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

Roles and Responsibilities of Council Committees

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit

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

Roles and Responsibilities of Directors

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

Roles and Responsibilities of Staff

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

Roles and Responsibilities of the Internal Audit Division

Planning	Monitoring	
	Review	Reporting
Develop a risk and compliance based audit plan.	<ol style="list-style-type: none"> 2. Audit the performance of departments against the IDP and SDBIPs . 3. Assess the functionality of the PMS. 4. Ensures that the system complies with the Act. 5. Audit the performance measures in the municipal scorecard and departmental scorecards. 6. Conduct compliance based audit. 	<ol style="list-style-type: none"> 1. Submit quarterly performance audit reports to the Municipal Manager. 2. Submit quarterly performance audit reports to the Performance Audit Committee.

Roles and Responsibilities of the Audit Committee

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

Roles and Responsibilities of the Community

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

7.4. Summary of Alignment with National Plans and Strategies

BACK TO BASICS PRIORITIES	NATIONAL DEVELOPMENT PLAN	MEDIUM TERM STRATEGIC FRAMEWORK	NATIONAL OUTCOMES	OUTCOME 9 OUTPUTS	MADIBENG STRATEGIC GOALS	MADIBENG OUTCOMES
Delivering municipal services	Improving Infrastructure	Ensuring access to adequate human settlement and quality basic services	6 An efficient, competitive and responsive economic infrastructure network	Improved access to Basic Services	Develop & refurbish infrastructural services	Access to services
Putting people and their concerns first	An economy that will create more jobs	Radical economic transformation, rapid economic growth and job creation	4. Decent employment through inclusive economic growth	Implement the community work programme & Co-operatives supported Deepen democracy through a refined ward committee model	Create a conducive environment for businesses to invest and prosper	Prosperous community
	An inclusive and integrated rural economy	Rural development, land and agrarian reform and food security	7 Vibrant, equitable & sustainable rural communities with food security for all	Actions supportive of the Human Settlement outcomes	Integrated liveable urban and rural neighbourhoods	Transformed human settlements
	Reversing the spatial effect of apartheid		8 Sustainable human settlements & improved quality of household life			
	Transition to a low-carbon economy		10 Environment assets & natural resources that are well protected & continually enhanced		Protect the environment and improve community well-being	Healthy communities and environment
	Quality health care for all	Ensuring quality health care and social security for all citizens	2 A long and healthy life for all South Africans			
	Social protection	Contributing to a better Africa and a better World	11 Create a better SA and contribute to a better and safer Africa and World			
	Transforming society & uniting the country	Social cohesion and nation building	3 All people in SA feel and are safe			
	Building Safer communities					
Improving quality of education, training and innovation	Improving the quality of & expanding access to education & training	1 Improved quality of basic education				
Sound financial management and accounting	Fighting corruption	Fighting corruption and crime	9 A responsive, accountable, effective and efficient local gov system	Implement a differentiated approach to mun financing, planning and support	Enhance revenue and asset base	Financial sustainability
Demonstrating good governance and administration			12 An efficient, effective & dev oriented public service and an empowered, fair and inclusive citizenship	Single window of co-ordination	Democratic and accountable organisation	Good governance
Sound institutional and administrative capabilities	Reforming the public service		5 Skilled and capable workforce to support an inclusive growth path	Improved municipal financial & administrative capacity	Attract and retain human capital	Increased productivity

7.5. National Key Performance Indicators

The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;

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

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

7.6. Sustainable Development Goals (SDGs)

The SDGs are a new universal set of goals, targets and indicators that follow and expand on the Millennium Development Goals. This transformation plan of action is spearheaded by the United Nations and is based on 17 Sustainable Development Goals. The aim of the SDGs is to address urgent global challenges over the next 15 years. South Africa, as a member of the United Nations' members states, is obliged to implement these goals.

The SDGs covers a broad range of sustainable development issues, which includes:

- Ending poverty and hunger
- Improving health and education
- Combating climate change
- Sustainability of cities; and
- Protecting oceans and forests

The 17 goals are listed below:

Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable education and promote lifelong learning
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce income inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

7.7. Medium Term Strategic Framework

The MTSF 2019-2024 is both a five-year implementation plan and an integrated monitoring framework. The plan focuses on the seven priorities and related interventions of the sixth administration of government, and the integrated monitoring framework focuses on monitoring outcomes, indicators and targets towards the achievement of the priorities. It will focus on building a constitutional democracy, institutions, a safety net and broadening access to services to address the triple challenges of poverty, inequality and unemployment. It will carve the path to undoing structural pillars of apartheid which produced multi-generational impoverishment of Blacks in general and Africans in particular, and rid society of fundamentals of segregation, exclusion, discrimination, oppression and marginalisation of our people from the benefits of democracy and prosperity. The implementation will require maximum mobilisation of state and private sector resources, skills, technology, opportunities, assets for all South Africans to realise their full potential.

The MTSF promotes alignment, coordination and ultimately full integration of all development planning instruments into an integrated framework bearing results without duplication, role conflict and development contradictions, better coordination through the district based delivery model.

One Plan, through which it provides a mechanism for alignment of various development planning frameworks (PGDS, IDPs, SPs and APPs). It will bring much needed focus on government development planning which provides for partnerships, coordination of state entities, social compacts and an active citizenry and will aim to fast track spatial transformation to ensure that the location of projects address spatial inequalities and priorities. More importantly it will achieve greater accountability and consequence management through Performance Agreements between the President, Ministers, Deputy Ministers and Directors General.

The plan focuses on the following priorities:

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

In implementing the MTSF, Government will factor-in the interests of Women, Youth and People with Disabilities.

The structure of the MTSF such that it constitutes of the following:

- 7 Priorities
- 81 Outcomes
- 337 Interventions
- 561 Indicators

The MTSF 2019-2024 Commitments

Within the period of this MTSF 2019-2024, government will:

- Eradicate learning under the trees through the Department of Basic Education
- Eradicate mud schools through the Department of Basic Education
- Eradicate inadequate sanitation in Schools through the Department of Education
- Eradicate the backlogs of issuing title deeds
- Eradicate wasteful and fruitless expenditure

Priorities for 2019–2024

The MTSF 2019-2024 aims to address the challenges of unemployment, inequality and poverty through three pillars:

- Achieving a more capable state
- Driving a strong and inclusive economy
- Building and strengthening the capabilities of South Africa

7.8. The National Development Plan

Background

- President Jacob Zuma appointed the National Planning Commission in May 2010 to draft a Vision and National Development Plan.
- The Commission's Diagnostic Report, released in June 2011 set out SA's achievements and shortcomings. Nine primary challenges were identified:
 1. Too few people work
 2. The quality of school education for black people is poor
 3. Infrastructure is poorly located, inadequate and under-maintained
 4. Spatial divides hobble inclusive development
 5. The economy is unsustainably resource intensive
 6. The public health system cannot meet demand or sustain quality
 7. Public services are uneven and often of poor quality
 8. Corruption levels are high
 9. South Africa remains a divided society
- The assessment of the Diagnostic Study led to the development of the draft national plan released in November 2011.
- In August 2012 the National Cabinet accepted the Plan
- In Dec. 2012 the plan was also further discussed and widely supported by the ANC at its national conference in Mangaung.
- Henceforth, the plan must be used as a blueprint for planning and implementation to achieve its vision.

6 Pillars of the National Development Plan 2030

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

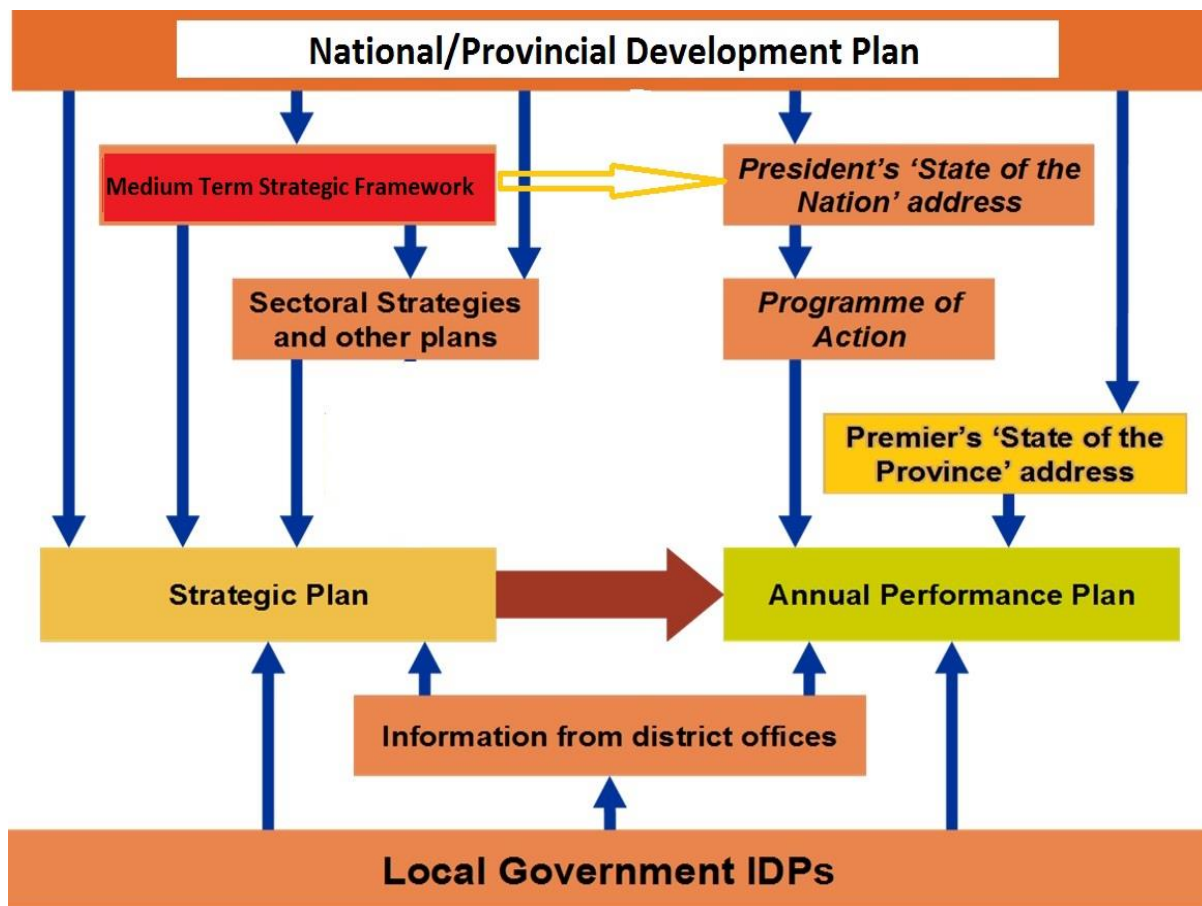
- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality

- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable
- Raising economic growth, promoting exports and making the economy more labour absorbing
- Focusing on key capabilities of both people and the country:
 - Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners
- Building a capable and developmental state
- Strong leadership throughout society that works together to solve our problems

Implementation Approach

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

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



The Implementation Plan

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

- Broad ownership
- Continuous capacity building

- Policy consistency
- Prioritisation and sequencing
- Clarity of responsibility and accountability
- Continuous learning and improving
- Coordinated action

The key pillars of this Budget are:

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

7.9. Local Government Management Improvement Model 2021 (LGMIM)

The LGMIM is a web-based programme which was introduced by the Department of Planning Monitoring and Evaluation with the support of the Provincial Department of Cooperative Governance and Traditional Affairs.

The LGMIM is web-based model that focuses on the 6 Key Performance Areas (Integrated Planning and Implementation: Service Delivery; Human Resources Management; Financial Management; Community Engagement/participation and Governance) and Performance Standards as well as levels of measurements (1 - 4).

The driver of this programme is the Department of Planning, Monitoring and Evaluation. The provincial Department of Cooperative Governance and Traditional Affairs is the supporter.

The benefit of the LGMIM are as follows:

1. Grants municipalities an opportunity to reflect on management practices and operational processes.
2. Assist municipalities identify where improvements are needed and the nature of the improvements
3. Guides the development and implementation of an improvement plan to give effect to the improvements
4. Focuses management of a set of key operational processes that are regularly measured, monitored and improved
5. Information generated through the LGMIM analysis can be used to inform the drafting of performance
6. agreements.

7.10. District Development Model – One Plan

Background

In 2019 Cabinet approved the DMM as a government approach to improve integrated planning and delivery across the three spheres of government. The DMM is anchored on the One Plan, which is an intergovernmental plan that outlines a common vision and desired future outcomes in each of the 52 district and 8 metro spaces.

The One Plan sets out a long-term strategic framework to guide investment and delivery in each district and metro spaces in the country. Furthermore, the One Plan will be formulated jointly by all three spheres of government through a series of collaborative intergovernmental planning sessions.

In the context of local government, the principal instrument to implement the One Plan is the IDP and is therefore important that its strategic and programmatic posture is aligned to that of the One Plan.

Planning processes across the three spheres of government

The three spheres of government undertake strategic development and annual planning albeit in different forms and cycles. National and provincial government operate on an electoral, planning and budgeting cycles that is different to that of local government. This makes the case for better coordination, alignment and integration more critical in order to facilitate integrated service delivery in the 52 district and metro spaces.

Figure 1 below identifies windows of opportunity or moments in the different electoral and planning cycles during which alignment of priorities could be facilitated. For example, the national and provincial government mid-term reviews take place in the final year of the term of local government. Therefore, the cause of action and priorities agreed upon during the mid-term review should form the basis the development of the next 5-year IDPs.

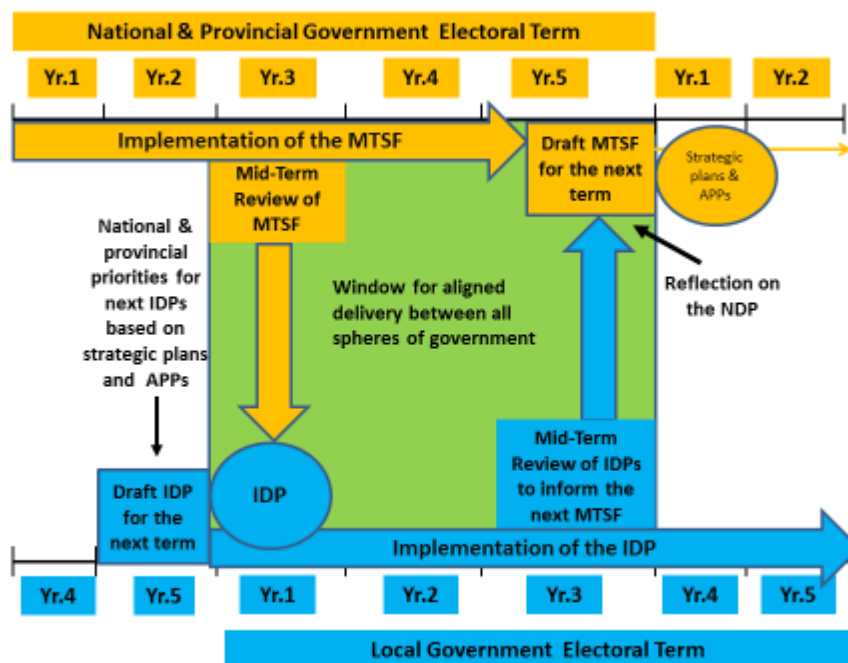


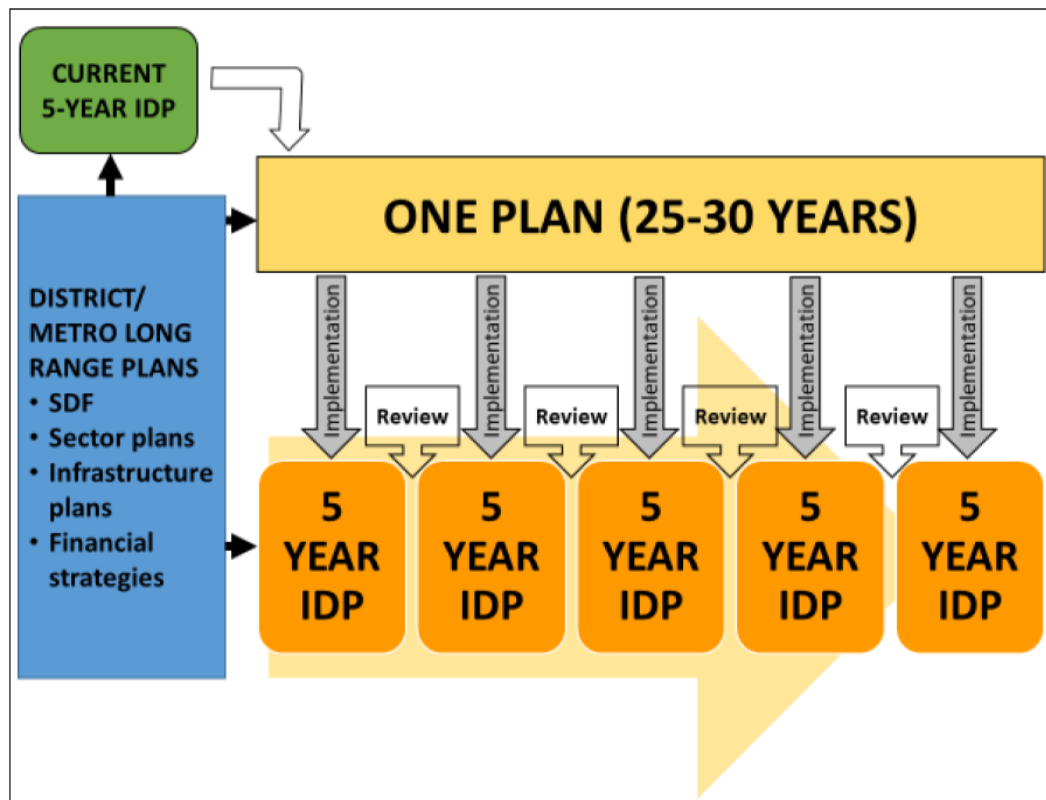
Figure 1: National and Provincial electoral cycle versus Local Government electoral cycle

National And Provincial Annual Planning Cycle Versus Local Government Annual Planning And Budget Cycle

NATIONAL AND PROVINCIAL ANNUAL PLANNING AND BUDGET CYCLE											
Quarter 4			Quarter 1			Quarter 2			Quarter 3		
• Draft APPs and Budgets			• Final APPs and Budgets			• Implementation			• Strategic Plan and APP Reviews		
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
• Stakeholder Engagements • IDP Review and tabling of Budgets			• IDP and Budget Consultation • IDP and Budget approval • Draft SDBIP			• SDBIP approval and Implementation • Adoption of the IDP and Budget Process Plan • Stakeholder engagements			• SDBIP Implementation • Mid-year performance reviews • Budget Adjustments		
Quarter 3			Quarter 4			Quarter 1			Quarter 2		
MUNICIPAL PLANNING AND BUDGET CYCLE											

Relationship Between One Plans And IDPs

ONE PLAN (LONG TERM – 30 YEARS)	IDP (MEDIUM TERM – 5 YEARS)
Long-term vision of the district area of impact and common understanding of goals and objectives amongst stakeholders in the district area	Determine how the long-term vision, goals and objectives contribute towards addressing challenges at a local level by directing actions and interventions towards the vision
Long term vision expressed in policy and long-range plans across all spheres of government, i.e. NDP, PGDS, NSDF, PSDF, DSDF, etc.	Implementation of short to medium term service delivery programmes and projects informed by the MTSF, municipal SDFs sectoral/master plans and long term financial strategies
Determines government-wide key development strategies and priorities to be addressed	Elaborate on municipal strategies, Council development priorities/strategies and community needs
Conceptualization of the desired future and results (outcomes and impact) to be achieved by the district area in the long term	Plans implemented by municipalities respond directly to the desired outcomes and impact
Spatially referenced plans and budgets at district and metro level with emphasis on long-term catalytic programmes and interventions to unlock development potential	Focus on implementation of immediate service delivery interventions and priority projects in the One Plan



7.11. North-West Province 2023 – 2030 Provincial Growth and Development Strategy

The Provincial Growth and Development Strategy (PGDS), in line with the vision of the National Development Plan (NDP, 2012) of achieving inclusive growth, prosperity and improvements in the quality of life for the country's citizens, prioritises to reduce unemployment from 27% in 2011, to 6% by 2030; the proportion of people living below the Food Poverty Line from 39% of the population to zero by 2030; and inequality as measured by the Gini Coefficient from 0.69 in 2010 to 0.60 in 2030. NW had a higher target of Gini Coefficient of 0.53 by 2030 since the society was already less inequitable at 0.60 in 2012. With no tangible traction being made in advancing the NDP priorities, seven National Priorities were set in the 2019 – 2024 Medium Term Strategic Framework (MTSF) to accelerate the implementation of the NDP. The National Priorities that were reordered in the 2020 State of the Nation Address (SONA) were: A Capable, Ethical and Developmental State; Economic Transformation and Job Creation; Education, Skills and Health; Consolidating the Social Wage through Reliable and Quality Basic Services; Spatial Integration, Human Settlements and Local Government; Social Cohesion and Safer Communities; and A Better Africa and World.

To deliver on the said priorities for the population of the North West Province (NW), which was enumerated at 3.80 million in the Census 2022 and with development metrics that have gone in the opposite direction to the aspirations of the NDP, the PGDS is putting a particular focus on building a capable and developmental state, the rural economic development (due to the predominant rural character of the province) as well as the upgrading, provisioning and maintenance of the socio-economic infrastructure to set NW on the correct development path. Particular focus should be paid to the inequitable development of the NW society, in that between 2011 and 2022, the number of households in the middle-income bracket (> R30 000 per annum) has increased significantly, whereas the number of people living in poverty has increased from 54.94% to 62.60% and the Gini Coefficient has widened from 0.604 to 0.618. On this observation, the Review of the NDP 2030 (2020) and Urban-Econ (2023) argue

that sticking with the current developmental model or pattern of economic growth will not result with the desired economic outcomes.

The NW economy is dominated by the tertiary sector, which is not ideal as the main contributing sector in a developing nation, thus a stronger focused effort to support Agriculture, Construction and Trade (including Tourism) would be critical to expand jobs and deal with the serious problem of unemployment in the Province, hence catalysing the process of shifting the economic composition towards secondary and primary sectors. The other sector that should not be overlooked is the informal sector, in that it is considered as entrepreneurial and it is responsible for just above 18% of all employment in NW, thus support for the informal sector should focus on resolving infrastructure constraints, in particular electricity deficit and poor road infrastructure, that increase the costs of operations; ease access to finance and enhance business management skills.

In terms of the implementation of the PGDS, the growth and development priorities need to be mainstreamed in the planning process through the MTSF, which will enable coherence in planning across different tiers of government in the province and the allocation of resources.

7.12. Environmental, Social and Governance (ESG) Framework

What is an ESG strategy?

An ESG strategy focuses on environmental, social, and governance (ESG) issues:

1. *Environmental* – this has to do with the municipality's impact on the environment
2. *Social* – this has to do with the impact the municipality has on people, including staff and the community
3. *Governance* – this has to do with how the municipality is governed. Is it governed transparently? Does it report honestly and clearly on its activities?

While some stakeholders like investors may avoid municipalities with poor ESG scores, others may actively seek out municipalities making progress on these critical issues.

Municipal Council should care about ESG and creating an ESG strategy because it can significantly impact the municipality's financial performance.

For example, a municipality with poor environmental practices may be subject to increasingly strict regulation, which could hurt or delay service delivery.

A municipality with poor social practices may also face reputational damage, leading to loss of revenue and community not willing to pay for services.

Finally, a municipality with weak governance practices may be more likely to experience fraud or other financial problems.

By considering these factors, a municipal Council can make better-informed decisions about the best way to invest the municipality's resources.

How can a municipal Council implement ESG?

A municipal Council is critical in setting a municipality's strategic direction and ensuring it meets its service delivery mandate.

In recent years, there has been an increasing focus on environmental, social, and governance issues as investors seek to invest in municipalities that are committed to positively impacting society.

Developing and implementing an ESG strategy can be a way for municipality to signal its commitment to these issues and attract investment.

There are several ways in which municipal Council can develop and implement an ESG strategy. For example, municipal Council can set targets for reducing greenhouse gas emissions, establish programs to promote employee inclusion and diversity or increase transparency around the municipality's supply chain.

In addition to attracting investment, developing and implementing an ESG strategy can also help to improve operational efficiency, risk management, and employee engagement.

As more investors focus on ESG issues, developing and implementing an ESG strategy will become increasingly important for municipality.

Putting the three pillars of ESG into practice

When developing or implementing an ESG strategy, a few key factors must be kept in mind.

First and foremost, municipal Council must ensure the strategy aligns with the municipality's overall service delivery goals.

ESG initiatives can significantly impact how community perceive a brand, so it's essential to ensure that ESG efforts are consistent with the image the municipality wants to project.

Additionally, they will need to consider the financial costs and benefits of the ESG strategy.

While some environmental and social initiatives may require an upfront investment, others can save a company money in the long run.

Finally, the municipal Council will need to consider how they will measure the success of the ESG strategy. Will they track employee engagement? Decreases in energy consumption? Community satisfaction?

By identifying key metrics upfront, a municipal Council can gauge whether or not the ESG strategy is genuinely compelling.

Challenges municipalities face when trying to embrace the three pillars of ESG

Implementing an ESG strategy can be a challenge for municipalities for several reasons.

- First, there is often a lack of data and transparency around environmental and social issues, making it difficult to set clear goals.
- Second, ESG initiatives can require a significant up-front investment, which can be a barrier for municipalities with limited resources.
- Finally, changing municipalities practices to align with an ESG strategy can disrupt employees and community.

Despite these challenges, there are many ways that municipalities can overcome them.

- For example, municipalities can partner with NGOs or other organisations with expertise in specific ESG issues.
- Municipalities can also use data from social media and other sources to gain insights into community sentiment around ESG matters.
- Finally, municipalities can gradually develop phased implementation plans to implement new policies and procedures.

By taking these steps, municipalities can overcome the challenges of implementing an ESG strategy and reap the benefits of operating more sustainably and socially responsible manner.

Spatial Rationale

8.1. Spatial Development Framework

CHAPTER 1: INTRODUCTION

PURPOSE OF SPATIAL DEVELOPMENT FRAMEWORK

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

CHAPTER 4: DEVELOPMENT OBJECTIVES AND GAP ANALYSIS

1. Development Objectives

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

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

Essentially these development objectives are about

1. improving the quality of lives of people

2. improving the sustainability and efficiency of the municipality

2. Gap Analysis

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

CHAPTER 5: SPATIAL DEVELOPMENT STRATEGIES AND SPATIAL DEVELOPMENT CONCEPT

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

1. Development Strategies

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

2. Sustainability Agenda

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

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

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

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

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

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

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

3. Spatial Development Concept

The spatial development concept sets out a conceptual spatial structure for Madibeng, based on a consolidation of the various development strategies into the following three broad overarching development strategies:

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

The elements of the spatial development concept are therefore –

- Natural form giving elements;
- Strategic Development Areas, and
- Linkages

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

- The natural open space system;
- The Merensky Reef;
- The high potential agricultural land, and
- The Cradle of Humankind.

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

Another important form giving element, albeit not natural, is the development restriction zone around the Pelindaba complex.

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

1. Introduction

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

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

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

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

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

- Strategic Linkages
- Gateways
- Heritage Resources

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

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

2. Natural Open Space System

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

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

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

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

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

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

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

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

3.1. Form Giving Elements

3.1.1. Natural Open Space System

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

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

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

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

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

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

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

3.1.2. High Potential Agricultural Land

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

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

3.1.3. Merensky Reef

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

3.1.4. Cradle of Humankind

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

3.1.5. Pelindaba Restriction Zone

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

3.2. Strategic Development Areas

3.2.1. Development Focus Areas

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

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

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

The advantage of such a development system is that –

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

3.2.2. Consolidation Area

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

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

Development and Management Directives: Natural Open Space System

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

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

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

Development and Management Directives: High Potential Agricultural Land

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

Development and Management Directives: Rural Areas

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

Development and Management Directives: Rural Residential

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

Development and Management Directives: Nodal Development in Urban Areas

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

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

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

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

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

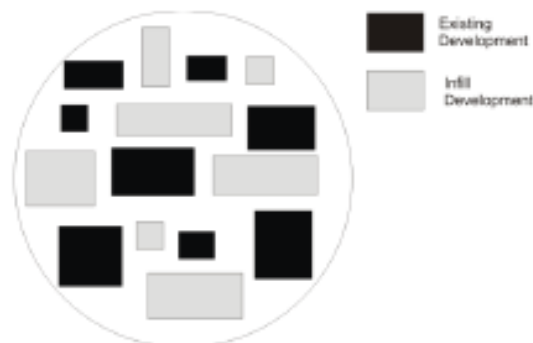


Figure 15: Infill Development

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

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

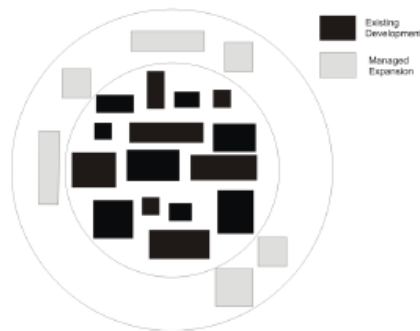


Figure 16: Managed Expansion

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

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

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

Densification in Settlement Development Areas

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

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

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

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

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

Development and Management Directives: Mining

- All mines shall have an environmental management framework including mitigating measures to address visual impact and a rehabilitation programme.
- The area in the vicinity of the Merensky Reef is a service upgrading priority area in order to support economic development and the residential settlements that exist in proximity to the mining activities.
- No mining activities shall be permitted in or near areas of high tourism potential.
- Mining may not encroach into high potential agricultural land.

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

Development and Management Directives: Pelindaba Restriction Zone

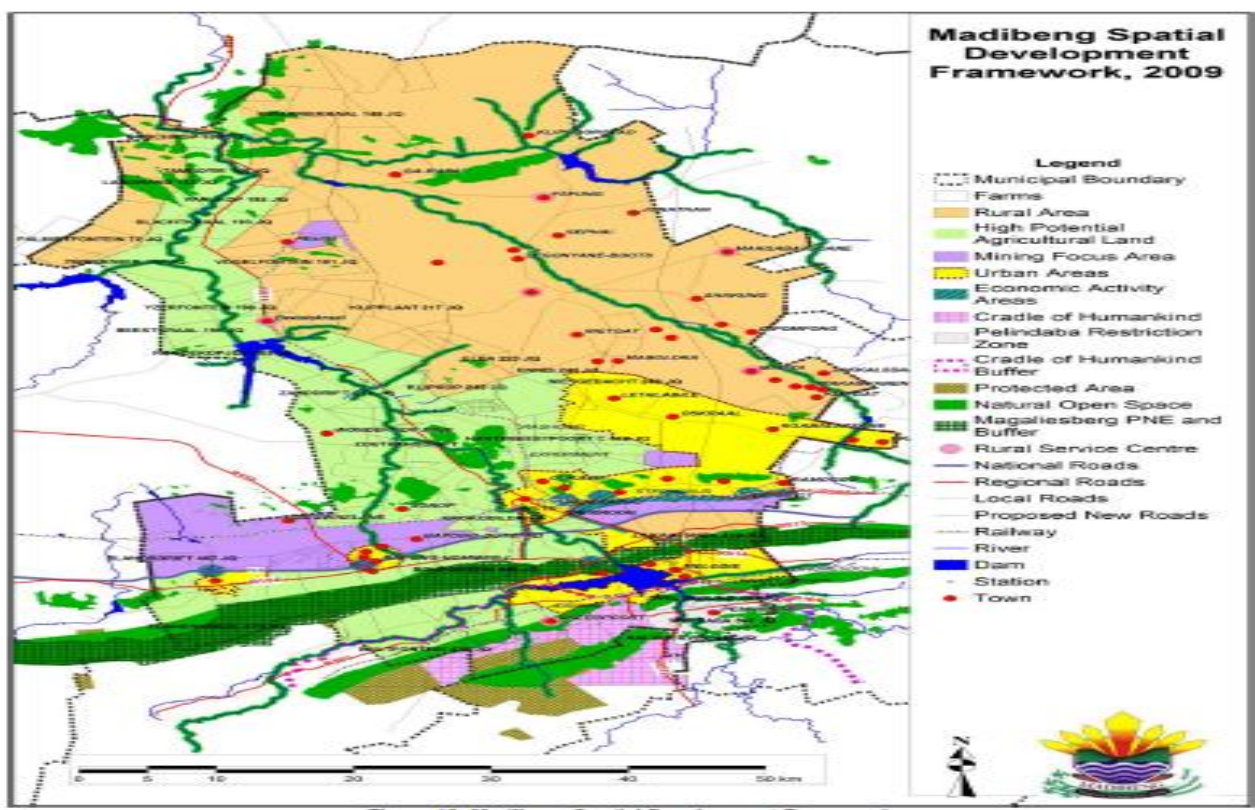
- No development, other than what is permitted in terms of current zoning, shall be permitted.

Development and Management Directives: Cradle of Humankind

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

Development and Management Directives: Heritage Resources

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



12. Future Urban Areas

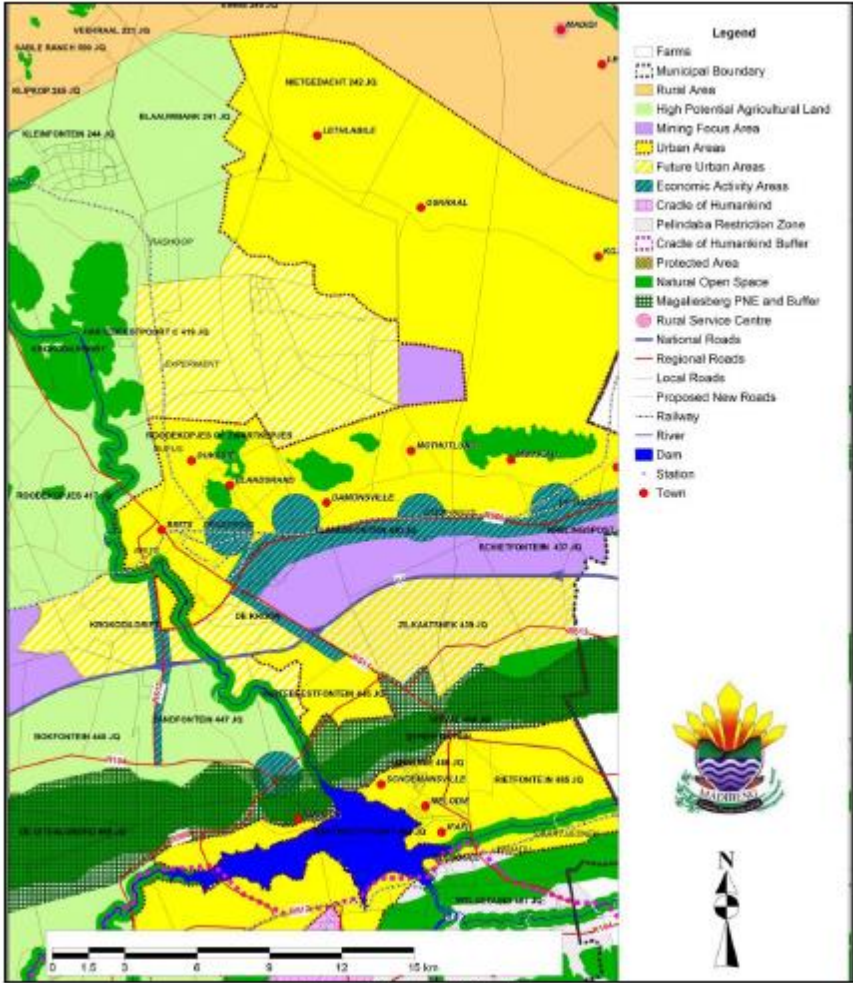


Figure 19: Future Urban Areas

13. Subdivision of Farm Portions

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

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

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

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

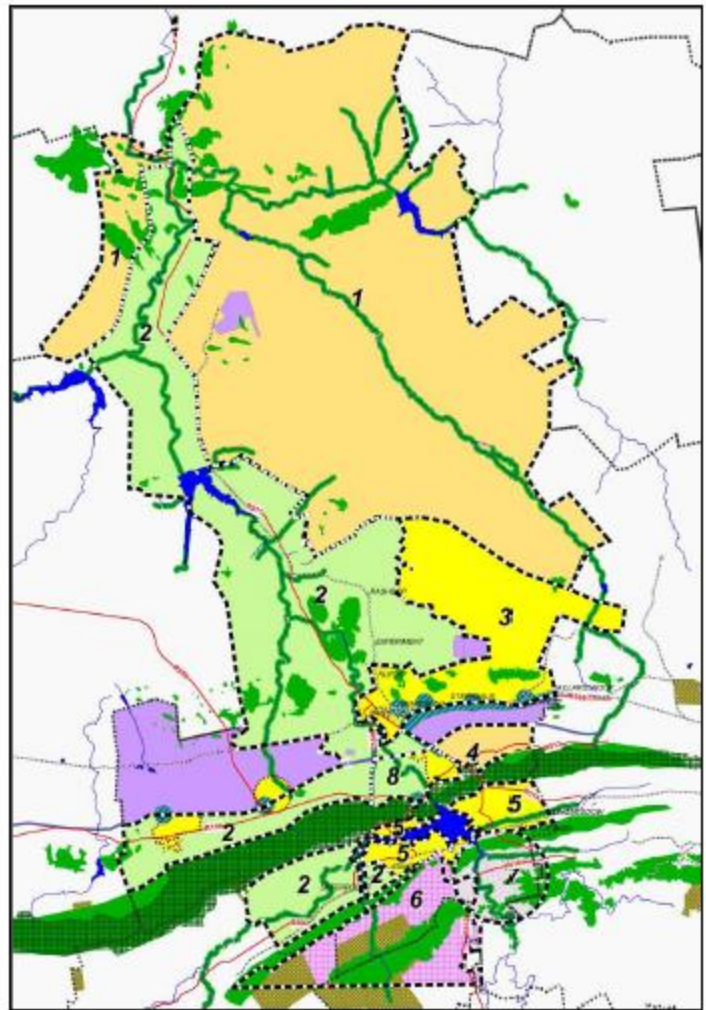


Figure 20: Subdivision Zones

8.2. CBD Regeneration Plan

Implementation Programme

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
1. GREENING AND BEAUTIFYING						
1 a.	Hendrik Verwoerd Street	Cutting of the grass along the road island	Hendrik Verwoerd Street	• Madibeng LM, SANRAL	R 700 000.00 per annum	Short-term
1 b.		Landscaping/Planting of flowers and shrubs along road island	Hendrik Verwoerd Street	• Madibeng LM, SANRAL, EPWP	R 500 000.00	Short-term
1 c.		Design and construction of a 'Welcome to Brits' sign	Hendrik Verwoerd Street	• Madibeng LM, SANRAL, EPWP	R 100 000.00	Short-term
1 d.	Murray Road	Greening of Murray Road Island	Murray Road	• Madibeng LM	R 150 000.00	Medium-term
	Tom Street	Greening of Tom Street	Tom Street	• Madibeng LM	R 400 000.00	Short-term

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
2. BUILT FORM						
2 a.	Hendrik Verwoerd Street	Pedestrian crossing outside of the Brits Mall	Hendrik Verwoerd Street	• SANRAL	R 300 000.00	Medium-term
2 b.	Murray Road	Widening walkway by eliminating 1 lane of road way on either side	Murray Road	• Madibeng LM	R 400 000.00	Medium-term
2 c.		Formalising Trader Stalls and providing a formal structure	Murray Road	• Madibeng LM	R 750 000.00	Short-term
2 d.		Insertion of street furniture along the sidewalk (benches, bins, etc)	Murray Road	• Madibeng LM	R 300 000.00	Short-term
2 e.		Construction of Murray Road Island	Murray Road	• Madibeng LM	R 3 000 000.00	Medium-term
2 f.		Provision of angled parking on either side	Murray Road	• Madibeng LM	R 200 000.00	Short-term
2 g.	Tom Street	Development of open space outside Home Affairs with the inclusion of street furniture and formalised trader stalls	Tom Street	• Madibeng LM	R 2000 000.00	Medium-term
2 h.		Widening of pedestrian paving to 6 m with allowing for isolated parallel parking bays and loading zones	Tom Street		R 800 000.00	Short-term
2 j.	CBD Streets	Upgrade to the CBD road network on various streets to include Resurfacing, Road markings and signage	Various	• Madibeng LM	R 20 000 000.00	Short-term
		City Improvement District			R	Short-term
	CCTV Surveillance	CCTV Cameras	Tom Street	• Madibeng LM	R 100 000.00	Short-term
			Murray Ave	• Madibeng LM	R 150 000.00	Short-term
			Spoorweg Street	• Madibeng LM	R 200 000.00	Medium-term
2 p.	Security	Security Personnel	Tom Street	• Madibeng LM	R30 000.00 per month	Short-term
			Murray Ave	• Madibeng LM	R30 000.00 per month	Short-term
			Spoorweg Street	• Madibeng LM	R30 000.00 per month	Short-term

3. ACCESSIBILITY, TRANSPORT AND INTEGRATION						
3 a.	Spoorweg Road	Provision of a one-way double lane road on portion of Spoorweg Road	Spoorweg Road	• Madibeng LM	R 1 000 000.00	Short-term
3 b.	De Wits Ave	Provision of a one-way double lane road on portion of De Wits Ave	De Wits Ave	• Madibeng LM	R 1 000 000.00	Short-term
3 c.	De Wits Ave	Formalisation of the existing Taxi Rank – loading and off-loading, shelters, road markings, slip lanes, lighting, signage, inter alia	De Wits Ave	• Madibeng LM	R 5 000 000.00	Short-term
3 d.	Reitz Road	Provision of a one-way double lane road on portion of Reitz Road	Reitz Road	• Madibeng LM	R 1 000 000.00	Short-term

3 e	Maclean Road	Provision of a one-way double lane road on portion of Maclean Road	Maclean Road	• Madibeng LM	R 1 000 000.00	Medium-term
3 f	Tom Street	Provision of Road/Rail grade separated crossing	Tom Street	• Madibeng LM	R 60 000 000.00	Medium-term
		Provision of bridge from R511 into Tom Street	Tom Street	• SANRAL/ Madibeng LM	R 50 000 000.00	Long-term
		Provision of off-street multi story car park	Tom Street	• Madibeng LM	R 10 000 000.00	Medium-term
		Obtaining air rights over railway crossing	Spoorweg to Tom Street		R 100 000.00	Medium-term
3 j	Proposed retail facilities for overpass		• Private Sector	R 5 000 000.00	Medium-term	

Madibeng Local Municipality Master Systems Plan (Msp) 2019 to 2022

Project	Business Div	Requirements and Impact	Priority Level	2019/2020	Cost Rand	2020/2021	Cost Rand	2021/2022	Cost Rand
Document the ICT Steering Committee Terms of Reference	ICT	Compliance to the DPSA ICT Governance Framework requirements	High	July to Aug	Included in SLA cost with Sizwe IT				
Appoint the Steering ICT Committee	ICT	Appointment of the ICT Steering Committee members to ensure that all ICT & related matters are discussed at the committee level by representatives of the business and ICT	High	Sept	Nil				
Renew Microsoft License Agreement & Premier Support	ICT	The Microsoft License Agreement is renewed after three years.	Medium	June to August	.	Jan to March	R3m	Jan to March	R4m
Networks optimisation	ICT	Replacement and installation of network cables and connect all Municipal sites.	High	1 July to 30 June	R8m	1 July to 30 June	R8m	1 July to 30 June	R8m
Disaster Recovery & Business Continuity Site	ICT	Develop a Backup and Disaster site for the Municipal data and systems.	High	1 July to 30 June	R8m	1 July to 30 June	R8m	1 July to 30 June	R8m
Optimise the use of Microsoft Technologies	ICT	Implementation of the System Center Configuration Manager	High	July to Dec.	R2m				
		Develop a Data Warehouse and a Reporting Tool. -Incorporate a Performance Management function in the Reporting Tool. -Performance Management function will assist with a real-time performance dashboard that will provide an updated consolidated view of how the Municipality strategic, operational and shared Key Performance Indicators are performing. The dashboard will visualize the status of the key performance indicators (KPIs) that have been defined by the Municipality for different business divisions.	High	Jan to June	R3m				
Software upgrade	ICT	Upgrade all old software for all critical applications, including System Center Operations Manager (SCOM).	High	Jan to March	R3m	Jan to March	R4m		
Project Management Office	ICT	Centralise all ICT Projects, including existing systems.	Medium	July to Dec.	R0.5m				
Share Point Portal	ICT	Activate a Share Point Portal and optimise utilisation.	High	NIL	July to December	R1.5m			
Structure positioning	ICT	Review the ICT structure and resubmit for approval. The Structure should be reflective of the Municipality Business Requirement and Business Model. This should be closer to the expiry of the SLA with Sizwe IT	High	Jan to July	Nil				
Performance Management System	ICT	Establish a Performance Management System for all ICT personnel. This should include performance	High	September	Nil				

		contracts, reviews and the personnel development plans.							
ICT personnel certification	ICT	Redeem Microsoft Training coupons for user training.	Medium	On-going	Nil	On-going	R0.2	On-going	R0.3

The following is a summary of the above Plan financial implications for the three years, 2019 to 2020. The cost includes the Service Level Agreement with Sizwe IT for managed services for three years. It also includes the payment of Microsoft License fees

No.	Years	SLA - Rand	Projects and Operational Costs Rand	TOTAL
1	2019 to 2020	28m	30m	58m
2	2020 to 2021	28m	35m	63m
3	2021 to 2020	28m	40m	68m

8.3. REPORT ON THE LAND INVASION MATTERS

1. Letlhabile Block B –Ext 1

This is a land invasion matter. Moyo Inc. Attorneys were appointed to file for an urgent interdict and obtain an eviction order on behalf of the Municipality. The user department later raised a dissatisfaction with the manner in which Moyo INC was dealing with the matter and they requested the Legal Services division to appoint another Attorneys. We then appointed Gildenhuis Malatji Attorneys. The application was done on Part “A” (interdict) and Part “B” (Eviction). To this date we only managed to obtain an interdict in our favour. The Attorneys were advised to approach the office of the Deputy Judge for a hearing date on Part B. (See attached email dated 25th August 2022). We have been in constant contact with the attorneys of record, however, each time we request an update, they in turn inform us that they are unable to proceed with the matter due to an outstanding payment. We recently received a list of historical invoices and a new invoice of which we are still going through them to see exactly which ones were paid or not. In a nutshell we are still awaiting a hearing date on the matter.

2. R566 property Investments CC

This matter emanates from two court orders which had a clear directive to the municipality to provide a report on the alternative accommodation in the event the court decides to grant eviction order in favour of the applicant. We appointed Malatji Attorneys to assist in filing the report as directed by the court. The report was prepared in 2021 which states that the municipality does not have any alternative land in and around the area which the land invasion took place. We recently received a progress report from the attorneys of record. We then prepared a Memo to the user department to furnish us with an update on the 2021 report. We still awaiting the updated report from the user department. We further extended an invitation to the attorneys to notify them of our availability should there be a need for further consultation on the matter, to this date we have not yet received the correspondence in relation to further consultation. The matter is on-going.

3. Portion 220 of the farm Rietfontein 485 JQ “Refentse Land Invasion”

This matter emanates from a land invasion at Refentse. During our inspection meeting with the user department, we raised a concern on how the user department is planning to safeguard the affected area in the event the eviction order is granted and we further advised them to weigh the costs of the eviction order and the subsequent costs to remove the illegal occupiers versus the costs of formalising the affected area. This land invasion involves approximately three stands though there are various structures erected within (plus or minus eight structures). The user department furnished us with the Memo requesting us to withdraw the attorneys mandate. A withdrawal letter was prepared and submitted to the office of the then Acting Municipal Manager (Ms. Beverly Gunqisa). The Acting Municipal Manager wrote a Memo advising the user Department to further substantiate their request for withdraw, which Memo must also be co-signed by the Legal Division to indicate that Legal is in agreement with the Memo. To this date, the user department has

failed to provide the Memo as directed by the office of the Municipal Manager. We have been in constant contact with the department to provide us with the way forward, however, nothing has been forth-coming.

4. Portion 218 of the Farm Rietfontein 485 JQ “Sunway Village”

This is a land invasion matter. We appointed Mohulatsi Attorneys to obtain an interdict and an eviction order in favour of the municipality. The division managed to obtain the court orders and were sent to the user department for execution. Unfortunately, the user department failed to execute the court order which led to further invasion on the affected area. This matter was then brought again to our attention by the user department requesting us to assist in obtaining the warrant of ejection. We then advised the user department that we will experience challenges in using the court order that was granted some three years ago to remove all the affected illegal occupiers. We further solicited a legal opinion to that effect and of which we were vindicated. Mohulatsi Attorneys were further instructed to obtain a new court order which will address the current situation at hand. Unfortunately, the respondents applied for a rescission application of the order that was granted. This means that until such time the court gives a ruling on the rescission application, the municipality cannot enforce the court order. As a way forward, the attorneys advised that there is also a need to prepare a joinder application to include the relevant Provincial Departments in the event the rescission application is granted in the favour of the applicant. In essence, we are waiting for the rescission application to be finalised.

5. Portion 37 (a portion of portion 23) of the Farm Groenkloof JQ “Majakaneng matter”

This is also a land invasion matter wherein we appointed Moyo Inc. to file for an application for interdict and eviction order. The order was granted to our favour and same was communicated to the user department to execute the order.

6. KOSMOS RATEPAYERS AND RESIDENTS ASSOCIATION

On the 2nd October 2014 a court order was made by agreement between the parties (the applicants and the Municipality) for the relocation from the Orange Farm Informal Settlement of qualifying residents within 24 months to 3 plots described as Portions 2,35.37 and 141 of the Farm Bokfontein 448 JQ as the identified site.

During those 24 months the following was supposed to be done

- Land survey of the plots
- Completion of all formalities with respect to the registration of the requisite township on the plot
- Install water boreholes and storage tanks for water at the plots
- Install requisite sanitation facilities at the plots

Reasonable steps were also to be taken to prevent the erection of new shacks at the property between the date of the Order and the relocation.

Subsequent to the 2014 order another order was granted on the 1st November 2016 also by agreement between the parties after the first order was not honoured. In addition to what was ordered in 2014 it was also added that: -

- Daily patrols of both the Orange Farm Informal Settlement and the Bokfontein relocation area be conducted.

The 2016 Order was followed by several Orders whereby we were held to be in contempt of the 2014 Order.

In 2022 another application was made to hold the Municipality in contempt. A meeting was held between the Applicants and the Municipality where an indication was made that the application should be halted pending another attempt to resolve the matter.

A period of a year has since lapsed and still no significant progress on what we committed to do during the negotiations. Another application is brought to hold the Municipality in Contempt. Mohulatsi Attorneys Inc instructed to assist the Municipality to avert another Court Order with dire consequences. Affidavit still being prepared and will be forwarded to the Municipality on the 20th for signature of the MM.

7. PORTION 8 OF THE FARM NIETGEDACHT 242

On the 11th August 2022 an Attorney was instructed to institute legal action against the illegal occupants of the above property.

An inspection in loco of the area was conducted with attorneys who were requested to provide a legal opinion thereafter. After consideration of the legal opinion provided, the attorneys were given instructions to proceed in instituting legal action against the illegal invaders.

An ex parte application was issued at the Pretoria High Court on the 16 August 2022 to seek permission from the court to serve the illegal invaders through the sheriff.

The application was then set-down for the 21st of November 2022 whereby an order was granted that: -

- The sheriff must serve Notice of Motion and Founding affidavit to the legal land invaders by erecting signing board at the property
- The sheriff to establish the Names of the occupiers of the property who were prepared to identify themselves

The user department were supposed to accompany sheriff to assist with directions and the erecting of placards. This was never done despite numerous reminders to the user department.

On the date of the return to court a postponement was requested as the placards were not erected.

Matter since removed from the roll whilst awaiting service to be effected.

The user department informed us of the following: -

- That their MMC and Ward Councillor are not in favour of serving all settlers with Notices as they are of the view that the move will cause community unrests
- They requested that the impending process be halted
- That they are unable to continue with the action as they do not have their principals support

8. ILLEGAL OCCUPANTS AT STAND NO 4156 KLIPGAT

On the 25/01.2022 an attorney was instructed to obtain an interdict against the invaders.

Court granted the Municipality the interim interdict and restraining order on 16/02.2022 which will be made final orders on the return date when part B of the application is heard.

Date to have the Part B of the application heard is being applied for.

9. PORTION 48 AND 80 MAKANYANENG IN KLIPGAT 249 JQ

Interdict against the unlawful land invaders applied for and granted on 20/10/2020.

Matter could not move to Part B of the application which is to make the court Order final because the Erf the municipality referred to were found to be incorrect. Inspection in loco for purposes of verification will be conducted

APPROVAL PHASE

- The draft 2024/25 IDP Review should be adopted by Special Council on 26 March 2024.
- The draft 2024/25 IDP Review to be subjected to public comment for 21 days during April 2024.
- The final 2024/25 IDP Review should be adopted by Council on 28 May 2024.