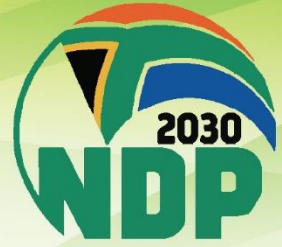




# MADIBENG LOCAL MUNICIPALITY



## 2026/27 INTEGRATED DEVELOPMENT PLAN REVIEW



*"Madibeng, the Prosperous Platinum and Green Tourism City"*

Madibeng Local Municipality



<b>TABLE OF CONTENT</b>	
<b>Message from the Executive Mayor</b>	<b>6</b>
<b>Message from the Municipal Manager</b>	<b>7</b>
<b>ANALYSIS PHASE</b>	
<b>Municipal Transformation and Institutional Development</b>	<b>8</b>
1.1. Location and extent	10
1.2. Area description per ward	10
1.3. Socio economic profile	12
1.4. Statistical overview	13
1.5. Political leadership	29
1.6. Ward and PR Councillors	30
1.7. Administrative structure	31
1.8. Section 79 Committee	34
1.9. Traditional authorities	34
1.10. Roleplayers within the Municipality	34
1.11. Established forums in Madibeng Local Municipality	35
1.12. Audit Committee	35
1.13. Performance review	35
1.14. Human resource information	35
1.15. Key committees for good governance and institutional transformation	40
1.16. Complaints management system	40
1.17. SWOT analysis	40
1.18. Audit Report from the Auditor-General of South Africa	42
1.19. Migration	64
1.20. Wards Committees	67
1.21. State of the Province Address	72
1.22. Gender-Based Violence	72
1.23. Lekgotla Resolutions	78
1.24. Strategic Risks	79
<b>Basic Service Delivery and Infrastructure</b>	
2.1. Water	84
2.2. Sanitation	85
2.3. Electricity	90
2.4. Roads	92
2.5. Transport	104
2.6. Required improvements to comply with the directive	107
2.7. Expanded Public Works Programme (EPWP)	107
2.8. Housing and land use management	108
2.9. Housing services	108
2.10. National upgrading support programme (NUSP)	113
2.11. Land services	115
2.12. Town planning	131
2.13. Community halls	132

2.14. Cemeteries	133
2.15. Recreation – Parks	133
2.16. Environmental management	134
2.17. Educational facilities	151
2.18. Health services	152
2.19. Fire and disaster services	154
2.20. Sports and recreation	155
2.21. Libraries	157
2.22. Social services	158
2.23. Traffic and licensing division	158
2.24. Security services division	160
2.25. Integration phase	161
2.26. Tourism master plan	164
2.27. Interim water service development plan	166
2.28. Madibeng integrated economic growth strategy	174
2.29. Integrated economic development growth strategy	175
2.30. Industrial development strategy	176
2.31. SMMEs development strategy	179
2.32. Utilization of government programmes	179
2.33. Networking and matchmaking	180
2.34. Development assistance provision (High level)	180
2.35. Information channeling	181
2.36. Tourism development strategy	182
2.37. Human resource development strategy	185
2.38. Investment incentives	186
2.39. Incentives packages	188
2.40. Disaster management plan	194
2.41. Draft disaster risk reduction plan	206
2.42. Business Continuity Plan	208
2.43. Madibeng HIV/ AIDS policy/ Strategy	211
2.44. Madibeng agriculture strategic development plan	213
<b>Local Economic Development</b>	
3.1 Background Information	214
3.2. Vision	215
3.3 Mission	215
3.4. Primary sector	215
3.5. Secondary sector	218
3.6. Tertiary sector	219
<b>Financial Viability</b>	
4.1. Executive Summary	221
4.2. Operating Revenue	229
4.3. Operating Expenditure	235

4.4 Capital Budget	239
<b>STRATEGIES PHASE</b>	
<b>Good Governance and Public Participation</b>	
5.1. Vision	244
5.2. Mission	244
5.3. Values	244
5.4. Background	244
5.5. Executive Summary	245
5.6. Public participation	245
5.7. Prioritized ward needs and projects	247
5.8. The overall outcome: Municipal Wide Needs	302
5.9. Strategic objectives	303
5.10. Alignment	309
5.11. Corporate scorecard	311
5.12. Mid-term municipal performance report	338
<b>PROJECT PHASE</b>	
6.1. Capital Projects	339
6.2. District Development Model (DDM) High Impact Projects	343
6.3. Bulk Scheme	344
6.4. Sector Department Plans	346
6.5. Social Labour Plan	358
<b>INTEGRATION PHASE</b>	
7.1. Terms of reference	360
7.2. Performance management systems	362
7.3. Performance management framework	363
7.4. Summary of alignment with national plans and strategies	366
7.5. National key performance indicators	368
7.6. Sustainable development goals (SDGs)	368
7.7. Medium Term Development Plan (MTDP)	368
7.8. The National Development Plan	369
7.9. Local government improvement model 2021 (LGMIM)	371
7.10. District development model – One plan	371
7.11. North-West Province 2023 – 2030 Provincial Growth and Development Strategy	374
7.12. Environment, Social and Governance	374
<b>Spatial Rationale</b>	
8.1. Spatial development framework	376
8.2. CBD regeneration plan	388
8.3. Report on the land invasion matters	390
8.4. Municipal Planning By-Laws	392
8.5. Land Use Schemes	392
8.6. Municipal Planning Tribunal	392
8.7. Authorised Official	393

8.8. Appeal Authority	394
<b>APPROVAL PHASE</b>	
Approval phase	394

## MESSAGE FROM THE EXECUTIVE MAYOR

The municipality is presenting the last Integrated Development Planning Review 2026/27. There has been noticeable service delivery in terms of provision of basic services such as water and sanitation, roads and stormwater, electricity and solid waste that has been confirmed by the Census 2022 whereby indicating the number of household with access basic services increased. The municipality strived to live up to the expectation of the community it serves by upholding the vision of a prosperous platinum and green city. We strive to remain accountable in rendering safe, affordable, qualitative and sustainable services to our communities in line with our constitutional obligations.

Integrated Development Plan (IDP) serves as a guide for enhancing good governance and fostering community development. It further serves as an open invitation for broader community and stakeholders' engagement in the pursuit of improved service delivery and the overall well-being of the municipality. Active participation from all stakeholders is essential in achieving the shared goal of creating safe, cohesive, and vibrant communities.

Our Municipality has an approximate total population of 522 566 with a total household of 186 477 with average household size of 4,64. The Municipality consists of urban and rural areas, villages, farm portions, established and serviced industrial areas. The total estimated population in the informal settlement is 62,128. In our endeavour to reach out to all communities, public participation becomes an integral part of all our activities.

Our service delivery approach is wholly engraved in the Batho Pele Principles as well as in our Mission Statement and our Corporate Culture and Values. From the development of the IDP through public consultative meetings, to general ward council information meetings, public participation through information sharing has been at the centre of Madibeng service delivery approach. A series of consultative sessions were held with different stakeholders over the reporting period as a way of engaging our communities to ensure that we continuously render services that are responsive to the needs of our communities. These meetings seek to inform the communities on how they can access services and or how the municipality can refer to relevant departments or government entities in cases where the request is outside the scope of the municipality.

The municipality is dedicated to realizing the Medium-term Development Plan (MTDP 2025-2030) that is anchored on three Strategic Priorities; (i) driving inclusive growth and creating jobs, (ii) reducing poverty and tackling the high cost of living as well as (iii) building a more ethical and developmental state. The Madibeng Local Municipality IDP Review 2026/27 is further guided by Bojanala Platinum District Municipality, 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 silo 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 such as business and traditional leadership.

This coordinated effort of DDM by the district and lead by North West Premier will culminate into more effective and efficient service delivery, ultimately benefiting the community as a whole. The Brits Water Treatment Plant and Klipvoor Dam Bulk Water Scheme 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.

During previous financial year, we saw notable achievements for the municipality, including successful initiatives such as Thuntsha Lerole, achieving the spending target of 100% for the Municipal Infrastructure Grant (MIG) that covers resealing of roads and pavement roads built in various wards, phase approach used to allocate solar high mast lights 4 per ward, filling municipal manager position, sustaining implementation of Operation Patella for revenue collections. Furthermore, the municipality maintained qualified audit opinion from an adverse opinion 2023/24 financial year as assessed by the Auditor General of South Africa. Despite these successes, challenges persist, particularly in managing supply of water, revenue enhancement and reliance on external service providers is still a serious problem.

The municipal council has adopted six (6) key municipal priorities outlined in the 202/27 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 of the 03 December 2025. The allocation of the budget reflects a significant investment in Water and Sanitation, with Roads and Stormwater receiving the second-highest allocation.

In order to measure our overall performance as a municipality, we have improved on our performance management system. Our performance reporting is quarterly, mid-year and annually. The results that we deliver measure our actual performance. It therefore becomes imperative that we continue to inculcate the culture of improved performance amongst all individuals and teams. It is generally agreed that if performance is not measured, the outcomes or results of interventions will never be known.

The municipality appreciate all role player in ensuring 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 further encourages commitment to diligent work and the utilization of our full capabilities to create the desired municipality that based on building a more ethical and developmental state.

Yours in service delivery,

Cllr. Douglas Maimane



**Executive Mayor**

## MESSAGE OF MUNICIPAL MANAGER

The Integrated Development Plan(IDP) Review 2026/27 is the last review of 2022-2027, 5 Year Plan. It is viewed as consolidated document of the past 4 years Performance of council. *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.*

*The municipality through strategic planning such as the 2026/27 IDP Review, it has aligned developmental priorities with key frameworks like the Medium-Term Development Plan 2025-2030, 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 were made, challenges persist, particularly in addressing the enduring economic inequalities inherited from apartheid. The municipality remains committed to overcoming these obstacles and ensuring that all residents have access to opportunities and essential services through our Local Economic Development initiatives, Spatial Planning and Housing, and Infrastructure development.*

The municipality embarked on the 2025/26 Integrated Development Planning Review, by conducting an assessment of its performance for the past three years since municipal council come to office in November 2021, in order to check the achievements, challenges and strategic directions that will shape the future of the organisation.

The Executive Mayor issued Madibeng Local Municipality schedule for ward public participation inviting all residents of the municipality to participate in their respective wards for review of the prioritised needs and projects in the local newspaper and municipal offices notice boards. The consultations commenced on the 03 October 2024 and end on the 13 October 2024. The municipality further conducted IDP Representative Forum on the 22 November 2022 to determine municipal priority needs. The strategic objectives were reviewed during strategic planning session on the 21-22 January 2025.

Over the period of four years, the Municipality has been consistent with top three priority needs which are water and sanitation; roads and stormwater and Electricity. The Registered achievements on service delivery are an upgrade of water and sanitation projects at Klipgat, Kgabalatsane and Hebron. VIP Toilets at ward 01, 14 and 25, etc. The Boreholes augmentation projects were carried out in different wards to address water supply shortages. Sewer projects for Oukasie, Mothothlung and Sunway. There has been a massive amount of road upgrades over the period of four years in the Townships and Villages. SANRAL has also upgraded R511 and R512 that are passing through our town. Under Electricity we have experienced an upgrade of Sub-stations as well as Electrification of informal settlements in the Municipal Licensing area.

The Brits water purification plant upgrade has been put under Bojanala-Platinum District Municipality One Plan as a catalytic Project of Madibeng LM. Progress is presented on the project to the District Development Model (DDM) Meetings. The completion date for the project is ...

*The municipality maintained its audit outcome of a qualified opinion for the 2024/25 financial year as assessed by the Auditor General of South Africa. The implementation of Operation Patella for revenue collections will be sustained in 2026/27 Financial year. The municipality is also implementing Financial Recovery Plan(FRP) as its mandated by section 139 of MFMA.*

*The municipality is proud to report a measurable gain in the provision of basic services namely Water and Sanitation, Electricity, Waste Management and, Roads and Infrastructure. Service delivery backlog were especially in sanitation and, roads, continuous non-payment of services. Delays in project implementation caused external funding cycles and procurement bottleneck affect the ability to deliver on time.*

*This challenges such as infrastructure backlogs, ageing assets and revenue collection constrains remain, but they are being addressed through improved planning, discipline implementation and strengthened oversight*

*The municipality worked consistently to implement programmes that align in the Integrated Development Plan(IDP) and Council Priorities. These priorities focused on sustainable service delivery and inclusive economic growth. There has been meaningful progress in achieving measurable improvements in Performance, Efficiency and Governance; for example, the assessment of service providers were conducted.*

*Together we will continue to build a Madibeng that truly serves its people.*

---

Quiet Kgatla  
Acting Municipal Manager

## 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 km<sup>2</sup> of the total of 3,839 km<sup>2</sup> 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, Damonville 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 km<sup>2</sup>.



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.

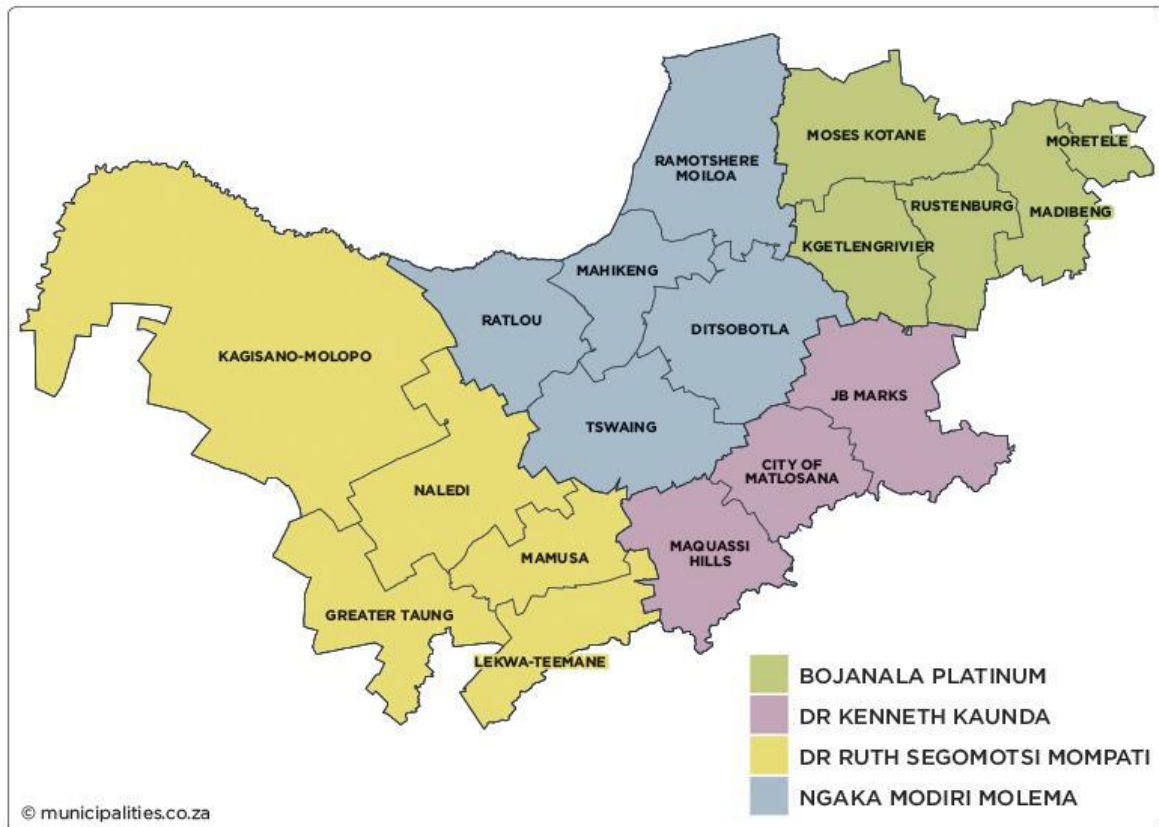
Located on the east side of Schoemansville and South of the Magaliesberg mountain range is the agricultural holding of Melodi. This areas unlike the rest who are subsistence farming rural areas, it's purpose is to foster rural living lifestyle. This is attributed by the affluent households it hosts.

## 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 councillors

Ward	Ward Councillor	Geographic Location
Ward 1	Cllr Ephraim Nkwe	Vaalboschloot, 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 Mottalepule 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, Gomede 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, Phase 1 and Phase 2
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 Hlanganani Mathonsi	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, Moomong, 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, Damonsville elandsview, Damonsville ext 2, Tlapalawa, Nkandla and Elandsrand
Ward 22	Cllr Kagiso Godfrey Matlou	Masenkeng, Greenside, Phase 2, Block 5, Sathala and Corrie Saunders
Ward 23	Cllr Johan Pieterse	Brits
Ward 24	Cllr Monnana Isaac Sethe	Dikampaneng, Mabona, Lethabong, Boikhutsong, sofasonke ext 3, 6, Sofasonke ext 7, Mashamplane, Ndlovu and Lekgema
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, Motlhabeng, Lesegaloapeng 2 shaft, Upper Newtown, Nommer one and Riverside
Ward 29	Cllr Lizelle Stoltz	Skeerpoort, Broederstroom, Schaumburg and Poland
Ward 30	Cllr Graeme Peplar	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, Kutlwano, Nkandla, Dimngong, Joe's Tarven, Buffelspoort, Se-roophata, Bapong, Newtown, Legaloapeng, 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, Lethakaneng, 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, Bothabelo section, Greenside, Lemy's side, Kutlwano Primary side, Moutain view, Dekroon Farms, Mantjie Frams, Sheillings 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 Lethabile.

#### 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 northeastern 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 pro-active 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 settlement.

#### 1.4. Statistical Overview

##### Statistics South Africa, Census 2022

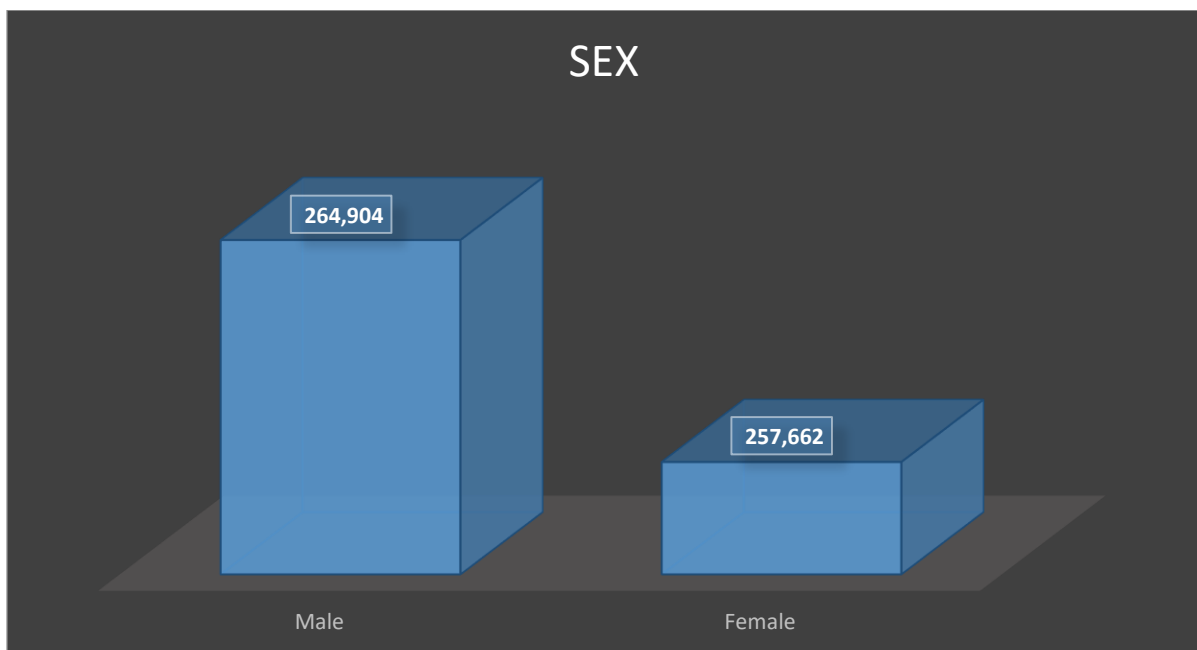
Population of Madibeng Local Municipality is 522 566

Population	South Africa	North-West Province	Bojanala Platinum District Municipality	Madibeng Local Municipality
Number	62 027 503	3 804 548	1 624 428	640 736

Population of Madibeng Local Municipality is now currently 640736

AREA	Total Population	Population density
3 839 km <sup>2</sup>	640 736	167 per sq.km

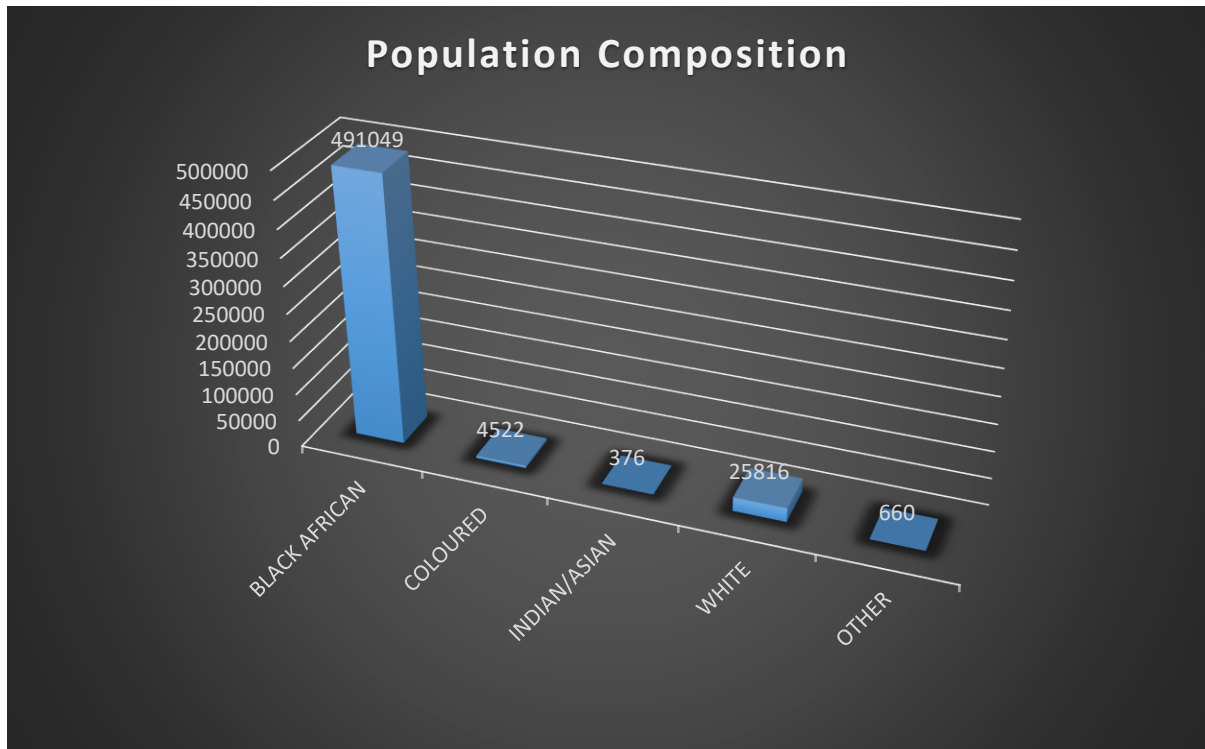
Stats SA, Census 2025



Stats SA, Census 2022

The municipality attracts male who are looking for job opportunities at the mines and industrial sector that is why males are more than women.

Population of Madibeng Local Municipality is 640736 currently in the year 2025-2026



Stats SA, Census 2022

**Dependency ratio**

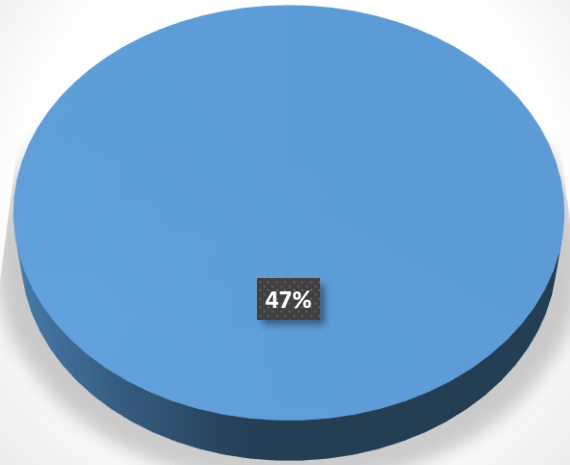
Dependency ratio	Male	Female	Total	Sex ratio
0 - 14 (Children)	69532	67729	137261	103%
15 - 34 (Youth)	90779	87880	178659	103%
35 - 64 (Adults)	91319	85074	176393	107%
65 + (Elderly)	13268	16973	30241	78%
Total	264898	257656	522554	103%
<b>Dependency ratio</b>				<b>47%</b>

Stats SA, Census 2022

Functional Age group	Male	Female	Total	Sex ratio
0-14 (children)	74023	71814	145838	<b>103</b>
15-34 (Youth)	115431	97429	212860	<b>118</b>
35-64 (Adults)	135016	106985	242001	<b>126</b>
65+ elderly	17697	22340	40037	<b>79</b>
Total	342167	298569	<b>640736</b>	<b>115</b>
Dependency Ratio				<b>41%</b>

Stats SA, Census 2025

## Dependency ratio

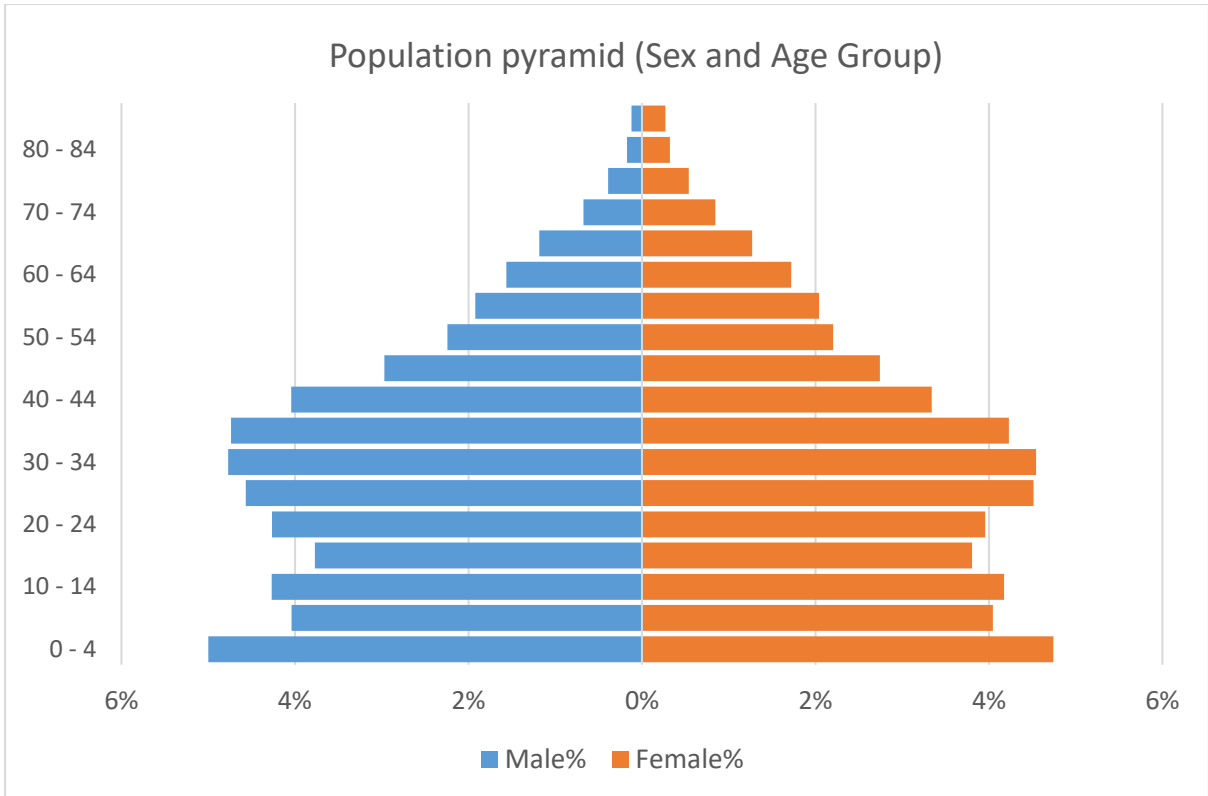


Stats SA, Census 2022

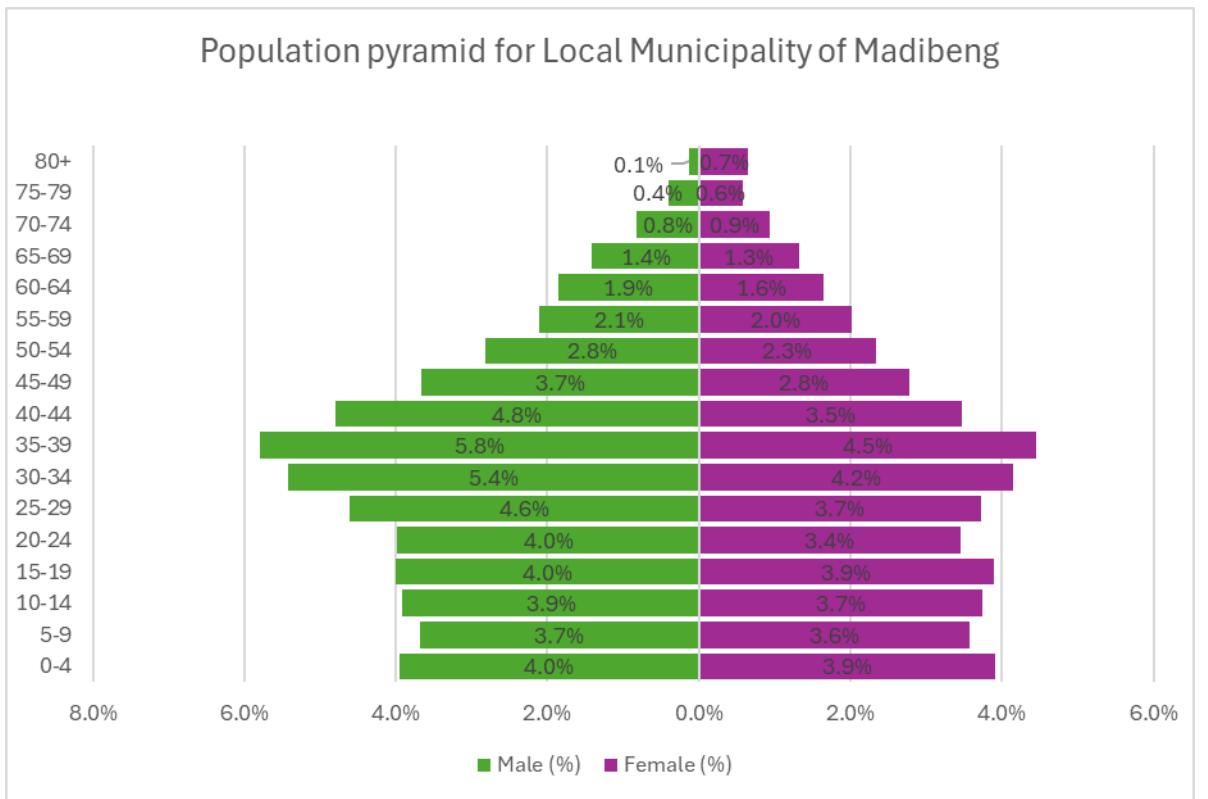
### Disability

Disability	Seeing	Hearing	Communication	Walking	Remembering	Self-care	Total
<b>No difficulty</b>	417278	448532	454961	445895	450282	455553	462439
<b>Some difficulty</b>	37575	12030	6481	12640	10273	5102	63884
<b>A lot of difficulty</b>	7520	2016	1030	3600	1936	1256	14229
<b>Cannot do at all</b>	376	206	340	660	238	855	1981
<b>Do not know</b>	406	365	335	351	417	377	807
<b>Not applicable</b>	53132	53132	53132	53132	53132	53132	53132
<b>Unspecified</b>	6280	6286	6287	6287	6288	6291	6291
<b>Total</b>	<b>522566</b>	<b>522566</b>	<b>522566</b>	<b>522566</b>	<b>522566</b>	<b>522566</b>	<b>522566</b>

Stats SA, Census 2022

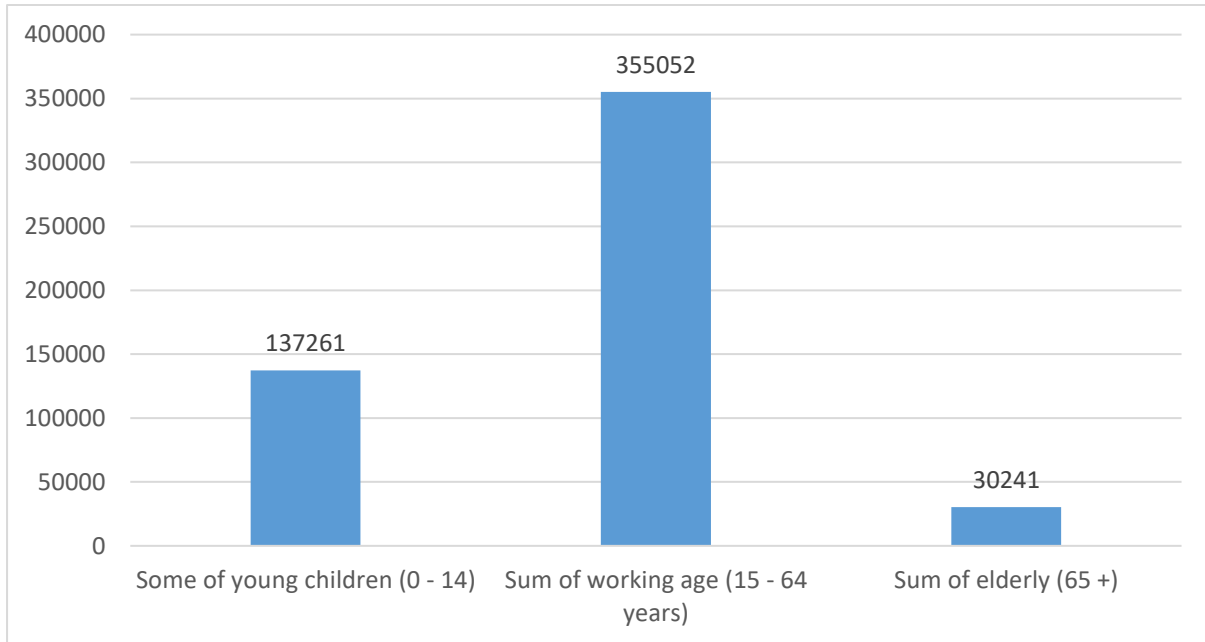


Stats SA, Census 2022



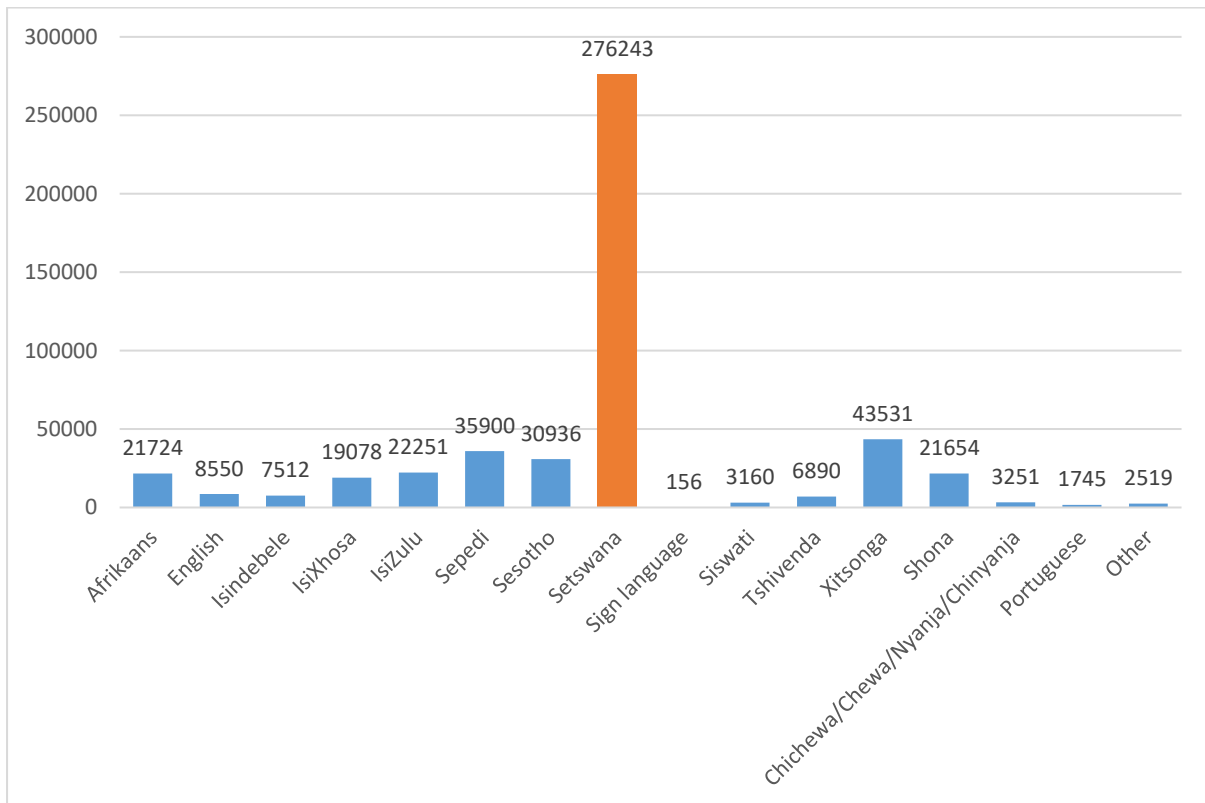
Source: Stats Mid-year Population Estimates 2025

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

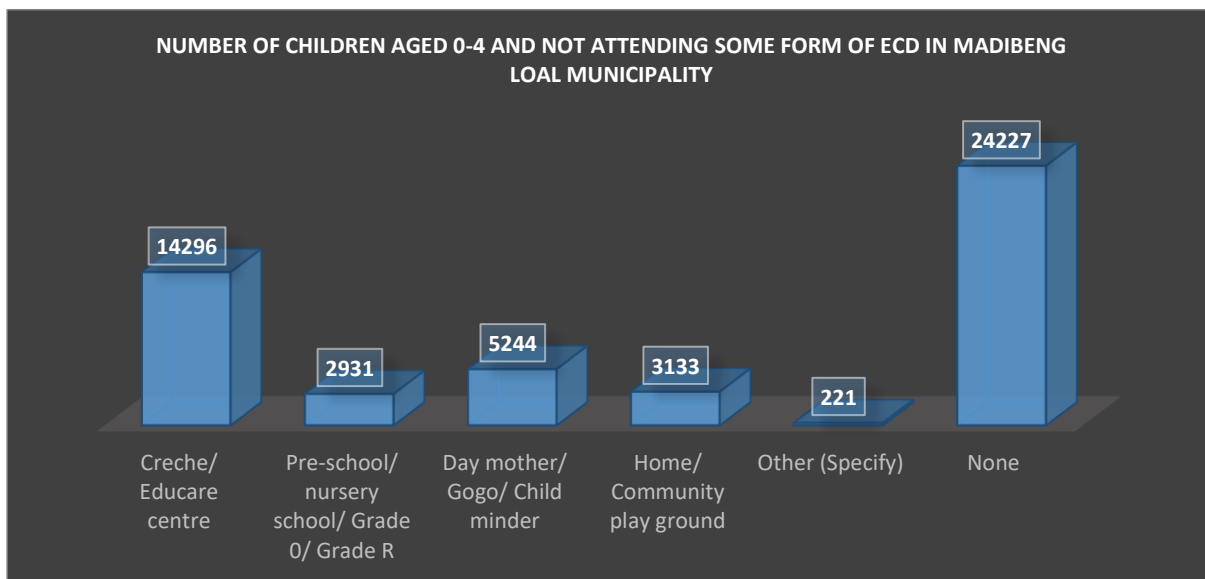


Stats SA, Census 2022

**Setswana is the most spoken language in the Madibeng Local Municipality**



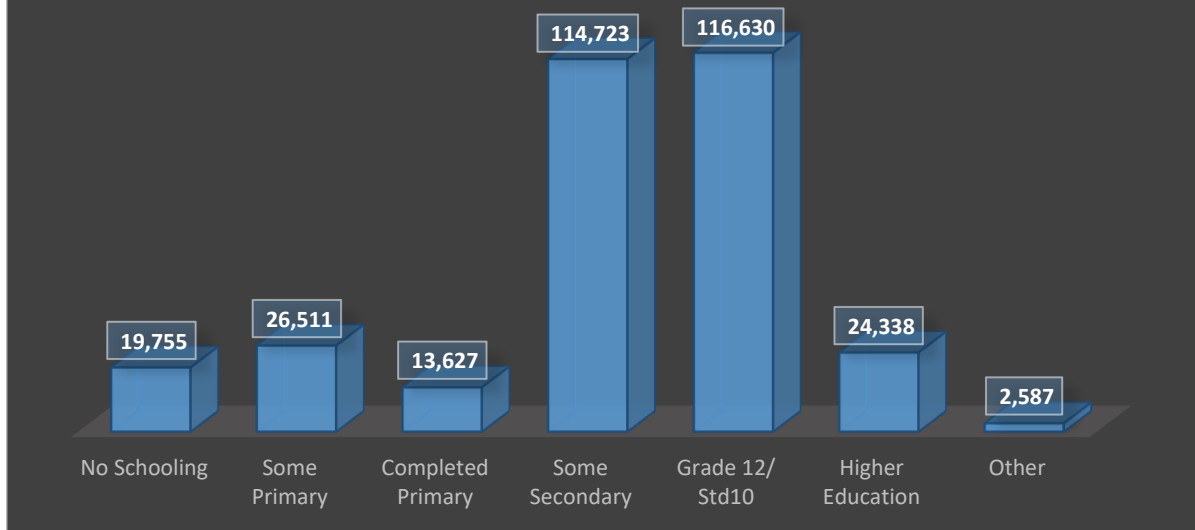
Stats SA, Census 2022



Stats SA, Census 2022

<b>Attendance at an ECD institution (0 - 4 years)</b>		
	Male	Female
Creche/educare centre	7323	6973
Pre-school/nursery school/Grade 00/Grade 000/Grade R	1480	1451
Day mother/Gogo/Child minder	2635	2609
Home/community play group	1600	1534
Other (Specify)	114	107
None	12503	11724
<b>Source: Census 2025 Municipalities Phase 2</b>		

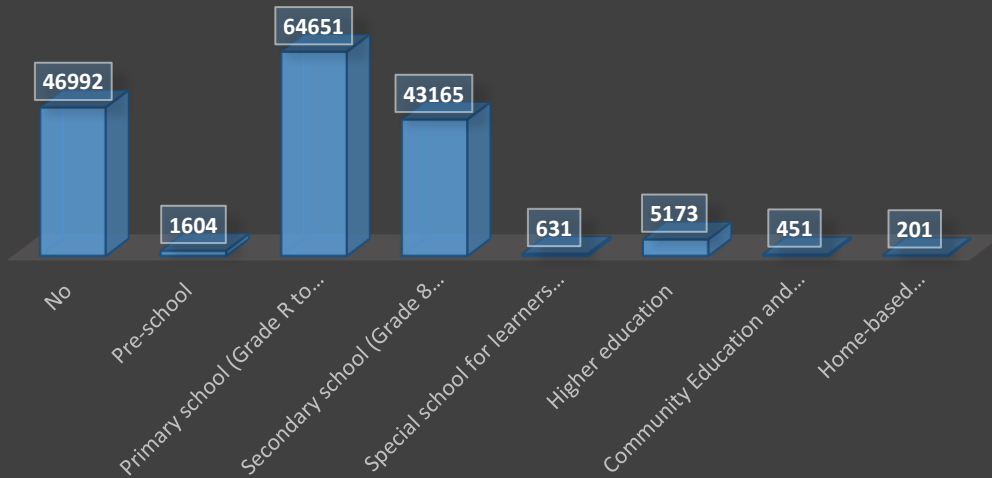
## HIGHEST LEVEL OF EDUCATION (20+ YEARS)



Stats SA, Census 2022

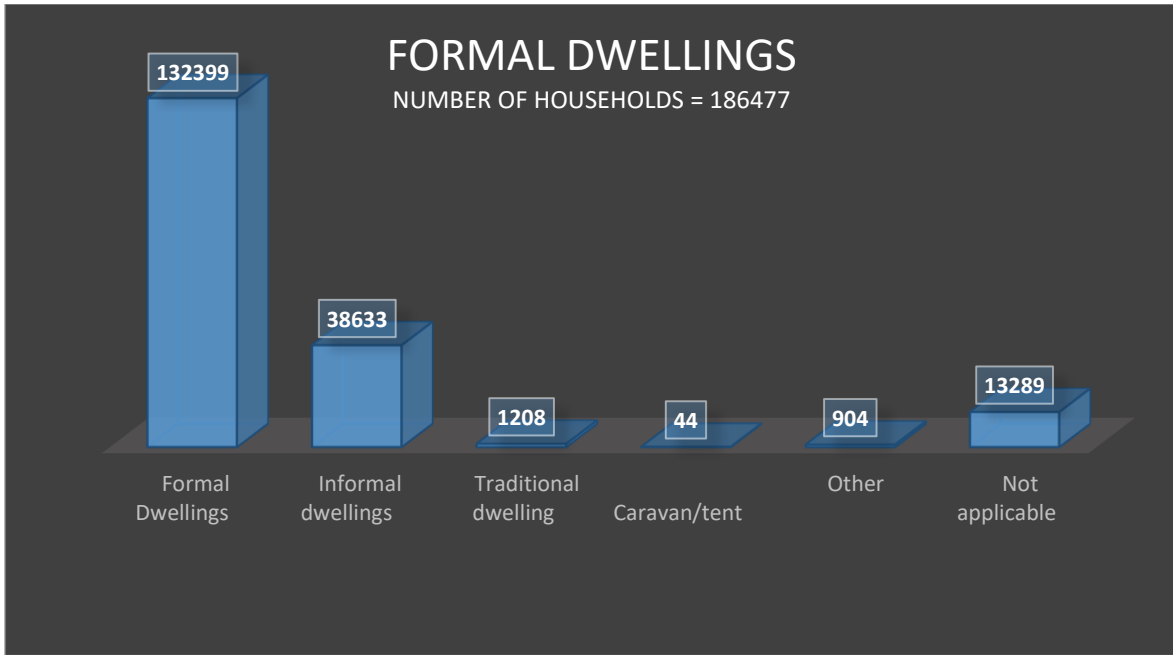
Highest level of education, 20 + years	Male	Female	Total
No schooling	9638	10117	19755
Some secondary	138441	134497	272938
Higher certificate	1709	2033	3742
Diploma/Higher diploma	4723	5913	10636
Degree/Higher degree	3936	4577	8513
Other	1264	1323	2587
<b>Source: Census 2025 Municipalities Phase 2</b>			

## ATTENDANCE AND EDUCATIONAL INSTITUTION, 5 - 24 YEARS



Stats SA, Census 2022

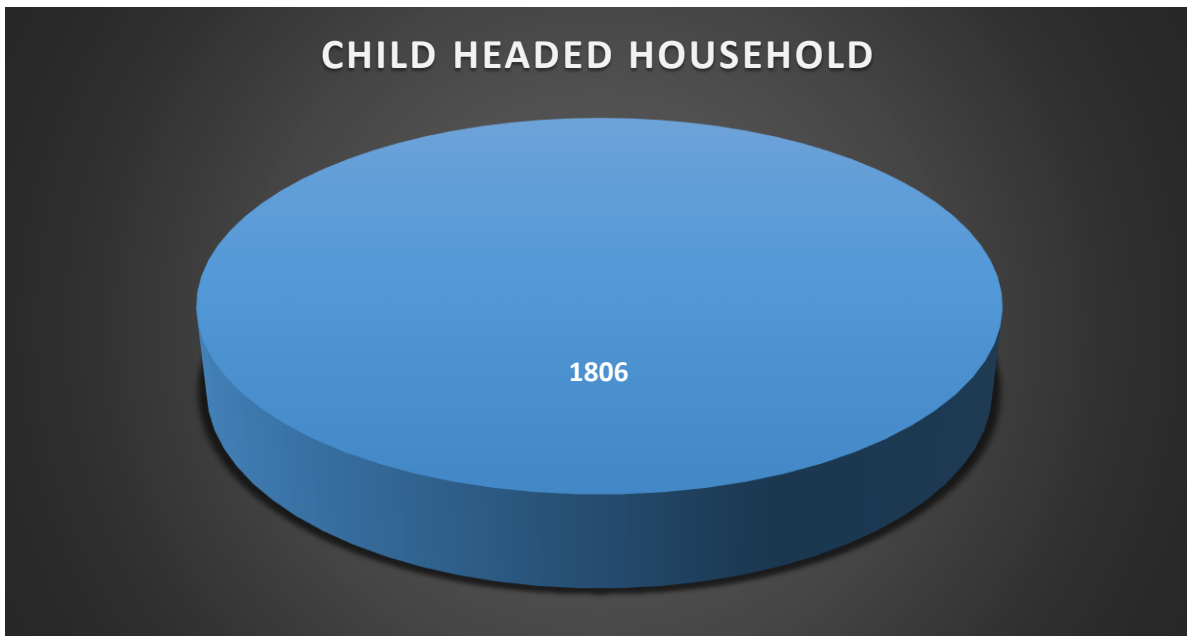
SCHOOL ATTENDANCE (5 - 19 years)			
	Male	Female	Total
No	6631	7105	13736
Yes, Primary school (Grade R to Grade 7)	33092	31247	64339
Yes, Secondary school (Grade 8 to Grade 12)	19969	20817	40786
<b>Population</b>	<b>Currently in school</b>	<b>Currently not</b>	
125943	105125	13736	
<b>Source: Census 2025 Municipalities Phase 2</b>			



Stats SA, Census 2022

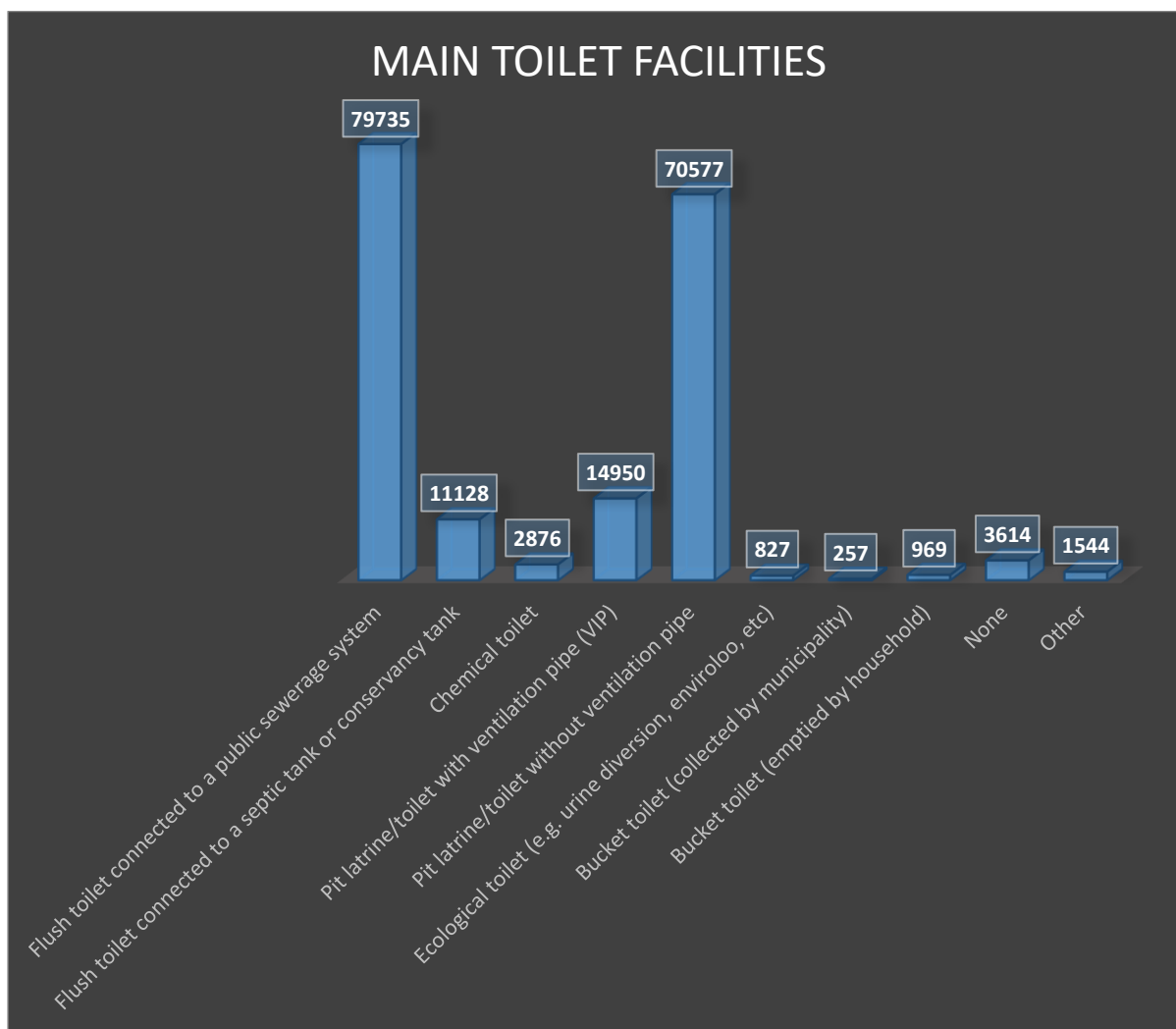
Type of main dwelling	
Formal dwellings	132399
Informal dwellings	38677
Traditional dwellings	1208

Source: Census 2022 Municipalities Phase 2



Stats SA, Census 2022

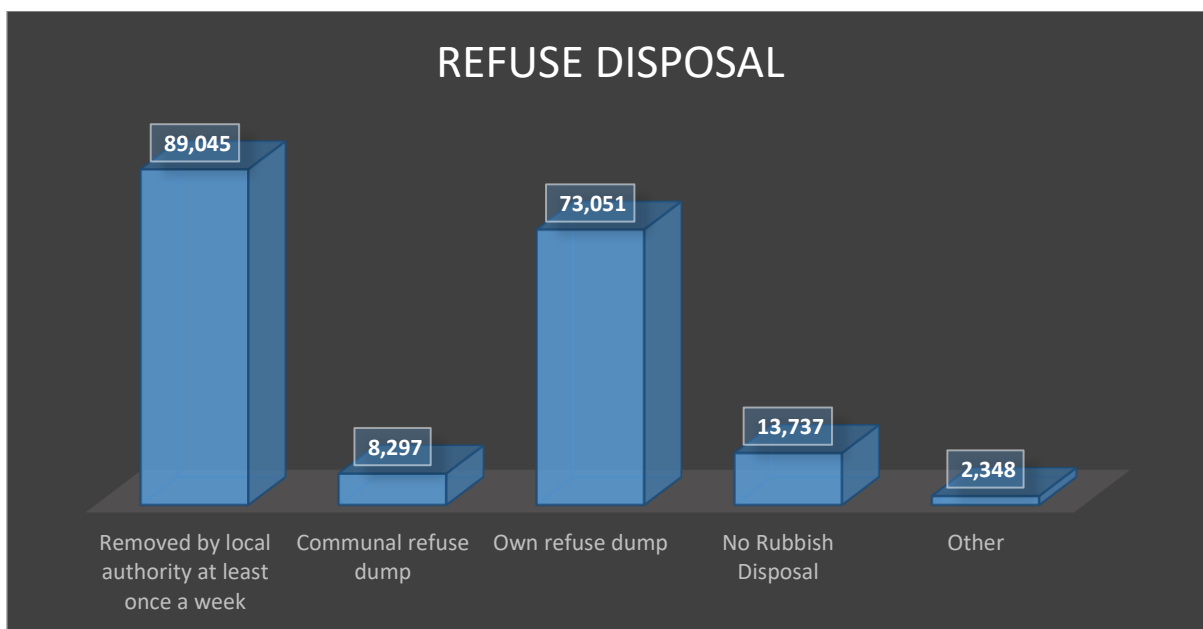
HOUSEHOLDS			
	Male	Female	Total
12-19	749	852	1602
20 - 34	19894	14390	34283
35 - 64	70702	46422	117124
65 +	8696	11483	20179
Total	<b>100041</b>	<b>73147</b>	<b>173188</b>
<b>Total number of households</b>	173188		
<b>Household size</b>	4		



Stats SA, Census 2022

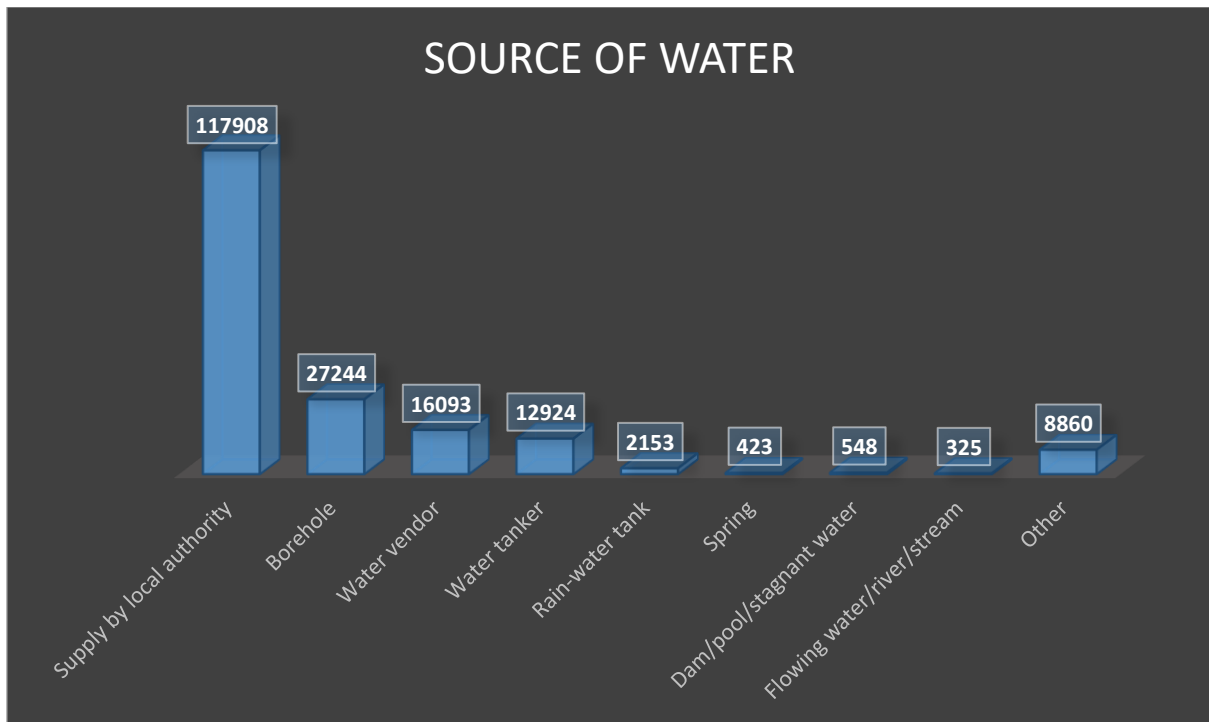
Toilet facilities		
Flush toilet connected to a public sewerage system	78241	45.2
Flush toilet connected to a septic tank or conservancy tank	10345	6
Chemical toilet	2269	1.3
Pit latrine/toilet with ventilation pipe (VIP)	13131	7.6
Pit latrine/toilet without ventilation pipe	63469	36.6
Ecological toilet (e.g. urine diversion, enviroloo, etc)	732	0.4

Bucket toilet (collected by municipality)	195	0.1
Bucket toilet (emptied by household)	812	0.5
None	2924	1.7
Other	1069	0.6
Total	173188	100
<b>Source: Census 2025 Municipalities Phase 2</b>		



Stats SA, Census 2022

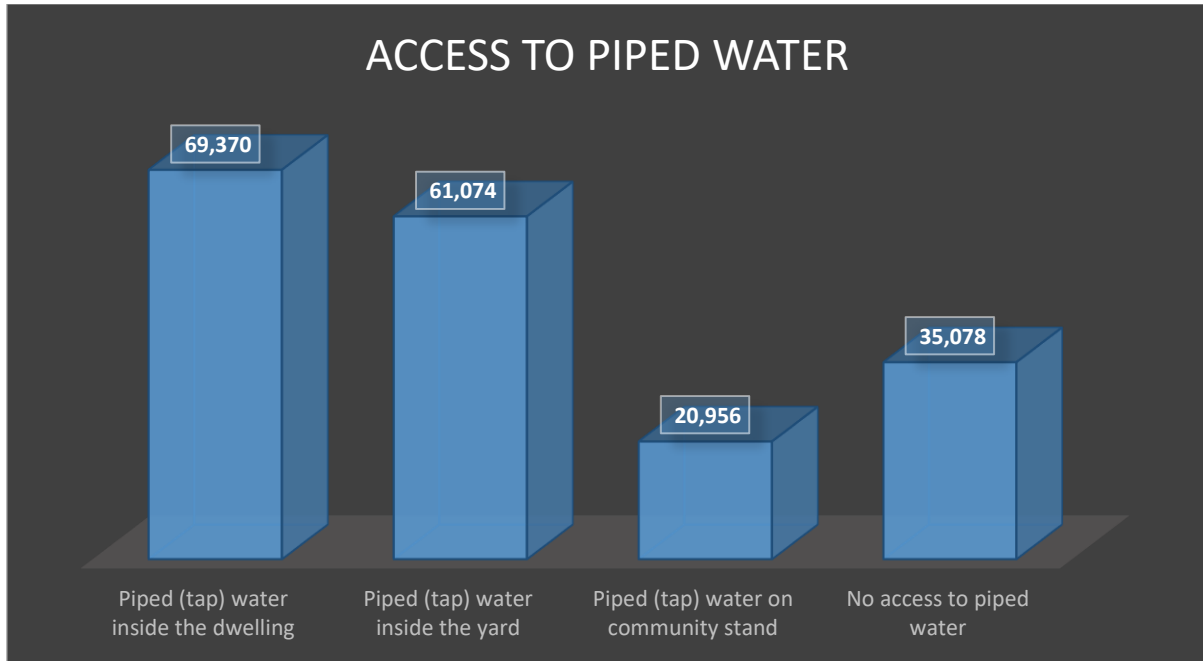
Refuse or Rubbish		
Removed by local authority/private company/community members at least once a week	82592	47.7
Removed by local authority/private company/community members less often	2193	1.3
Communal refuse dump	3475	2
Communal container/central collection point	3876	2.2
Own refuse dump	66979	38.7
Dump or leave rubbish anywhere (no rubbish disposal)	12265	7.1
Other	1808	1
Total	173188	100
<b>Source: Census 2025 Municipalities Phase 2</b>		



Stats SA, Census 2022

Source of water		
Regional/local water scheme (operated by municipality/other service provider)	111750.6	64.5
Borehole	24847	14.3
Spring	366.3	0.2
Rain-water tank	2035.3	1.2
Dam/pool/stagnant water	530.7	0.3
Flowing water/river/stream	301.9	0.2
Water vendor	15357.2	8.9
Water tanker	10565	6.1
Other	7434.1	4.3
Total	173188.2	100
<b>Source: Census 2025 Municipalities Phase 2</b>		

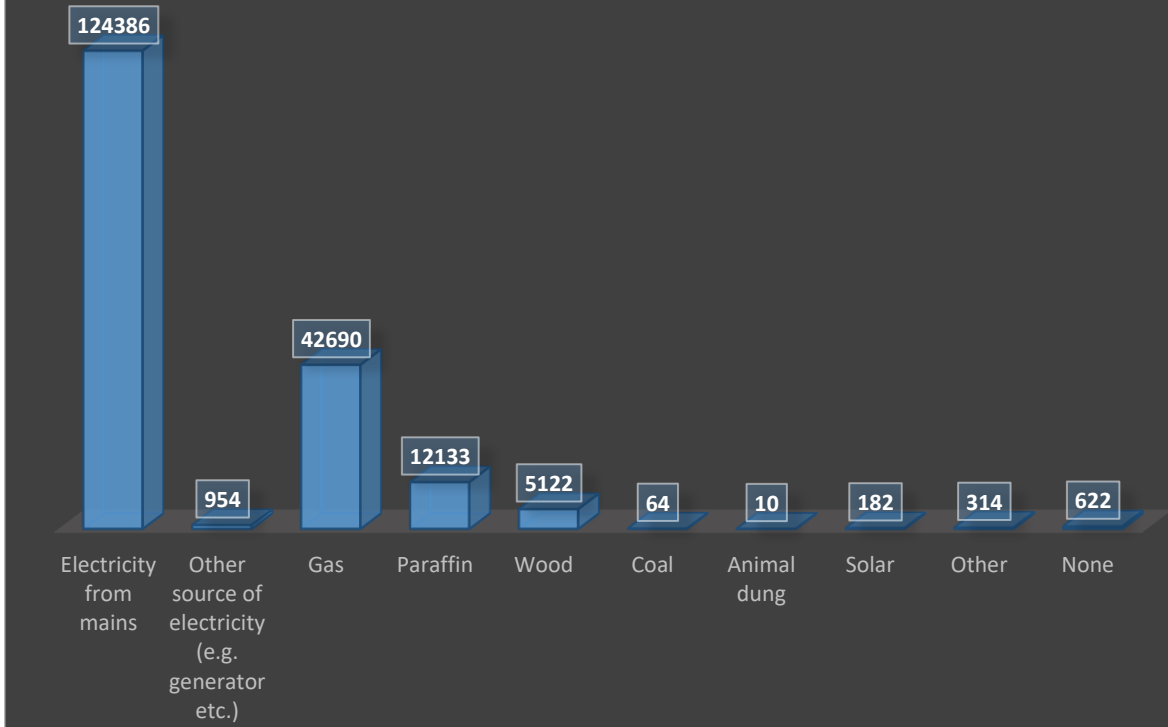
## ACCESS TO PIPED WATER



Stats SA, Census 2022

<b>Piped water</b>		
Piped (tap) water inside the dwelling	68258	39.4
Piped (tap) water inside the yard	54715	31.6
Piped (tap) water on community stand: distance less than 200m from dwelling	11440	6.6
Piped (tap) water to community stand: distance less than 200m and 500m from dwelling	4190	2.4
Piped (tap) water to community stand: distance less than 500m and 1000m from dwelling	1754	1
Piped (tap) water on community stand: distance greater than 1000m (1 km) from dwelling	1027	0.6
No access to piped (tap) water	31805	18.4
Total	173188	100
<b>Source: Census 2025 Municipalities Phase 2</b>		

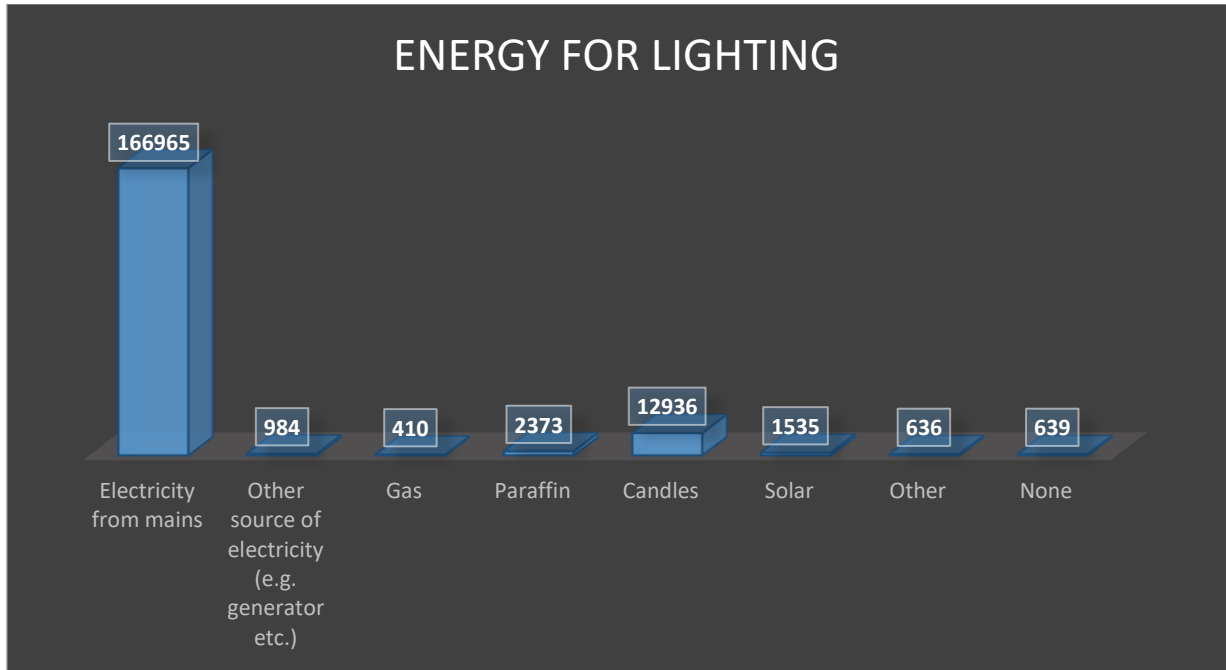
## ENERGY FOR COOKING



Stats SA, Census 2022

Energy or fuel for cooking		
Electricity from mains	115039	66.4
Other source of electricity (e.g. generator etc.)	754	0.4
Gas	42237	24.4
Paraffin	9760	5.6
Wood	4406	2.5
Solar	156	0.1
Other	269	0.2
None	504	0.3
Total	173188	100

## ENERGY FOR LIGHTING



Stats SA, Census 2022

Energy or fuel for lighting		
Electricity from mains	157351.6	90.9
Other source of electricity (e.g. generator etc.)	774.7	0.4
Gas	366.1	0.2
Paraffin	1741.2	1
Candles	10549.5	6.1
Solar	1316.3	0.8
Other	556.2	0.3
None	532.6	0.3
Total	173188.2	100
<b>Source: Census 2025 Municipalities Phase 2</b>		

## EMPLOYMENT AND UNEMPLOYMENT LEVEL (provincial)

Labour Market status: North West Province



Labour force	2025:Q4		
	Total	Male	Female
Unemployment rate	35.1	31.4	40.1
Employed / population ratio (Absorption)	34.1	41.4	26.9
Labour force participation rate	52.6	60.3	45.0
Source: Quarterly Labour Force Survey (QLFS) - 2025: Q4			


<b>Income category</b>	
No income	206454
R 1 - R 4800	62329
R 4801 - R 9600	14258
R 9601 - R 19 600	61306
R 19 601 - R 38 400	37545
R 38 201 - R 76 400	32807
R 76 401 - R 153 800	15922
R 153 801 - R 307 600	8479
R 307 601 - R 614 400	3502
R 614 001 - R 1 228 800	1167
R 1 228 801 - R 2 457 600	510
R 2 457 601 or more	322
Source: Census 2025 Municipalities Phase 2	

1.5. Political Leadership


# MADIBENG LOCAL MUNICIPALITY

## POLITICAL LEADERSHIP








Cllr Ditshego Mbezi  
SPEAKER OF COUNCIL



Cllr Douglas Maimane  
EXECUTIVE MAYOR




Cllr Peter Padi  
SINGLE WHIP OF COUNCIL




Cllr Sarah Mohale  
CHAIRPERSON: MUNICIPAL PUBLIC  
ACCOUNTS COMMITTEE (MPAC)


### MEMBERS OF THE MAYORAL COMMITTEE




Cllr Moses Molekoa  
INFRASTRUCTURE AND  
TECHNICAL SERVICES




Cllr Alex Matlou  
BUDGET AND TREASURY  
OFFICE




Cllr Lindiwe Mhlambi  
COMMUNITY SERVICES




Cllr Molladi Modipane  
ECONOMIC DEVELOPMENT,  
TOURISM AND AGRICULTURE




Cllr Esther Bopape  
CORPORATE SUPPORT SERVICES




Cllr Peter Legong  
PUBLIC SAFETY, FLEET AND  
FACILITY MANAGEMENT




Cllr Khumo Morare  
HUMAN SETTLEMENTS AND  
PLANNING



Cllr Magdonia Masuku  
ROADS AND TRANSPORT



Cllr Carol Montsho  
IDP, PMS AND LEGAL SERVICES



Cllr Isaac Bhebe  
INTER-GOVERNMENTAL RELATIONS  
AND SPECIAL PROGRAMMES

*'Madibeng, the Prosperous Platinum and Green Tourism City'*

Issued: January 2025

1.6. Ward and PR Councillors



# MADIBENG LOCAL MUNICIPALITY

## WARD COUNCILLORS

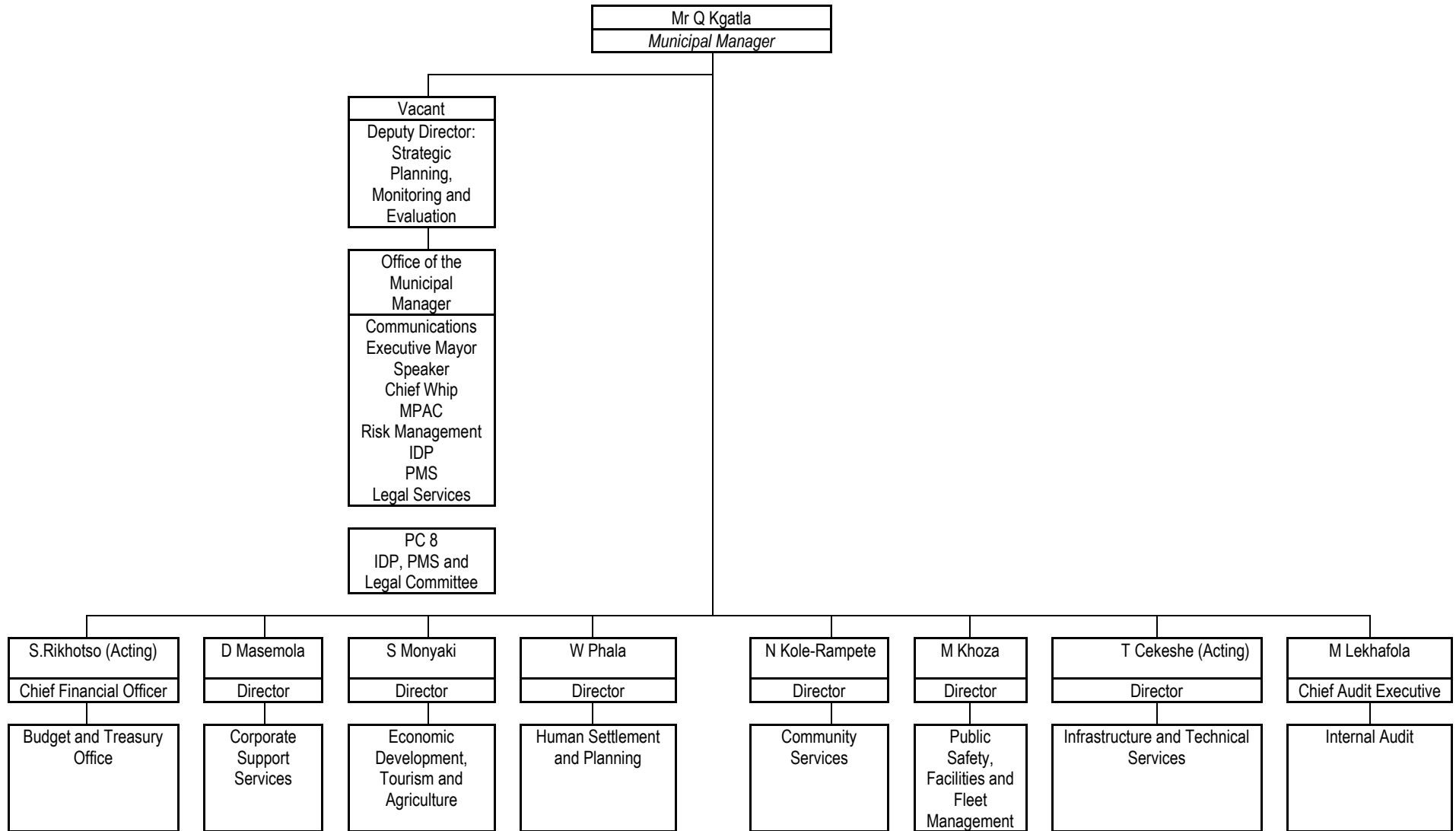


 CLLR EPHRAIM NKOE Ward 01	 CLLR PETER PHAKWANA LECONG Ward 02	 CLLR KEABAKA SEFUSI Ward 03	 CLLR MOTJALEPULI JOSE RATLE Ward 04	 CLLR LETLHOGONOLO PETER SEGO Ward 05	 CLLR SHADRACK SHANTI BONEU Ward 06	 CLLR LEVY RAMATHAPHE Ward 07	 CLLR RANKWANA PETER PAGO Ward 08
 CLLR LEVY SELOFELA GIFT PHALOANE Ward 09	 CLLR THAMBAQA WILLIAM MHLANGA Ward 11	 CLLR MOJALEFA THEOPHILUS SELIAPA Ward 12	 CLLR NICHOLAS RAMA- JA RAKOLLE Ward 14	 CLLR PHOHOLO LUCAS MOTIANG Ward 15	 CLLR THOBIJOHN MAKHUBELA Ward 16	 CLLR HLANGANANI MATHONSI Ward 17	 CLLR PATRICK RANKLE SONGWANE Ward 18
 CLLR ALEX TEROGO MATLOU Ward 19	 CLLR GEORGE MONKOTFO Ward 20	 CLLR PETER THEBELANE MOKAU Ward 21	 CLLR KAGISO GOOPREY MATLOU Ward 22	 CLLR JOHAN PIETERSE Ward 23	 CLLR MONYANA ISAAC SETHE Ward 24	 CLLR BEAUTY MOGALE Ward 25	 CLLR SAMUEL MAPHORU Ward 27
 CLLR AUBREY SETHOLE Ward 28	 CLLR LUZELLE STOLTZ Ward 29	 CLLR GRAEME PEPLAR Ward 30	 CLLR ISAAC BONGANI BHEBE Ward 31	 CLLR PRISCILLA DANA MAMOGWE Ward 32	 CLLR MARITZA DU PLESSIS Ward 33	 CLLR JOSEPH MOGOGOLE SIBANDA Ward 34	 CLLR NAKWEE FAITH MOKWENA Ward 35
 CLLR RAYMOND BAKINGO MATLALA Ward 36	 CLLR WILLIAM KHUMO MOKWE Ward 38	 CLLR JACK MATHEBA MAMABOLO Ward 39	 CLLR CECIL MPAHLELE Ward 40	 CLLR LEAH MIMAKUBU INTOSONG Ward 41			

## PROPORTIONAL REPRESENTATIVE (PR) COUNCILLORS

 CLLR JOSEPH MATLOU	 CLLR THERO ALFRED KWILE	 CLLR MAGSOLINE BAKINGO MOFAPEDI	 CLLR MPOKENG SAMUEL MOGOLLE	 CLLR PHUMBA PRETORIUS	 CLLR ABEL KHELA MASHILO	 CLLR DINCA REPOHLE MOSEANE	 CLLR RUFAS MADONETA MOKOENA	 CLLR SARAH NCHALE	 CLLR LIBOSANG HEO SIBANGO
 CLLR PAULINA MINDAKO SEPURU	 CLLR RATHIE SAKHEL RIBA	 CLLR CHOROTJO STANLEY KOSIAP	 CLLR TEBOGO JOSEPH MOHLABANE	 CLLR SERTHA JACOBA ROSSOUW	 CLLR NGATEGO STEPHINA KAKUBOJA	 CLLR JAN COLLY VAN ZWIT	 CLLR BARNARD MANNE	 CLLR WILLEM JACOBUS WILDER	 CLLR MAMLESI SAKHEL MOKOENA
 CLLR EDDENS VAN DER SCHYFF	 CLLR LERATO ANNAH MATLOU	 CLLR ELLA DOROTHIA FREDERIK LOUWENS	 CLLR ELIZABETH JOAN SERTH	 CLLR JOHANNES BLADUIS KLOPPER	 CLLR JOLANDA LOUWENS	 CLLR TSHOLO BRADLEY KHUTSANE	 CLLR SYDNEY MORIANGOTLA	 CLLR SUZAN PHOENIX KUNDANE	 CLLR PETER TSHOLA
 CLLR ANANDA XAGARANKA	 CLLR JOHANNES BONGIKOSE CHITA	 CLLR KABELO ASHLY INTOSONG							

1.7. Administrative Structure



SCM Expenditure Revenue	HR Administration ICT	Agriculture Tourism SMMEs	Housing Land Administration Town Planning	Waste Parks Sports and Recreation Arts and Culture Environment	Public Safety Facilities Fire	PMU Water Sanitation	Internal Audit Internal Control Compliance
Budget Financial Reporting Assets		Marketing	Urban Renewal Building Control		Fleet Security Traffic	Electricity Roads Stormwater	
PC 1	PC 2	PC 3	PC 4	PC 5	PC 6	PC 7	
Financial Committee	Corporate Service Committee	Economic Development Committee	Planning Committee	Community Service Committee	Social Services and Safety Committee	Infrastructure Committee	
PC 9	IGR and Communication Committee						
PC 10	Traditional Affairs and Special Programmes Committee						

## **Powers and Function Of The Municipality**

Local government is tasked with particular powers and functions that are distinctive and suitable to the lower spheres of local government. Local government powers and functions are constitutionally entrenched and protected and cannot be taken away by another sphere of government

In accordance of Chapter 3 of Municipal Systems Act, 2000 the municipality has all the powers and function allocated to it in terms of Constitution of the Republic of South Africa, 1996, section 156 and 229. Local Government must implement this powers and functions subject to Chapter 5 of the Municipal Structures Act, 1988 this section indicates the powers and function constitutionally aligned to the municipality

The municipalities are empowered authorize by the Constitution of the Republic of South Africa, 1996 to cater wide range of services in sustainable manner. These powers emerges from section 152(1) of the Constitution, which clear states, the objects of local government, namely to:

- (a) Provide democratic and accountable government for local communities.
- (b) Ensure the provision of services to communities in a sustainable manner.
- (c) Promote social and economic development
- (d) Promote safe and healthy environment; and
- (e) Encourage the involvement of community organisations in the matters of local government

In terms Section 156 of the Constitution of the Republic of South Africa, 1996 Madibeng Local Municipality is a category B municipality and that has executive and legislative to administer Local Government Matters listed in Part B of Schedule 4 and Part B OF Schedule 5 and any other matter assigned to it by national or provincial government.

Furthermore, this municipality IS accordingly empowered to do reasonably for, or incidental to the effectiveness performance of its functions and the exercise of its powers and this include making and administering by-laws and policies. The powers and functions of the municipality are as detailed on the table below:

<b>Powers &amp; Functions</b>	<b>Reference</b>	<b>Performed (Yes/No)</b>
Air pollution	Schedule 4 Part B	<b>NO</b>
Building regulations	Schedule 4 Part B	<b>YES</b>
Child care facilities	Schedule 4 Part B	<b>NO</b>
Electricity and gas reticulation	Schedule 4 Part B	<b>YES</b>
Firefighting service	Schedule 4 Part B	<b>YES</b>
Local tourism	Schedule 4 Part B	<b>YES</b>
Municipal airports	Schedule 4 Part B	<b>Yes</b>
Municipal planning	Schedule 4 Part B	<b>N/A</b>
Municipal health service	Schedule 4 Part B	<b>No</b>
Municipal public transport	Schedule 4 Part B	<b>N/A</b>
Municipal health works	Schedule 4 Part B	<b>Yes</b>
Pontoons ferries, jetties, piers and harbours	Schedule 4 Part B	<b>Yes</b>
Storm water management systems in built in areas	Schedule 4 Part B	<b>Yes</b>
Trading regulations	Schedule 4 Part B	<b>Yes</b>
Water & sanitation services	Schedule 4 Part B	<b>Yes</b>
Beached and amusement facilities	Schedule 4 Part B	<b>Yes</b>
	Schedule 5 Part B	<b>Yes</b>
Billboards and display of advertisements in public places	Schedule 5 Part B	<b>No</b>
Cemeteries, funeral parlours & crematoria	Schedule 5 Part B	<b>Yes</b>
Cleansing	Schedule 5 Part B	<b>No</b>
Control of public nuisances	Schedule 5 Part B	<b>Yes</b>
Control of undertaking that sells liqueur in public places	Schedule 5 Part B	<b>Yes</b>
Facilities for the accommodation, care and burial of animals	Schedule 5 Part B	<b>Yes</b>
Fencing and fences	Schedule 5 Part B	<b>Yes</b>
Licensing of dogs		<b>N/A</b>

Licensing and control of undertakings that sells food to the public	Schedule 5 Part B	No
Local amenities	Schedule 5 Part B	N/A
Markets	Schedule 5 Part B	Yes
Municipal abattoirs	Schedule 5 Part B	No
Municipal parks and recreation	Schedule 5 Part B	Yes
Municipal roads	Schedule 5 Part B	Yes
Noise pollution	Schedule 5 Part B	Yes
Pounds	Schedule 5 Part B	Yes
Public places	Schedule 5 Part B	Yes
Refusal removal, refuse dumps, and solid waste disposal	Schedule 5 Part B	Yes
Street trading	Schedule 5 Part B	Yes
Street lighting	Schedule 5 Part B	Yes
Trading and parking	Schedule 5 Part B	YES

### Municipal Fiscal Powers and Functions

Section 229 of the Constitution of the Republic of South Africa states the following regarding municipal fiscal powers and functions:

Subject to subsection ( ) 2), (32) and (4), a municipality<sup>6</sup> may impose: -

- rates on property and surcharges on fees for services provided by or on behalf of the municipality; and
- if the authorised by national legislation, other taxes, levies and duties appropriate to local government or to the category of local government into which that municipality falls, but to no municipality may impose income tax, value-added tax, general sales tax or customs duty.

The power of a municipality to impose rates on property, surcharges on fees for services provided by or on behalf of the municipality, or other taxes, levies or duties; -

- a) may not be exercised in a way that materially and unreasonably prejudices national economic policies, economic activities across municipal boundaries, or the national mobility of goods, services, capital or labour; and
- b) may be regulated by national legislation

### 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 Mohale
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:

Bakgatla Ba Mmakau, Mmakau  
 Bakwena ba Mogopa, Jericho  
 Bapo Ba Mogale, Bapong  
 Sechaba Sa Hlalele, Maboloka

### 1.10. Role players 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 06 August 2024 for a period of three years. The Audit Committee comprises of five (6) external members, namely

Mr SAB Ngobeni (Chairperson)
Mr.J Masite
Mr.R Tshimomola
Mr.S Maharaj
Mr.M Makgale
Ms.M Mathye

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

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

#### Vacancy Rate

VACANCY RATE 2024/2025			
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	1	100%
Chief Financial Officer	0	0	100%
Other Section 56 Managers	2	7	100%
Managers	43	22	48%
Professionally Qualified And Experienced Specialists And Mid-Management	289	107	64%
Skilled Technical And Academically Qualified Workers-Junior Management- Supervisors- Foremen- And Superintendents	435	212	51%
Semi-Skilled And Discretionary Decision Making	513	364	29%
Unskilled And Defined Decision Making	795	483	39%
<b>TOTAL</b>	<b>2086</b>	<b>1192</b>	<b>37%</b>

### 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	-	-	-	1	-	-	2
	Senior Management		2	1	1	0	0	0	1	0	0	2
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
<b>Total</b>		<b>51</b>	<b>29</b>	<b>25</b>	<b>146</b>	<b>77</b>	<b>481</b>	<b>526</b>	<b>635</b>	<b>45</b>	<b>71</b>	<b>2086</b>

Total filled position = 1245  
 Vacant positions = 841  
 Staff Vacancy rate (%) = 40%

### 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	5	0	0	0	0	4	0	0	0	0	0	0	9
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
<b>Total Permanent</b>	<b>651</b>	<b>3</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>574</b>	<b>2</b>	<b>2</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1270</b>
Temporary employees	31	0	0	0	0	10	0	0	0	0	0	0	26
<b>Grand Total</b>	<b>709</b>	<b>3</b>	<b>0</b>	<b>17</b>	<b>12</b>	<b>584</b>	<b>2</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1296</b>

## Workplace Skills Plan

Total planned training beneficiaries from 01 May 2022 to date

LGSeta Strategic Focus Areas	Municipal Key Performance Area	Female Employed	Male Employed	Totals
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance	19	41	60
Promoting Sound Financial Management and Viability	Financial Viability	5	8	13
Enhancing Infrastructure and Service Delivery	Basic Service Delivery	264	409	673
Enhancing Municipal Planning	Municipal Transformation	9	12	21
Promoting Spatial Transformation and Inclusion	Local Economic Development	9	3	12
<b>Totals</b>		<b>309</b>	<b>473</b>	<b>779</b>

## Municipal Policies, Plans, Bylaws & Strategies

Name	Status	Adoption Date
Acceptance of Grants, sponsorships & gift policy		29/05/2014
Acting Policy	Reviewed	27/02/2024
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
Succession Planning Policy	Reviewed	27/02/2024
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	Under Review 2024/2025	30/06/202
Employee Assistance/Wellness	Under Review 2024/2025	12/2/2010
Employee Termination/Exit Policy	Under Review 2024/2025	29/08/2017
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 and Employment Equity Policy	Reviewed	27/02/2024
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		
<ul style="list-style-type: none"> <li>• ICT Asset Life Cycle Policy</li> <li>• ICT User Access Management Policy</li> <li>• ICT Governance</li> <li>• ICT Privileged Access Security Policy</li> <li>• Acceptable use of Information Systems policy</li> <li>• User Account Management Policy</li> <li>• Anti-Virus Policy</li> <li>• Mobile device acceptable use and security policy</li> <li>• Clean desk policy</li> <li>• E-Commerce policy</li> <li>• E-mail policy</li> <li>• Firewall policy</li> <li>• Hardware and Electronic media disposal policy</li> <li>• Security Incident Management policy</li> <li>• ICT Purchasing policy</li> <li>• Internet policy</li> <li>• Logs management</li> <li>• Network Security and VPN acceptable use policy</li> <li>• Personal Device acceptable use and security policy</li> <li>• Password policy</li> <li>• Patch Management policy</li> <li>• Physical Access Control policy</li> <li>• Cloud Computing adoption policy</li> <li>• Server Security policy</li> <li>• Social Media acceptable use policy</li> <li>• Systems monitoring and auditing policy</li> <li>• Vulnerability assessment</li> <li>• Website operation</li> <li>• Workstation configuration security policy</li> <li>• Server virtualization</li> <li>• Wireless Connectivity</li> </ul>	Reviewed	30/08/2024
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
Induction and On-boarding Policy	New	27/02/2024
Injury on Duty Procedures	New	27/02/2024
Task Job Evaluation Policy	Reviewed	27/02/2024
Labour Relations	Under Review 2024/2025	20/12/2010
Labour Relations		20/12/2010
Language Policy		09/12/2016
Leave Management Policy	Under Reviewed 2024/2025	30/06/2020

Marketing & Communication policy		26/05/2017
Mayoral bursary Fund		28/03/2014
Mayoral Fund Policy		28/03/2014
Medical Surveillance	Reviewed	27/02/2024
Occupational Health & Safety	Reviewed	27/02/2024
Open Space By-Law		26/05/2017
Operational Manual of Land Alienation Policy		07/04/2009
Outdoor Advertising By-Law	Review	N/A
Overtime Policy	Reviewed	27/02/2024
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
Personal Protective Equipment (PPE) Policy	New	27/02/2024
Records Management Policy	Reviewed	30/08/2024
Recruitment, Selection & Personnel	Reviewed	27/02/2024
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
Strategic Human Resource Plan (2022 – 2027) Annual Adjusted Strategic Human Resource Plan (2023/2024)	Reviewed	27/02/2024
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	27/02/2024
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 complaint 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"> <li>• Sound employer and employee relations</li> <li>• Communication (Corporate)</li> <li>• Economic Infrastructure of Municipality – Dams, Rivers and Natural Beauty</li> <li>• Governance systems in place</li> <li>• Highest allocation of MIG</li> <li>• Permanent administrative staff</li> <li>• Attractive Tourism, farming and manufacturing industry</li> <li>• Agricultural land</li> <li>• Gateway that connects countries and provinces</li> <li>• Strong Mining Sector</li> <li>• Adequate response to emergency services</li> </ul>	
WEAKNESSES	
<ul style="list-style-type: none"> <li>• Low staff morale</li> <li>• Non-adherence to the value system</li> <li>• Non-adherence to the policy implementation</li> <li>• Inability to resolve long outstanding labour and litigations disputes</li> <li>• Poor revenue collection</li> <li>• Consequence management not in place</li> <li>• Overloaded and aged infrastructure</li> <li>• High staff turnover in critical posts</li> <li>• Lack of review and enforcement of by-laws</li> <li>• Dependency of government grants</li> <li>• Poor planning and planning tools</li> <li>• Poor Financial Management</li> <li>• Skills shortages in critical positions</li> <li>• None compliance to policies, acts and legislation</li> <li>• Inability to provide basic services to communities</li> <li>• Failure to update asset register and valuation roll</li> <li>• Ineffective use of resources</li> </ul>	<ul style="list-style-type: none"> <li>• High Levels of fraud, corruption &amp; maladministration</li> <li>• Poor municipal branding/marketing</li> <li>• Delay in payments of service providers</li> <li>• Water crisis in the Municipality</li> <li>• Illegal connection on water and electricity</li> <li>• No integrity of systems, SCM practices</li> <li>• Ill Discipline</li> <li>• High Vacancy rate</li> <li>• Lack of resources</li> <li>• Budget constraint</li> <li>• Outsourcing of critical departmental functions</li> <li>• Lack of available land for residential purposes</li> <li>• Poor implementation of the plan and non-review of Sector Plans</li> <li>• Non-functioning of Committees</li> <li>• Non-compliance with Municipal Calendar</li> <li>• Lack of accountability</li> </ul>

## 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

- 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



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

### Report on the audit of the financial statements

#### Qualified opinion

1. I have audited the financial statements of the Madibeng Local Municipality set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2025, statement of financial performance, statement of changes in net assets, cash flow statement and comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, except for the effects and possible effects of the matters described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Madibeng Local Municipality as at 30 June 2025, 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 24 of 2024 (Dora).

#### Basis for qualified opinion

##### Service charges

3. The municipality did not measure revenue from service charges in accordance with GRAP 9, *Revenue from exchange transactions*. The 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 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 services charges – electricity, services charges – water management and service charges - waste water management and the related receivables from exchange transactions for the current and previous year as it was impracticable to do so.

##### VAT receivable

4. I was unable to obtain sufficient appropriate audit evidence for the opening balance of VAT receivable due to the status of accounting records. I was unable to confirm these balances by alternative means. Consequently, I was unable to determine whether any further adjustments to VAT receivable stated at R 176 200 762 (2024: R 58 473 209) as disclosed in note 7 to the



financial statements was necessary. My opinion on the current year's financial statements is modified because of the effect of this matter on the comparability of the VAT receivable for the current year.

### GRAP 3 adjustments

5. I was unable to obtain sufficient appropriate audit evidence for correction of error relating to service charges (waste management and waste water management), operational revenue, VAT receivable, trade and other payables from exchange transactions, as the municipality did not have adequate controls in place to ensure that the supporting information for these adjustments were available. In addition, the municipality did not accurately disclose the correction of errors relating to cash flow statements. Consequently, I was unable to determine whether any adjustments were necessary to the prior period errors disclosed in the financial statements.

### Net cash flows from operating activities

6. During 2024, net cash flows from operating activities were not accurately prepared and disclosed as required by GRAP 2, Cash flow statements. This was due to multiple errors in determining the cash flow from operating activities for the previous year. I was unable to quantify the extent of the errors in the net cash flows from operating activities as it was impracticable to do so. Consequently, I was unable to determine whether any adjustments to cash flows from operating activities as stated at R 265 435 401 were necessary.

### Trade and other payables from exchange transactions

7. During 2024, I was unable to obtain sufficient appropriate audit evidence regarding trade and other payables from exchange transactions which had a material cumulative effect on total trade and other payables from exchange transactions:
  - Contractors for which evidence could not be obtained of R 62 926 602 as included in the disclosed balance of R 1 665 346 248.
  - Other payables for which evidence could not be obtained of R 783 622 210 as included in the disclosed balance of R 1 665 346 248.
8. I was unable to confirm the trade and other payables from exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustments was necessary to trade and other payables from exchange transactions to payables from exchange transactions stated at R 1 665 346 248 as disclosed in note 16 to the financial statements.

### Context for opinion

9. 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.
10. 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.

11. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

### **Material uncertainty related to going concern**

12. I draw attention to the matter below. My opinion is not modified in respect of this matter.
13. I draw attention to note 56 to the financial statements, which indicates that a deficit of R260 563 052 was incurred during the year ended 30 June 2025 and as of that date the current liabilities exceed current assets by R1 536 924 904. As stated in note 56, these events or conditions, along with other matters as set forth in note 56, indicate that a material uncertainty exists that may cast significant doubt on the municipality's ability to operate as a going concern.

### **Emphasis of matters**

14. I draw attention to the matters below. My opinion is not modified in respect of these matters.
15. As disclosed in note 51.1 to the financial statements, unauthorised expenditure of R309 227 764 was incurred in the current year and the unauthorised expenditure of R4 387 132 175 in respect of prior years has not yet been dealt with in accordance with section 32 of the MFMA.
16. As disclosed in note 51.2 to the financial statements, irregular expenditure of R228 884 837 was incurred in the current year and irregular expenditure of R2 706 129 901 from prior years have not yet been dealt with in accordance with section 32 of the MFMA.
17. As disclosed in note 51.3 to the financial statements, fruitless and wasteful expenditure of R116 419 090 was incurred in the current year and fruitless and wasteful expenditure of R200 402 612 from prior years has not yet been dealt with in accordance with section 32 of the MFMA.

### **Other matter**

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

20. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP, the requirements of the MFMA and the 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.

21. 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**

22. 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.
23. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page xx, forms part of my auditor's report.

**Report on the audit of the annual performance report**

24. 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 the selected key performance areas presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
25. I selected the following key performance areas presented in the annual performance report for the year ended 30 June 2025 for auditing. I selected key performance areas that measure the municipality's performance on its primary mandated functions and that are of significant national, community or public interest.

Key performance area	Page numbers	Strategic objective
Basic Service Delivery and Infrastructure Development	xx	Improve community wellbeing through accelerated service delivery.
Local Economic Development	xx	Promote local economic development, develop partnerships
Spatial Rationale and Transformation	xx	Promote integrated human settlement and agrarian reform



26. I evaluated the reported performance information for the selected key performance areas against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the municipality's planning and delivery on its mandate and objectives.

27. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the municipality's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the municipality's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable
- there is adequate supporting evidence for the achievements reported and for the measures taken to improve performance.

28. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

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

#### **KPA 2 - Basic Service Delivery and Infrastructure Development**

##### **KPI 14 - Number of new Households with access to basic electricity supply by the municipality by 30 June 2025**

30. Measures taken to improve performance against the underachieved target of 4 electricity quarterly reports were not reported in the annual performance report. Information was thus not provided to help with understanding the actions taken by the accounting officer to address performance gaps and with assessing the effectiveness of strategies to improve future performance against the target.

##### **KPI 17 - Number of initiatives to reduce Technical losses (Electricity and Water) by 30 June 2025**

31. An achievement of 2 was reported against a target of 2 but the audit evidence showed the actual achievement to be 12. The achievement against the target was better than reported.



#### KPI 48 - Percentage of MIG Budget Spent by 30 June 2025

32. The indicator measures the Percentage of MIG Budget Spent by 30 June 2025, which does not relate to the achievement of MIG Projects implemented and completed timeously and of quality. Consequently, the indicator is not useful for measuring and monitoring progress against the municipality's planned objectives.

#### Various indicators

33. The targets below do not relate directly to their indicators. This makes it difficult to plan for the achievement of the indicator. Consequently, the reported achievements do not provide useful information on the achievement of the indicators, and the irrelevant targets hinder appropriate planning for the achievement of the indicators.

Indicator	Target
KPI 14 - Number of new Households with access to basic electricity supply by the municipality by 30 June 2025	4x electricity quarterly reports
KPI 42 - Number of new Applications for water and sewer received and attended to by 30 June 2025	100%
KPI 18 - Number of callouts responded to within 24 hours (Electricity, Water and Sanitation)	100%

#### Various indicators

34. 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 reported and were not reliable for determining if the targets had been achieved.

Indicator	Target	Reported achievement
KPI 34 - Turnaround time on repair/ maintenance of vehicles by 30 June 2025	30 days	30 days
KPI 39 - Number of Roads conditional assessment reports for asset registry by 30 June 2025	1	1
KPI 45 - Percentage planned maintenance of water infrastructure by 30 June 2025	100%	100%
KPI 46 - Number of wastewater treatment works complying 90% against applicable water qualifying standards by 30 June 2025	4WWTW	2WWTW
KPI 47 - Number of Wastewater Treatment works maintained by 30 June 2025	4WWTW	4WWTW



### Various Indicators

35. Some supporting evidence was not provided for auditing; or, where it was, I identified material differences between the actual and reported achievements. Consequently, the achievements might be more or less than reported and were not reliable for determining if the targets had been achieved.

Indicator	Target	Reported achievement
KPI 16 - Percentage adherence to planned electricity maintenance program by 30 June 2025	100%	100%
KPI 36 - Kilometres of unsurfaced road graded by 30 June 2025	80km	687.96km
KPI 40 - m2 of pothole patched by 30 June 2025	6000m2	21944m2
KPI 42 – Number of new applications for water and sewer received and attended to by 30 June 2025	100%	100%

### Various indicators

36. Adequate processes had not been established to consistently measure and reliably report on various indicators. Consequently, the municipality would have found it difficult to determine the correct achievements to be reported against the planned targets. In addition, 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 reported and were not reliable for determining if the targets had been achieved.

Indicator	Target	Detail
KPI 15 - Percentage of unplanned electricity outages that are restored to supply within 72 hours by 30 June 2025	100%	We could not verify reliability because the portfolio of evidence submitted did not include verifiable timestamps for the calls received or complaints logged, making it impossible to confirm compliance with response time requirements.
KPI 18- Number of callouts responded to within 24 hours (Electricity, Water and Sanitation)	100%	We could not verify reliability because the portfolio of evidence submitted did not include verifiable timestamps for the calls received or complaints logged, making it impossible to confirm compliance with response time requirements.



Indicator	Target	Detail
KPI 26 - Percentage of compliance with the required attendance time for structural firefighting incidents by 30 June 2025	40%	We could not verify reliability because the portfolio of evidence submitted did not include verifiable timestamps for the calls received or complaints logged, making it impossible to confirm compliance with response time requirements.
KPI 27 - Percentage of disaster incidents managed and responded to within 24 hours or less as a proportion of request received by 30 June 2025	100%	We could not verify reliability because the portfolio of evidence submitted did not include verifiable timestamps for the calls received or complaints logged, making it impossible to confirm compliance with response time requirements.
KPI 41 - Percentage of reported potholes complaints received and attended to within 24 hours	100%	We could not verify reliability because the portfolio of evidence submitted did not include verifiable timestamps for the calls received or complaints logged, making it impossible to confirm compliance with response time requirements.

### Various indicators

37. Achievements were reported against various targets but these targets had not been clearly defined during the planning process. Consequently, the targets are not useful for measuring and reporting on progress against the municipality's planned objectives.

Indicator	Target	Detail
KPI 18 - Number of callouts responded to within 24 hours (Electricity, Water and Sanitation)	100%	The target is not measurable due to a misalignment between the indicator and the method of calculation. The indicator refers to the "number of callouts responded to within 24 hours (Electricity, Water and Sanitation)" which implies a simple count measurement. However, the method of calculation is described as "number of electricity, water and sanitation callouts received and responded to within 24 hours as a percentage of total call outs received" which reflects a percentage-based measurement rather than a simple count.
KPI 29 - Percentage of money collected from vehicle registration and licence transaction as per agency agreement by 30 June 2025	20%	The current indicator and calculation method are misaligned. The indicator states 'percentage of money collected from vehicle registration and licence transactions as per agency agreement by 30 June 2025', which implies a percentage-based measurement. However, the calculation method is described as "count the amount of money from vehicle registration and licence transactions as per agency agreement", which measures the Rand



Indicator	Target	Detail
		value rather than a percentage
KPI 34 - Turnaround time on repair/ maintenance of vehicles by 30 June 2025	30 days	The current KPI for vehicle repairs and maintenance turnaround time is expressed as "30 days by 30 June 2025. While this indicates a time frame, it functions more as a standard rather than a fully specific target. A target should clearly define the required level of performance, often as a measurable proportion (e.g. 90% compliance within the standard). In its current form, the target does not specify whether all repairs must be completed within 30 days or if a certain percentage should meet this timeframe.
KPI 41 - Percentage of reported potholes complaints received and attended to within 24 hours	100%	The indicator does not specify by when it has to be achieved, therefore the target is not time bound.
KPI 42 - Number of new Applications for water and sewer received and attended to by 30 June 2025	100%	The target is not measurable due to a misalignment between the indicator and the method of calculation. The indicator refers to the "number of new applications for water and sewer received and attended to by 30 June 2025" which implies a simple count measurement. However, the method of calculation is described as "total number of new applications sewer/water connections attended to as a percentage of total new applications received" which reflects a percentage- based measurement rather than a simple count. This inconsistency creates ambiguity and makes it difficult to accurately measure and report on performance in line with the stated indicator.

#### Various Indicators

38. Measures aimed at improving performance against targets were reported. However, I could not determine if the measures were actually implemented to improve performance because adequate supporting evidence was not provided for auditing. Consequently, I could not verify whether the reported measures were indeed taken.

Indicator	Target	Reported achievement	Reported Measure	Measures taken based on audit evidence
KPI 43 - Number of households with access to basic level of water and sewer by 30 June 2025	160 724	0	Increase budget on rural water supply	No corroborative evidence to support reported measure



Indicator	Target	Reported achievement	Reported Measure	Measures taken based on audit evidence
KPI 46 - Number of wastewater treatment works complying 90% against applicable water qualifying standards by 30 June 2025	4 WWTW	2 WWTW	KPI to be reviewed	Measures aimed at improving performance against targets were reported. However, upon inspection of the supporting documents, the measure was not implemented

### Various indicators

39. The targets in the annual performance report differed from those committed to in the approved revised planning documents. These changes were made without obtaining the required approval, which undermines transparency and accountability.

Approved Indicator	Approved Target	Reported Indicator	Reported target
KPI 14 - Number of new Households with access to basic electricity supply by the municipality by 30 June 2025	4 electricity quarterly reports	KPI 14 - Number of new Households with access to basic electricity supply by the municipality by 30 June 2025	No reported target
KPI 21 - Percentage compliance to landfill sites permit conditions by 30 June 2025	65%	KPI 21 - Percentage compliance to landfill sites permit conditions by 30 June 2025	70%

### KPA 3 - Local Economic Development

#### KPI 53 – Number of Business Licence applications received and processed within 30 days

40. An achievement of 119 was reported against a target of 40. However, some supporting evidence was not provided for auditing; or where it was, I identified material differences between the actual and reported achievements. Consequently, the achievement might be more or less than reported and was not reliable for determining if the target had been achieved.

### Various Indicators

41. 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 reported and were not reliable for determining if the targets had been achieved.



Indicator	Target	Reported achievement
KPI 49 – Number of work opportunities created by the municipality through Public Employment Programmes (incl EPWP, CWP, Youth and other related employment programmes by 30 June 2025)	1500	2230
KPI 51 – Number of SMME's supported e.g training by 30 June 2025	200	656

### Various Indicators

42. Based on the audit evidence, the actual achievement for five indicators did not agree to the achievements reported. Consequently, the targets were not achieved.

Indicator	Target	Reported achievement	Actual achievement
KPI 52 - Number of Tourism strategy reviewed by 30 June 2025	1	1	0
KPI 54 - Number of Marketing strategy reviewed by 30 June 2025	1	1	0
KPI 55 - Number of LED strategy reviewed by 30 June 2025	1	1	0
KPI 56 - Number of ICD strategy reviewed by 30 June 2025	1	1	0
KPI 57 - Number of the incentive and investment policy reviewed by 30 June 2025	1	1	0

### KPA 6 - Spatial Rationale and Transformation

#### KPI 84 - Percentage compilation of municipal land audit report by 30 June 2025

43. Neither the indicator nor its target of 100% was clearly defined during the planning process. The indicator refers broadly to the "percentage compilation of the municipal land audit report," but does not define what constitutes "compilation", whether it includes data collection, analysis, validation, or final approval. Consequently, the indicator and its target are not useful for measuring and reporting on progress against the municipality's planned objectives.



#### Various Indicators

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

Indicator	Target	Reported achievement
KPI 83: Percentage monitoring of housing projects by 30 June 2025	100%	100%
KPI 84: Percentage compilation of municipal land audit report by 30 June 2025	100%	20%

#### Various Indicators

45. The targets in the annual performance report differed from those committed to in the approved revised planning documents. These changes were made without obtaining the required approval, which undermines transparency and accountability.

Approved Indicator	Approved target	Reported target
KPI 83: Percentage monitoring of housing projects by 30 June 2025	20% (List of the approved project and beneficiaries)	100%
KPI 84: Percentage compilation of municipal land audit report by 30 June 2025	50% (appointment of service provider and project inception report)	100%

#### Various Indicators

46. Achievements were reported against various targets but these targets had not been clearly defined during the planning process. Consequently, the targets are not useful for measuring and reporting on progress against the municipality's planned objectives.

Indicator	Target	Detail
KPI 83: Percentage monitoring of housing projects by 30 June 2025	20% (List of the approved project and beneficiaries)	Units of measure not specific and measurable.
KPI 81 - Percentage of land invasion reported and attended to by 30 June 2025	100%	Units of measure not specific and measurable.
KPI 85 - Percentage of land use application processed within 60 days	100%	Units of measure not specific and measurable.



KPI 86 - Percentage of land development application processed with 120 days by 30 June 2025	100%	Units of measure not specific and measurable.
---------------------------------------------------------------------------------------------	------	-----------------------------------------------

#### Various Indicators

47. Adequate processes had not been established to consistently measures reliably report on various indicators. Consequently, the municipality would have found it difficult to determine the correct achievements to be reported against the planned targets. In addition, 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 reported and were not reliable for determining if the targets had been achieved.

Indicator	Target	Reported achievement	Detail
KPI 79 - Percentage of building plans assessed within 60 days (above 500) by 30 June 2025	100%	100%	The municipality does not have standard operating procedures in place to verify the processes.
KPI 80 - Percentage of building plans assessed within 30 days (less than 500) by 30 June 2025)	100%	100%	The municipality does not have standard operating procedures in place to verify the processes.
KPI 81 - Percentage of land invasion reported and attended to by 30 June 2025	100%	100%	The municipality does not have standard operating procedures in place to verify the processes.
KPI 85 - Percentage of land use application processed within 60 days	100%	100%	The municipality does not have standard operating procedures in place to verify the processes.
KPI 86 - Percentage of land development application processed with 120 days by 30 June 2025	100%	100%	The municipality does not have standard operating procedures in place to verify the processes.



## Other matters

48. I draw attention to the matters below.

### Achievement of planned targets

49. The annual performance report includes information on reported achievements against planned targets and provides measures taken to improve performance. This information should be considered in the context of the material findings on the reported performance information.

50. The tables that follows provide information on the achievement of planned targets and list the key service delivery indicators that were not achieved as reported in the annual performance report. The measures taken to improve performance are included in the annual performance report on pages xx to xx.

### KPA 2 - Basic Service Delivery and Infrastructure Development

<i>Targets achieved: 86%</i>		
Key service delivery indicator not achieved	Planned target	Reported achievement
KPI 14: Number of new households with access to basic electricity supply by the municipality by 30 June 2025	1 193	0
KPI 43: Number of households with access to basic water and sewer by 30 June 2025	160 724	0
KPI 44: Percentage of drinking water complying to SANS 241 by 30 June 2025	93%	90%
KPI 46: Number of wastewater treatment works complying 90% against applicable water qualifying standards by 30 June 2025	4	2

### KPA 6 - Spatial Rationale and Transformation

<i>Targets achieved: 25%</i>		
Key service delivery indicator not achieved	Planned target	Reported achievement
KPI 82: Number of informal settlements formalised by 30 June 2025	7	0
KPI 84: Percentage compilation of municipal land audit report by 30 June 2025	50%	20%



### Material misstatements

51. I identified preventable material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for Basic Service Delivery and Infrastructure Development and Local Economic Development and Spatial Rational and Transformation. Management did not correct all of the misstatements and I reported material findings in this regard.

### Report on compliance with legislation

52. 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.
53. 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.
54. 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.
55. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

### Annual financial statements and annual reports

56. 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 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 a qualified audit opinion.
57. The oversight report adopted by the council on the 2023/24 annual report was not made public, as required by section 129(3) of the MFMA.

### Consequence management

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



### **Expenditure management**

59. Reasonable steps were not taken to ensure that money owed by the municipality was always paid within 30 day, as required by section 65(2)(e) of the MFMA.
60. Reasonable steps were not taken to prevent irregular expenditure amounting to R228 884 837 as disclosed in note 50.2 to the annual financial statements, as required by section 62(1)(d) of the MFMA.
61. Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R116 419 090, as disclosed in note 50.3 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.
62. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R309 227 764, as disclosed in note 50.1 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by overspending of the budget on the public safety, fleet & facilities management vote.

### **Human resource management**

63. Appropriate systems and procedures to monitor, measure and evaluate performance of staff were not developed and adopted, as required by section 67(1)(d) of the MSA and regulation 31 of Municipal Staff Regulations.
64. The municipal manager did not develop the staff establishment and did not submit it to the municipal council for approval as required by section 66(1)(a) of the MSA.

### **Revenue management**

65. An effective system of internal control for revenue was not in place, as required by section 64(2)(f) of the MFMA.

### **Procurement and contract management**

66. Sufficient appropriate audit evidence could not be obtained that written quotations were accepted from prospective providers who were on the list of accredited providers and met the listing requirements as prescribed by the SCM policy, in contravention of SCM Regulations 17(1)(a) and 17(1)(b).
67. Sufficient appropriate audit evidence could not be obtained that quotations were awarded only to bidders who submitted 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).
68. Some of the goods and services within the prescribed transaction value for competitive bids were procured without inviting competitive bids, as required by SCM Regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM Regulation 36(1). Similar non-compliance was also reported in the prior year.



69. Some of the invitations for competitive bidding were not advertised for a required minimum period of days, in contravention of SCM Regulation 22(1) and 22(2). Similar non-compliance was also reported in the prior year.
70. Sufficient appropriate audit evidence could not be obtained that contracts and quotations were awarded to suppliers based on preference points that were allocated and calculated in accordance with the requirements of section 2(1)(a) Preferential Procurement Policy Framework Act and its regulations. Similar non-compliance was also reported in the prior year.
71. Sufficient appropriate audit evidence could not be obtained that contracts and quotations were awarded to bidders that scored the highest points in the evaluation process as required by section 2(1)(f) of Preferential Procurement Policy Framework Act and 2022 Preferential Procurement Regulation 4(4) and 5(4). Similar non-compliance was also reported in the prior year.
72. 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. Similar limitation was also reported in the prior year.
73. Sufficient appropriate audit evidence could not be obtained that the performance of contractors or service providers was monitored on a monthly basis as required by section 116(2) of the MFMA. Similar limitation was also reported in the prior year.
74. 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. Similar limitation was also reported in the prior year.
75. Persons in service of the municipality whose close family members had a private or business interest in contracts awarded by the municipality failed to disclose such interest, in contravention of SCM regulation 46(2)(e), the code of conduct for councillors issued in terms of the Municipal Systems Act and the code of conduct for staff members issued in terms of the Municipal Systems Act.

#### **Strategic planning and performance management**

76. The performance management system and related controls were inadequate as it did not describe how the performance reporting processes should be conducted and or managed, as required by municipal planning and performance management regulation 7(1).

#### **Other information in the annual report**

77. The accounting officer is responsible for the other information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected key performance areas presented in the annual performance report that have been specifically reported on in this auditor's report.
78. My opinion on the financial statements, and my reports on the audit of the annual performance report and 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.



79. 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 areas presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
80. If, based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact.
81. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, 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

82. 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.
83. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion, the material findings on the annual performance report and the material findings on compliance with legislation included in this report.
84. The accounting officer did not adequately exercise 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 audit were accurate and complete, and that action plans developed were adequately and timeously implemented.
85. Management did not implement sound monitoring controls over proper record keeping that support reported performance on predetermined objectives and compliance with laws and regulations.

#### Material irregularities

86. 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 material irregularities as previously reported in the 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

87. 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.

88. 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.
89. 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.
90. 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.
91. 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.
92. 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.
93. The above timeframes for the implementation of the recommendations were running concurrently.



94. 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.
95. 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.
96. A progress report on the implementation of the remedial actions was received on 7 November 2023. Whilst the audit outcome moved from a disclaimer opinion to an adverse opinion in the 2022/23 financial year, satisfactory progress was not made with the implementation of the remedial actions.
97. In terms of regulation 11(2) of the MI regulations, I have decided to request intervention from the following role-players and oversight structures in the accountability ecosystem to assist and



support, as far as is necessary, the accounting officer with the implementation of the remedial action and to address the material irregularity appropriately:

- Member of the Executive Council: Finance;
- Member of the Executive Council: Cooperative Governance, Human Settlements and Traditional Affairs;
- Executive Mayor;
- Speaker of Council; and
  
- Member of the Mayoral Committee: Finance.

98. In addition to requesting intervention from the above role players, I have requested the following role players in the accountability ecosystem to exercise oversight by supporting and assisting, as far as is necessary, the accounting officer with the implementation of the remedial action and addressing the material irregularity appropriately:

- Premier of the province;
- Chairperson of the Municipal Public Accounts Committee; and
- Chairperson of the Audit Committee.

96. On 12 June 2024, I invoked section 11(2) of the Material Irregularity Regulations (the MI regulations), requesting intervention from relevant role players in the Accountability Ecosystem (AES). This action was taken to address the ongoing issues and ensure corrective measures were implemented to resolve the material irregularity. The role players were requested to submit a progress report on the interventions implemented to the Office of the Premier by 30 September 2024 and the Office of the Premier had to submit a report to me on all the interventions implemented by relevant role players by 31 October 2024.

97. Delays were noted in the progress report being provide and I engaged the Office of the Premier in April 2025 on the outstanding progress report.

98. A progress report on the actions being taken by the relevant role players was submitted by the Office of the Premier on 14 May 2025. Shortcomings were noted in the actions being taken as part of the intervention, which were duly communicated to the Office of the Premier on 23 June 2025, whereafter an extension was requested until 26 September 2025 to submit a revised progress report.

99. On 6 October 2025, the Office of the Premier submitted a revised progress report. The progress report was assessed, and further shortcomings were noted and duly communicated with the Office of the Premier on 20 October 2025.

100. The progress with the actions taken by the accounting officer and the interventions implemented by the relevant role players to address the material irregularity is under assessment, which will inform my determination on the further appropriate action to take.

#### **Pollution of water resources not prevented – Mothotlung wastewater treatment plant**

101. 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



107. 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.
108. I referred the material irregularity to the Department of Water and Sanitation 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, as at the date of this auditor's report, the investigation is still in progress.

#### Unauthorised debit orders from the municipal bank accounts

109. The municipality incurred unauthorised debit orders of R19 724 323 and the amount was reported as part of other receivables disclosed in note 5 to the annual financial statements of 2022/23. The payments relate to fraudulent debit orders that have continuously been debited against the municipality's bank account from 2015. It is further alleged that the municipality has got no business on contracts with the said debit orders that are taking place and as a result the municipality suffered a loss.
110. The suspected fraud is likely to result in a material financial loss for the municipality if the unauthorised debit orders are not recovered from responsible parties.
111. The accounting officer was notified of the suspected fraud material irregularity (MI) on 14 December 2023 and invited to make a written submission on the actions taken and that will be taken to address the matter. The accounting officer responded to the notification of suspected fraud MI on the 09 February 2024.
112. Based on the assessment of substantiating documents submitted by the accounting officer on 09 February 2024, I determined that the accounting officer is not taking appropriate action to resolve the suspected fraud MI.
113. I referred the material irregularity to the DPCI on 9th April 2025 for investigation, as provided for in section 5(1A) of the PAA. The referral was accepted by the DPCI on 9th April 2025, as at the date of this auditor's report the investigation is still in progress.

*Auditor General*

Rustenburg

15 December 2025



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*



## 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.

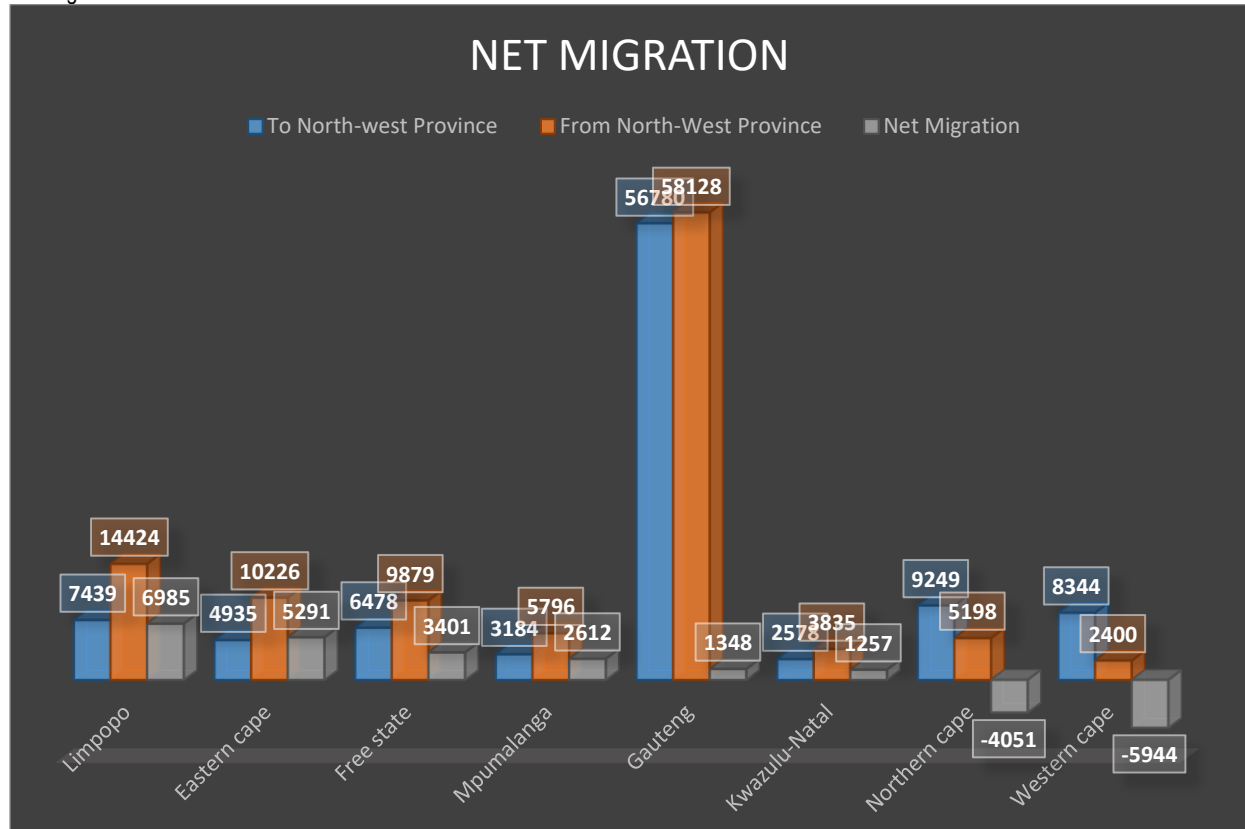
The municipality will have to come up with strategies on how best we can address challenges concerning migration.

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



Stats SA, Census 2022

Province of previous residence	
Western Cape	296
Eastern Cape	1991
Northern Cape	257
Free State	747
KwaZulu-Natal	1006
North West	463983
Gauteng	22173
Mpumalanga	1680
Limpopo	5427
Outside South Africa	13427
<b>Source: Census 2025 Municipalities Phase 2</b>	

Main reason of moving	
Start a business/ Other business reasons (e.g. expansion of business)	1371
Look for paid work	16650
Job transfer/take up new job opportunity	3353
Divorce/separation	472
Moving as a household to accompany a household member (for health, education, e	6166
New dwelling for household	24279
Moving to live with or be closer to spouse (marriage), family, friends, partner	15024
Education (e.g. studying, schooling, training)	2514
Health (e.g. poor/ill health)	297

Retirement	684
Job loss/retrenchment/contract ended	305
For better municipal services	278
Political instability/religious conflict/persecution	86
High levels of crime	241
Drought/natural disaster	29
Other	3473
<b>Source: Census 2025 Municipalities Phase 2</b>	

## **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
<b>Ward 01</b>		
1	Katlego Johannes Pheko	Female
2	Lucky Nakana	Male
3	Letta Aphane	Female
4	Joseph Sambo	Male
5	Steven Kwadi	Male
6	Jacob Makgopela(Repetition)	Male
7	Salome Mokone	Female
8	Ruth Lydia Motlana	Female
9	Jacob Makgopela	Male
10	Wilheminan Morutla	Female
<b>Ward 02</b>		
1	Thulanganyo Mnisi	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 Sothane Modibane	Male
9	Phensy Senyelo Ramarau	Female
10	Lerato Mokwena	Male
<b>Ward 03</b>		
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
<b>Ward 04</b>		
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

No.	Name and Surname	Gender
<b>Ward 22</b>		
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	David Malatsi	Male
<b>Ward 23</b>		
1	Jeannet Pieterse	Male
2	Marlene Barlow	Female
3	Anna Eizabeth 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
<b>Ward 24</b>		
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)(ARIOS)	Male
7	Portia Sarah Mokobe	Female
8	Nhlanhla Nkomo	Female
9	Maedo Modise	Female
10	Lebogang Johannah Mokone	Female
<b>Ward 25</b>		
1	Rethabile Precious Sekgwelea	Female
2	Mantshabi Florah Matlabe (Resigned)	Female
3	Ellen Ntombi Ngobeni	Female
4	Bafedile Evelyn Modungwa( Resigned)	Female
5	Tintswalo Gadys Zubisi	Female
6	Francina Dikeledi Molebatsi	Female
7	Maria Dora Tlhapane	Female

8	Innocential Malematje	Female
9	Daniel Motaung	Male
10	Matshediso Jacobeth Mafafo	Female
<b>Ward 05</b>		
1	Nelisiwe Peggy Ngwenya	Female
2	Stephina Gomolemo Sathekge	Female
3	Obakeng Solly Mathibe	Male
4	Maria Dikeledi Lebogo	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 Kgathane	Male
<b>Ward 06</b>		
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
<b>Ward 07</b>		
1	Richard Vusi Sana	Male
2	Batshipile Petricia Mogapi	Female
3	Kagiso Mbewe	Female
4	Elizabeth Mokale	Female
5	Comfort Shongwe	Female
6	Calvin Sindane	Male
7	Erica Maria Banda	Female
8	Johannes Meshack Fickland	Male
9	Magret Mokgosi	Female
10	Mary Moyo	Female
<b>Ward 08</b>		
1	Mduduzi Khumalo	Male
2	Elias Pitsa	Male
3	Erick Thulane Sambo	Male
4	Thelma Chauke	Female
5	Vusimusi Nicholas Gwebu	Male
6	Esther Dikeledi Mboweni	Female
7	Julelia Ntsuba	Female
8	Thomas Chuake	Male
9	Zemokona Frans Sikosana	Male
10	John Tshabalala	Male

8	Nkhumeleni Elson Ndou	Male
9	Ebrahim Muhammand Nanabhay (Resigned)	Male
10	Mpotseng Christinah Kgobane	Female
<b>Ward 26</b>		
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
<b>Ward 27</b>		
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
<b>Ward 28</b>		
1	Tihlogello Lydia Mogomotsi	Female
2	Stofel RatshweneMale	
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		
<b>Ward 29</b>		
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	Vacant	

Ward 09		
1	Penejambeko Domingos	Female
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	Mottalalepule Jeanette Tshelela	Female
6	Lerato Olga Masilo	Female
7	Neo Bertha Dorothy 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	Idah Mccunu	Female
3	Refilwe Mmabatho Mothabane	Female
4	Andrew Jacob Ramatlhape	Male
5	Linah Mafora	Female
6	Nteseng Patricia Letlape	Female
7	Rose Nkele Poee	Female
8	Grace Moyahabo Makgato	Female
9	Constance Phiri	Female
10	Patricia Smith	Female
Ward 13		
1	Yvonne Macassa	Female
2	Mmamaropeng Gladys Mokgabudi	Female

Ward 30		
1	Erik Gustav Devillers	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 Motlhoki 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
10		
Ward 33		
1	Andries Zietsman	Male
2	Anza Zietsman	Male
3	Joe Hara	Male
4	Laurence Mothiba	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	Tsietisi William Mabelane	Male

3	Patrick Lebogo	Male
4	Isaac Kajiso Tau	Male
5	Paulinah Ditshele Motshwane	Female
6	Christinah Selekelo	Female
7	Dikeledi Christinah Selokelo	Female
8	Tears Tsheko Makanye	Male
9	Makamone Mary Manganyi	Female
10	Katlego Sithole	Male
<b>Ward 14</b>		
1	Vacant	Male
2	Anna Mmpule Kekana	Female
3	Sekhu Gopolang	Male
4	Pretty Masango	Male
5	Dipuo Matsereng	Female
6	Alleta Puseletso Mongaula	Female
7	Thabo Letape	Male
8	Vacant	Female
9	Dipuo Emely Wales	Female
10	Johana Chauke	Female
<b>Ward 15</b>		
1	Jacobiwah Sylvia Orepe Ranta	Female
2	Jacob Josia Mwena	Male
3	Tsholofelo Sanny Masilo	Female
4	Lerato Sepeng	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	Rebecca Moleko	Female
<b>Ward 16</b>		
1	Lebogang Daphney Sebatyane	Female
2	Vacant	Female
3	Elizabeth Mphaphathi Sereme	Female
4	Katlego Johannes Phaswane	Male
5	Mahlodi Maria Makhura	Female
6	Sarah Mathibe	Female
7	Idah Tsotetsi	Female
8	Thulani Mahlangu	Male
9	Tharang Brian Rauwane	Male
10	Evah Mapule Modisakeng	Female
<b>Ward 17</b>		
1	Debra Motlogelwa	Female
2	Matshidiso Elsie Nthite	Female
3	Emily Mottlatsi Morudi	Female
4	Phillip Dotty Mokoena	Male
5	Cathrine Makamela	Female

3	Lucia Molemi Leballo	
4	Minah Aghostos Moaloshi	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
<b>Ward 35</b>		
1	Naledi Maphoe	Female
2	Chris Moloisane	Male
3	Thabo Kokela	Male
4	Mottalepula Nkala	
5	Deborah Molefe	Female
6	Tshepo Mпамиле	Male
7	Baleseng Mophuting	Female
8	Lorraine Mmolotsi	Female
9	Justice Ramanye	Male
10	Eulendah Morare	Female
<b>Ward 36</b>		
1	Nothemba Madumo	Female
2	Ouma Zitha	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
<b>Ward 37</b>		
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
<b>Ward 38</b>		
1	Otshepeng Ivan Malapane	Male
2	Obakeng Boikanyo	Male
3	Solly Mawela	Male
4	Esther Mongatane	Female
5	Cathrine Ntema	Female

6	Nicholas Klaas Moloto	Male
7	Benny Kota Mokgoko	Male
8	Alina Mokgoko	Female
9	Shiko Salthiel Mathekga	Male
10	Mear Matsoge Mokhine	Male
<b>Ward 18</b>		
1	Theressa 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
<b>Ward 19</b>		
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	Lucky Thatane	Male
<b>Ward 20</b>		
1	Frans Masebe	Male
2	Buang Kgwele	Female
3	Johanna Letsae Moatshe	Female
4	Ntshadi Hermina Seemise	Female
5	Kebafloe Herminah Mogale	Female
6	Audrey Aretha Seema	Female
7	Tshepo Kenneth Montshiwa	Male
8	Koketso Steve Mafatlhe	Male
9	Lekau Charhie Takalo	Male
10	Gloria Daisy Mathibedi	Female
<b>Ward 21</b>		
1	David Maumela	Male
2	Magaret Oitsile	Female
3	Minah Matlala	Female
4	Peter Songwane	Male
5	William Mabetwa	Male
6	Moipone Zera Mabuza	Female
7	Lerato Mase	Female
8	Tlhogi Mafora	Male

6	Martha Moaka	Female
7	Matsie Gloria Kgapana	Female
8	Godfrey Madoa	Male
9	Daniel Ramodise Sibinde	Male
10	Mathapelo Petronell Masilo	Female
<b>Ward 39</b>		
1	Pretty Masango	Female
2	Matilda Mathapelo Molefe	Female
3	Bontle Anna Maponyane	Female
4	Butiki Nelson Kgositsile	Male
5	Lydia Thembu Gwebu	Female
6	Sello Peter Modise	Male
7	Rebecca Thete	Female
8	Jacob Ramatsane	Male
9	Tony Mary Ramoroa	Female
10	Joseph Makheje	Male
<b>Ward 40</b>		
1	Elizabeth Mmathapelo Mphela	Female
2	Gopolang Andries Molamu	Male
3	Moses Motlhamme	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
<b>Ward 41</b>		
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

9	Edward Maake	Male
10	Sipho Sethole	

### 1.21 State of the Province Address (SOPA)

The municipality has noted the SOPA by Premier Lazarus Kagiso Mokgosi on the 26<sup>th</sup> of February 2026 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:

- Section 106 investigations into alleged acts of maladministration at Madibeng have been completed with remedial action plans being implemented.
- An additional one point nine billion rand has been set aside for ongoing bulk water supply projects in Madibeng Local Municipality and other municipalities.
- The Premier have committed over five hundred million rand for the construction of one thousand, one hundred forty-eight housing units in Madibeng, and other two municipalities, where we have also installed bulk infrastructure in more than one thousand, eight hundred sites.
- The province committed to spend eighty percent of the budget allocated to Human Settlement to complete all blocked housing projects in the province.
- The Smart and Mega Cities Programme remains a strategic priority of the North West Provincial Government with NWHC leading implementation and driving delivery across the Province.
- The asbestos roof removal project is well on course with forty-three million rand allocated for this exercise in Madibeng, and other two municipalities.
- Moreover, a one hundred fifty-million-rand construction of the Majakaneng to Sun City road will be strategically positioned to support this economic drive.
- The South African National Defence Force will be deployed in the province to capacitate the work of South African Police Service in identified hotspots, to address illegal mining activities and safety and security of communities at Bapong.
- The facility will further upgrade the Maxilla facial services to Brits District Hospital.

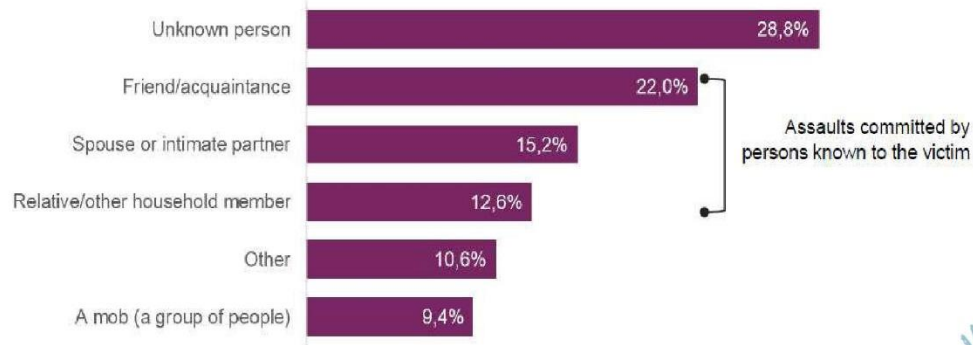
### 1.22 Gender-Based Violence

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.

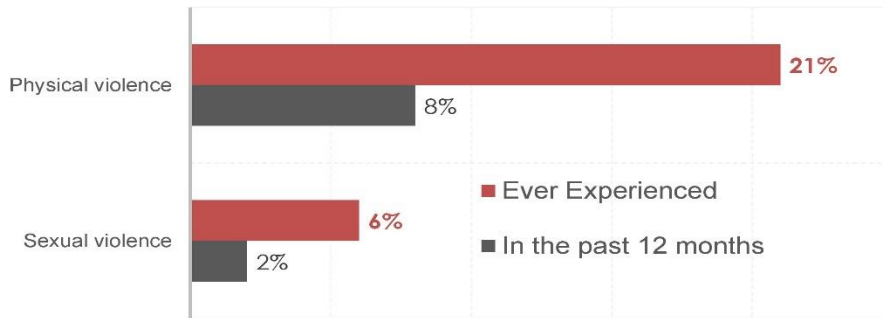
Percentage of assaults committed by a specified perpetrator, 2018/19



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*

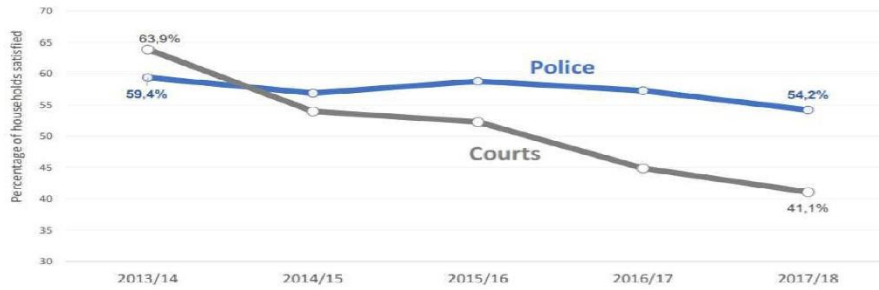


Source: SADHS 2016



**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

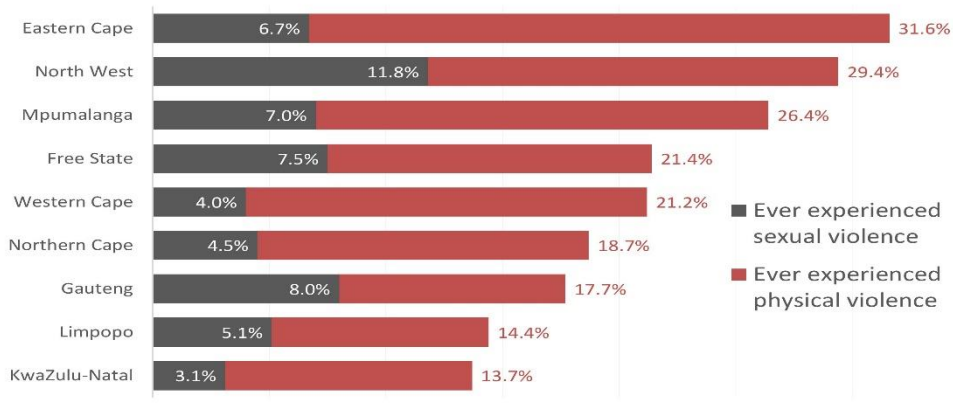


Source: Governance, Public Safety and Justice Survey 2018/19



**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*

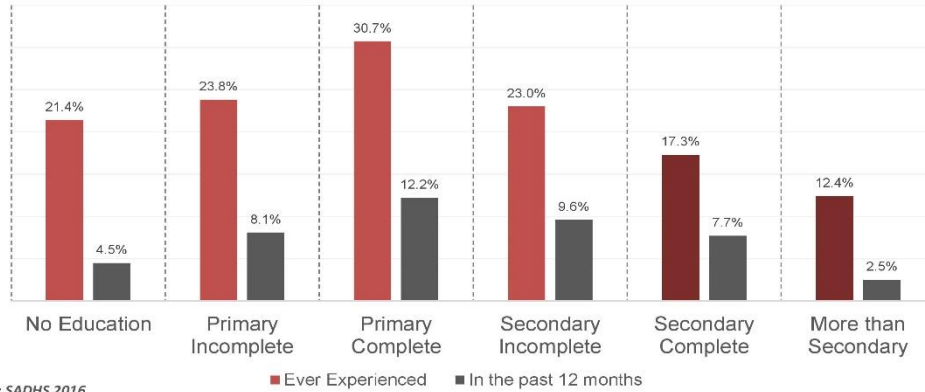


Source: SADHS 2016



**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*

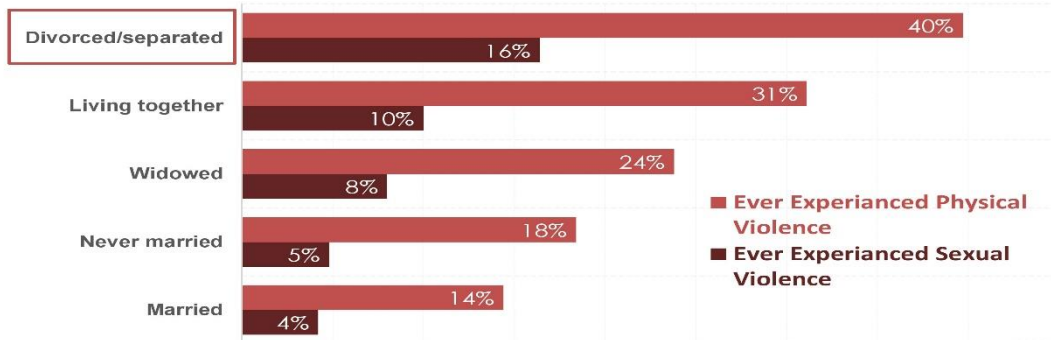


Source: SADHS 2016



**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 EXCO PLANNING LEKGOTLA RESOLUTIONS – OCTOBER 2024

1. Completion of all locked including new and old in all municipalities.
2. Audit of all houses built without bulk infrastructure in all municipalities.
3. Continuous monitoring and evaluation of projects in the province.
4. Appointment of a team of technocrats to work on Rustenburg metro concept.
5. Establishment of a team to benchmark on Gaborone SEZ.
6. Review powers and functions to enable districts to become water service authority.
7. Profiling of construction mafia in the province.
8. Application of multi-site license for Pilanesberg and Mahikeng Airport.
9. Enforcement of by laws in municipalities.
10. Put measures to address the historical SOE's & municipalities.
11. Ensure mines reports on the implementation of SLP's to the executives.
12. Finalise the review of the SOE's legislations.
13. Establishment of war room on manufacturing strategy.
14. Progress on the implementation of the NWDC integrated renewal strategy.
15. Establishment of a team to conceptualise the provincial job & economic summit.
16. Establishment of district cooperatives to provide raw materials for RDP housing construction.
17. Conduct audit of skills and qualification in all public sector.
18. Consultation to be done with all municipalities on the issuing of all business license especially for foreigners.
19. Payments of rates and taxes owed by all provincial departments to municipalities.
20. Conduct audit of all government buildings.
21. Establish a team to organise SMME Summit.
22. Each department to identify their priorities and include them in their plans.
23. Coordination of DDM to be located in the Office of the Premier
24. Traditional leadership chief directorate to be located to the Office of the Premier
25. Citizens Education to be included in the Thuntsa Lerole programme
26. Develop capacity building program for water boards in all municipalities
27. Develop drastic measures to ensure recovery/collection of revenue
28. Establish a team to address the prepaid meters (develop project plan)
29. Eskom to hold community outreach awareness on the introduction of new pre-paid meters
30. Engagement with all mines on their contributions towards economy growth of the province.
31. Engage Mid-Vaal on extending their services to other districts in the province
32. Engaging communities on the implementation of projects in their areas to avoid stoppages
33. Consequence management of the investigation reports by SIU & Public service
34. Establishment of engineering faculty in Rustenburg, Medical School in Matlosana, Pharmacy in DRSM and veterinary in Mahikeng.

## 1.24 TOP 20 STRATEGIC MUNICIPAL RISKS

### Strategic Risk Assessment

This strategic risk register comprises of the Top 20 / Prioritized Strategic Risks which were assessed on the basis of Key Performance Indicators and exposure confirmed to be aligned to Intergrated Development Plan approved by council. The table below is a summary of the Top 20 Strategic Risks;

#### ANNEXURE A

No.	IDP REF.	KEY PERFORMANCE INDICATOR	RISK DESCRIPTION	Initial Assessment		MITIGATING MEASURES	DUE DATES
				INHERENT RATING	RESIDUAL RATING		
1	ERM	Provide stringent financial management oversight	Failure to improve the current financial position(Going Concern)	25	24	<p>1. Report on the financial recovery plan. Break down the FRP (Include high level action plans).</p> <p>2. 2. Implement the Debt Collection Enhancement Strategy that will improve debt collection levels</p> <p>3. 3.Report on the implementation of the action plan on the going concern risk assessment</p> <p>4. Identify all disconnections where payments have not been made and there is no payment arrangement (investigate) and ensure disconnections</p> <p>5. Timely reporting of faulty meters by technical department</p> <p>6. Progress report on the implementation of funding plan</p> <p>7. Establishment of the revenue enhancement committee</p> <p>7.1. Appointment letters and terms of reference</p> <p>7.1.1 Quarterly reports ,attendance registers and minutes</p> <p>7.1.2 Revenue enhancement activity programme for the quarter</p> <p>7.1.1.3 Quarterly reports on the revenue enhancement activities</p>	<p>1. Quarterly</p> <p>2. Quarterly</p> <p>3. Quarterly</p> <p>4. Quarterly</p> <p>5. Quarterly</p> <p>6. Quarterly</p> <p>7.1.30 September 2025</p> <p>7.1.1 Quarterly</p> <p>7.1.2 Quarterly</p> <p>7.1.3 Quarterly</p>

2	ITS1.3.1	Number of implemented initiatives to reduce Technical losses(Electricity and Water) by 30 June 2026	Increased electricity and water losses	25	23	1.Installation of stats and check meters 2.Installation of customer meters 3.Meter audit adhoc 4.Implementation of the water and electricity loss reduction strategy	1.Quarterly 2.Quarterly 3.as and when 4.Quarterly
3	ITS1.5.2	Percentage of drinking water complying to SANS 241 by 30 June 2026	Failure to comply with SANS 241	25	23	1.Sans 241 Report 2.Implementation of the water safety plan and maintenance plans	1.Quarterly 2.Quarterly
4	ITS1.16	Number of waste water treatment works complying 90% against applicable water qualifying standards by 30 June 2026	Failure to adhere to water quality standards	25	21	1.Maintenance programme for water treatment plants 2.Maintenance and compliance to standard water treatment plant implementation report	1.Quarterly 2.Quarterly
5	ITS1.18	Percentage of MIG Budget Spent by 30 June 2026	Withholding of MIG Grant/ stoppage of a portion of MIG funds	25	21	1.Monthly Expenditure DORA Report 2.Progress report on projects i.e monitoring 3.Signed cession for Materials	1.Quarterly 2.Quarterly 3.Quarterly
6	ERM	Prioritise the electrical grid and water infrastructure	Deterioration of the city's water and electricity infrastructure to such an extent that short- and long-term demand cannot be met.	25	21	1. Replacement old water meters 2. Replacement of old network pipes 3 Refurbishment of water and wastewater treatment plant 4. Reactive maintenance of water and wastewater infrastructure subject to available budget (unplanned) 5.Implement pressure management (installation of Pressure Reducing valves ) 6.Removal of illegal water and electricity connections in 2025/26 FY. 7.Implement the climate change plan. 8. Conducting a water and electricity audits in 2025/2026 FY. 9.Review the electricity master plan if there is a need . 9.1Development of the water master plan 10.Maintenance of critical infrastructure -power lines. 11.Progress report on the implementation of the action plan on the infrastructure risk assessment on water and electricity	1.Quarterly 2. Quarterly 3.Quarterly 4.Quarterly 5.Quarterly 6.Quarterly 7.Quarterly 8.Quarterly 9. 31 March 2026 9.1 31 March 2026 10 Quarterly 11Quarterly
7	BTO1.3	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission by 30 June 2026	Not all Creditors may be paid within 30 days	25	24	1.Implemenation of credit Control 2.Revenue enhancement strategy implemenation report	1. Quarterly 2. Quarterly

8	ERM	Enhanced municipal budgeting and budget implementation	Unfunded Budget	25	24	1.Establishment Cost containment Committee 2. Progress report on the implementation of funding plan. 3.Progress on the implementation of the action plan on the going concern risk assessment. 4.Establishment of the Revenue enhancement committee 4.1 Quarterly Reports on the revenue enhancement activities	1. Quarterly 2. Quarterly 3.Quarterly 4.Quarterly
9	ERM	Reduction Plan UIF&W	Failure to curb and reduce the UIFW register	25	24	1.Development of UIFW reduction plan /Strategy with implementation plan to be report on quarterly 2.Establishment of Cost Containment committee	1.30 September 2025 1.1Quarterly 2.30 September 2025 2.1 Quarterly
10	ERM	Submission of credible financial statement to AG by 31 August 2026	AFS submitted might lack credibility	25	24	1. Signed and reviewed monthly reconciliations (Unpack recons) 2. PAAP Committee bi-weekly 3. Subject mid year interim AFS to AG-SA 4.Development of the AFS plan and implementation on progress quarterly	1. Monthly 2.Quarterly from third quarter 30 January 2026 3.Quarterly from third quarter 30 January 2026 4.Quarterly from third quarter 30 January 2026
11	ERM	Unqualified Audit Opinion achieved	Unqualified audit opinion may not be achieved	25	24	1. Signed and reviewed monthly reconciliations (Unpack recons) 2. PAAP Committee bi-weekly 3. Subject mid year interim AFS to AG-SA 4.Development of the AFS plan and implementation on progress quarterly	1. Monthly 2.Quarterly from third quarter 30 January 2026 3.Quarterly from third quarter 30 January 2026 4. Quarterly from third quarter 30 January 2026
12	ERM	Implementation of the POPIA act	There might be contraventions of POPIA act	25	25	1. Draft POPIA Policy 2.After approval of the POPIA manual/Policy implementation plan should be developed and reported on quarterly 3.Training /Workshop on POPIA to departaments	1.30 December 2025 2..Quarterly 3.From 31 March 2026 -Quarterly
13	CSS1.4	Number of organizational structure reviewed by the municipality by 30 June 2026	Unreviewed Organizational Structure	25	21	1.Conduct workshops and consultations sessions with key stakeholders on the review of the org-structure. 2.Submission of the reviewed org. structure to council	1.30 September 2025 2.31 March 2026

14	CSS1.7	Percentage Implementation of the ICT governance framework and related policies by 30 June 2026	ICT Strategy might not be implemented  Cyber Attacks	25	20	1.Review of the ICT Framework 2.Quarterly report on the ICT Status and Progress report on Implementation of ICT Strategy 3.Appointment of External ICT Steering Committee Chairperson and development of Steering Committee	1. 30 September 2025 1.1. 30 September 2025 2. 31 December 2025 2.1. Quarterly 3. Quarterly
15	CSS1.8	Percentages implementation of the Records Management policy by 30 June 2026.	There might be loss of information	25	23	1.Records management Implementation Plan 2.Establishment of records unit as per the archives act . 3. Establishment of record management Committee 4.E-Records System 5.Awareness of Records Management with North West Provincial Archives	1.30 June 2026 2.30 September 2026 3.1 30 September 2026 3.2-3.3 Quarterly 4. 30 September 2026 5.As and when
16	ERM	% of implemented fraud prevention plan	Possible Fraud and Corruption	25	23	1. Fraud Prevention Plan 2.Fraud Awareness programme 3.Progress report on the fraud plan activities 4.Development of consequence management policy 5.Tracking of the institutionalization and implementation of the Auditor-General's recommendations to achieve clean audit status 6.Incorporate Fraud risk management into the municipalities SBDIP	1.30 September 2025 2.Quarterly 3.Quarterly 4.30 June 2026 5.31 March 2026 6.31 December 2025
17	ERM	Percentage implementation of (MLM) Financial Recovery Plan 30 June 2026	Financial Recovery Plan might not be adhered to	25	20	1.Progress report on the implementation of FRP targets/activities	Quarterly
18	CS.1	Number of known informal settlements with access to refuse removal by 30 June 2026	Waste removal services may not be provided to informal settlement	25	21	1Report on services rendered by the municipality through skip loaders	Quarterly
19	LED1.2	Number of reports on progress made on SLP projects implementation	Report on implementation of SLP might not be made	25	20	1.2 Include SLP reporting lines as a standing item for SMT 2. Communicate with DMRE	1.2 Minutes and attendance register 2. Communicate
20	LED1.8	LED strategy reviewed by 30 June 2026	The municipality may not be able to attract new investments and create new job opportunities	25	20	1. Engagement with Stakeholders (forums, etc.) 2.3.Submission of the LED Strategy to council 3.LED Strategy implementation plan progress report	1. Quarterly 2.30 September 2025 3.Quarterly

21	ERM	Provide a professional public service that drives accountability and transparency	Possible service delivery stoppages	25	20	<ol style="list-style-type: none"> <li>1. Invoke the strike management plan as and when the need arise.</li> <li>2. Implementation and awareness of the Public Disorder Plan</li> <li>3 Regular communication of service delivery related information through physical and other media platforms</li> <li>4. War-Room report on service delivery</li> </ol>	<ol style="list-style-type: none"> <li>1.As and When</li> <li>2.Quarterly</li> <li>3.As and When</li> <li>4.Quarterly</li> </ol>
22	ERM	Administration of municipal land	Land audit might be outdated	25	20	<ol style="list-style-type: none"> <li>1. Review land Audit</li> <li>2. Review/ update asset register</li> </ol>	<ol style="list-style-type: none"> <li>1. 30 June 2026</li> <li>2. 30 June 2026</li> </ol>
Aggregate risk rating				495	486		

## BASIC SERVICE DELIVERY AND INFRASTRUCTURE

### 2.1. WATER

#### Geography by Piped Water for Household Weighted<sup>1</sup>

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
<b>Total households</b>	<b>186,478</b>

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, Rookkoppies 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 • 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 Ml/year (77 Ml/day)	Improved metering, billing and revenue collection is required to increase payment for water.
Total losses	29,595 Ml/year (81 Ml/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 Ml/year (12.3 Ml/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
<b>Total</b>	<b>186,477</b>

Stats SA, Census 2022

### Insufficient and Inadequate Infrastructure: Backlogs

Water	Sanitation
<ul style="list-style-type: none"> <li>More than 80 % of the households have access to water services either bulk, full, intermediate, informal intermediate or basic supply.</li> <li>Out of the estimated 186,477 households 35,078 of the households do not have access to basic water supply.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>3614 of the households do not have access to basic sanitation services.</li> <li>RDP level of service (VIP) is at 9.5 % and &gt; RDP at 39 %.</li> <li>1.8 % are servicing themselves in terms of intermediate services.</li> <li>Of those with water borne sanitation, 83% of customers are serviced by Madibeng and an estimated 17% are servicing themselves using package plants.</li> <li>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.</li> <li>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.</li> </ul>

## Water Purification Plants<sup>2</sup>

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</p> <p>The current 60MI/d capacity was only planned to cater for the former Brits Council only.</p> <ul style="list-style-type: none"> <li>Water Supply from Brits increased to previously marginalized areas</li> </ul> <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>	<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"> <li>Poor Raw Quality from the Dam</li> <li>Lack of bulk infrastructure to unlock development potential</li> <li>Mines disproportionate consumption of potable water</li> <li>Influx caused by the mines</li> <li>Lack of water reticulation infrastructure in predominantly rural and tribal areas</li> <li>Some areas cannot be developed due to shallow mining and environmental sensitivities</li> <li>Illegal land invasion/squatting</li> <li>Ageing Equipment at the works compromising quantity and quality</li> <li>Utilization of old and outdated Technology due to funding constrains</li> </ul>

## Water Schemes<sup>2</sup>

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 Kalkheuweil, Ville D'Afrique, Ille du Lac, Rubena, Pecan Wood, Eagles Landing, Kudala, Club Nautique, Bayshore, Lakeland, Kingfisher Village, Skeerpoort, Mount Cashan	Madibeng
Ward Scheme (Boreholes)	Rural settlements: Kwarriekraal West, Kwarriekraal South, Kwarriekraal, Klipvoorstad, Ga-Rasai, 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 Infrastructure<sup>2</sup>

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
<b>Total</b>		<b>36</b>	

## Hartbeespoort Infrastructure<sup>2</sup>

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

## 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 (Vandalized)	Compliance – 50%	Compliance – 20%
Technology	Technology	Technology	Petro System
New Plant	Technology	New Plant	Ramogathle Spruit
Modified UCT	Biofiltration	Modified UCT	
Old Plant	Pond System	Old Plant	
Bardenpho Discharge Effluent to Crocodile River	Discharge Effluent to Kgowa Spruit	Bardenpho 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 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.

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 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.

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 (Vandalized) Operated by Public Works
- Mooinooi (Operated by Sibanye)
- Pelindaba (Self Operated)
- 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:

- 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 Moinooi
- 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	
<b>TOTALS</b>		<b>456209</b>	<b>98274</b>	<b>88684</b>	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
<b>Total</b>		<b>456,637</b>	<b>100</b>	<b>102,060</b>	

- 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 Weighted<sup>1</sup>

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
<b>Total households</b>	<b>186,478</b>

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, Letlhabile, 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 Letlhabile, 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:

#### Letlhabile (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

#### Hartebeespoort-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.

Currently there are bilateral talks between Madibeng Local Municipality and City of Tshwane to transfer Ifafi Substation and its associated assets to Madibeng Local Municipality. This process will see the transfer of Xanadu Customers to MLM.

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	28 593	48 671	8 428
Backlog	6 984	15 000	2000
Total	35 577	63 671	10 428

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

Service	Backlog (households)	Total Cost
Eskom	15 000	R300m
Municipality	6 984	R136.2m

## 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 characterized 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 Modderspruit 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 walls 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 plan 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) Intergrated 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, Kwariakraal, Atlanta, Fafung, Rasai, Klipvoorstad, Valboschloot, Rooiwal, Jonathan, Sephai, Legonyane, Mnpudung and Assen; Jerico; Madidi & Lekgema; Maboloka; Klipgat; Lethabile; Midas Square, Rockville, Micha-Kgasi view, Kagisanong view & Kgabalatsane; Lethakaneng, Madinyane, Dipompong, Shakung, Moiletswane & Mmakgabelwane).

**CENTRAL** (Oukasie; Mangopeng, Polonia, Ramogodi, Uitseal, Mapetla; Switch, Thetele, Ramolapong, Naledi, Niniva, Central Mmakau, Ivory park, Mashiapere & Newtown; Selosesha, Tshwara, Springs, Channelview, Blackrock, Mathathaneng, Moumong, Dekroon & Moagi; Mothotlung; Damonville; 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, Silkatznet, De-Wildt, Tenroom, Popo Molefe, Marius & Refentse; Modderspruit, Leokeng, CPA & Katlegong; Wonderkop; Dekroon, Multiplant, Sheilings 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 offers poor service delivery to the community, create traffic safety hazards and eventually the roads become un-drivable. Public transport infrastructure is 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

Flexible surface (Asphalt)

Surface	Length Km	Municipality	Suburb
FLEX	5,49	Madibeng	Bushveld View Estate
FLEX	0,75	Madibeng	The Coves
FLEX	26,48	Madibeng	Schoemansville
FLEX	3,78	Madibeng	Wonderkoppies SP
FLEX	0,24	Madibeng	Erasmus
FLEX	11,8	Madibeng	Modderspruit SP
FLEX	6,15	Madibeng	Shakung
FLEX	3,16	Madibeng	Wonderkop
FLEX	10,95	Madibeng	Damonsville
FLEX	4,72	Madibeng	Erasmus
FLEX	26,61	Madibeng	Elandsrand
FLEX	1,62	Madibeng	Elandskraal Chrome Mine
FLEX	1,1	Madibeng	Leloko Lifestyle & Eco Estate
FLEX	116,45	Madibeng	Brits
FLEX	10,95	Madibeng	Tshwara
FLEX	23,27	Madibeng	Buffelsfontein Chrome Mine
FLEX	8,77	Madibeng	Flora Park AH
FLEX	13,78	Madibeng	Sonop SP
FLEX	1,79	Madibeng	Lethlabile-G
FLEX	1,15	Madibeng	Ramogodi
FLEX	5,06	Madibeng	Jericho SP
FLEX	2,33	Madibeng	Kgabalatsane SP
FLEX	44,5	Madibeng	Lethlabile-A
FLEX	2,36	Madibeng	Moumong
FLEX	0,93	Madibeng	Buffelsdoorn
FLEX	20,8	Madibeng	Oukasie SP
FLEX	7	Madibeng	Meerhof
FLEX	1,4	Madibeng	Kosmos
FLEX	2,66	Madibeng	Melodie
FLEX	10,92	Madibeng	Maboloka

FLEX	0,35	Madibeng	Lethlabile SP
FLEX	2,61	Madibeng	Lethlabile B
FLEX	1,95	Madibeng	Mmakau
FLEX	3,68	Madibeng	Ga-Tsogwe SP
FLEX	5,63	Madibeng	Mangopeng
FLEX	1,51	Madibeng	Madinyane SP
FLEX	22,85	Madibeng	Bapong SP
FLEX	6,99	Madibeng	Jericho
FLEX	3,16	Madibeng	KwaMoseja
FLEX	10,45	Madibeng	Mothutlung-A
FLEX	7,38	Madibeng	Mamba Chrome SP
FLEX	2,46	Madibeng	Lethlabile-E
FLEX	11,77	Madibeng	Madidi
FLEX	0,21	Madibeng	Madidi SP
FLEX	4,85	Madibeng	Modderspruit
FLEX	30,3	Madibeng	Mooinooi
FLEX	2,59	Madibeng	Legonyane Boots
FLEX	4,26	Madibeng	Rabokala
FLEX	17,75	Madibeng	Bethanie SP
FLEX	6,73	Madibeng	Lethlabile-B
FLEX	0,39	Madibeng	Shakung SP
FLEX	6,87	Madibeng	De Rust Wes
FLEX	11,01	Madibeng	Mooinooi SP
FLEX	2,22	Madibeng	Sephai
FLEX	6,34	Madibeng	Ntsopilo SP
FLEX	10,56	Madibeng	Zilkaatsnek Estate
FLEX	29,19	Madibeng	Primindia
FLEX	2,63	Madibeng	Makanyaneng
FLEX	0,06	Madibeng	Kosmos B
FLEX	1,33	Madibeng	Dipompong SP
FLEX	3,81	Madibeng	Lethlabile-C
FLEX	6,08	Madibeng	Borakalalo Nature Reserve
FLEX	0,18	Madibeng	Moiletswane SP
FLEX	4,47	Madibeng	Fafung SP
FLEX	0,04	Madibeng	Motseng
FLEX	4,83	Madibeng	Kareepoort
FLEX	12,26	Madibeng	Thabeng
FLEX	14,17	Madibeng	Ifafi
FLEX	1,25	Madibeng	Dipompong
FLEX	4,26	Madibeng	Lerulaneng SP
FLEX	15,46	Madibeng	Bapong
FLEX	12,29	Madibeng	Marikana
FLEX	7,79	Madibeng	Lerulaneng

FLEX	0,28	Madibeng	Mooinooi
FLEX	4,94	Madibeng	Fafung
FLEX	2,66	Madibeng	Melodie AH
FLEX	1,79	Madibeng	Erasmus
FLEX	52,46	Madibeng	Hartebeespoort
FLEX	0,15	Madibeng	Mothutlung SP
FLEX	10,06	Madibeng	Hartebeestfontein A SP
FLEX	1,91	Madibeng	Legonyane SP
FLEX	0,97	Madibeng	Majakaneng
FLEX	1,69	Madibeng	Rabokala SP
FLEX	0,4	Madibeng	Ga-Matlou
FLEX	23,65	Madibeng	De- Kroon mine
FLEX	3,12	Madibeng	Lethlabile-F
FLEX	0,08	Madibeng	Mooinooi
FLEX	6,62	Madibeng	Hartebeespoort SP
FLEX	6,2	Madibeng	Klipgat A
FLEX	4,68	Madibeng	Majakaneng
FLEX	6,95	Madibeng	Majakaneng SP
FLEX	3,41	Madibeng	Rietfontein AH
FLEX	3,44	Madibeng	Ga-Kwate
FLEX	2,83	Madibeng	Segswaelane
FLEX	6,74	Madibeng	Brits Industrial
FLEX	2,34	Madibeng	Lethlabile A
FLEX	1,31	Madibeng	Moiletswane
FLEX	6,31	Madibeng	Klipgat
FLEX	0,11	Madibeng	Mothutlung-a
FLEX	5,32	Madibeng	Madinyane
FLEX	15,31	Madibeng	Luciana Estates
FLEX	1,49	Madibeng	Rietgat
FLEX	1,05	Madibeng	Ramokoka
FLEX	6,62	Madibeng	Ana AH SP
FLEX	6,53	Madibeng	Sephai SP
FLEX	4,36	Madibeng	Kwarriekraal SP
FLEX	4,78	Madibeng	Western Platinum Mines
FLEX	10,17	Madibeng	Ga-Rasai SP
FLEX	4,22	Madibeng	Klipgat SP
FLEX	1,36	Madibeng	Mapoch
FLEX	7,92	Madibeng	Ga-Tshefoge SP
FLEX	2,54	Madibeng	Lethabong
FLEX	2,48	Madibeng	Brits
FLEX	5,91	Madibeng	Mapetla
FLEX	6,12	Madibeng	Hebron SP
FLEX	3,71	Madibeng	Hoekfontein

FLEX	1,43	Madibeng	Segwaelane SP
FLEX	8,35	Madibeng	Oukasie
FLEX	5,08	Madibeng	Kgabalatsane
<b>Total</b>	<b>941,79</b>		

Block pave roads

<b>Surface</b>	<b>Length Km</b>	<b>Municipality</b>	<b>Suburb</b>
BLOCK	2,03	Madibeng	Lerulaneng
BLOCK	5,54	Madibeng	Bapong
BLOCK	2,13	Madibeng	Dipompong
BLOCK	0,3	Madibeng	Kareepoort
BLOCK	0,69	Madibeng	Majakaneng SP
BLOCK	2,44	Madibeng	Majakaneng
BLOCK	1,41	Madibeng	Klipgat A
BLOCK	1,18	Madibeng	Lethlabile-F
BLOCK	0,02	Madibeng	Lethlabile F
BLOCK	2,55	Madibeng	Ga-Matlou
BLOCK	0,65	Madibeng	Majakaneng
BLOCK	0,87	Madibeng	Mothutlung SP
BLOCK	1,28	Madibeng	Erasmus
BLOCK	1,5	Madibeng	Klipgat
BLOCK	2,74	Madibeng	Segwaelane
BLOCK	13,55	Madibeng	Oukasie
BLOCK	2,8	Madibeng	Kgabalatsane
BLOCK	0,67	Madibeng	Segwaelane SP
BLOCK	2,14	Madibeng	Hoekfontein
BLOCK	0,87	Madibeng	Hebron SP
BLOCK	2,4	Madibeng	Mapetla
BLOCK	0,64	Madibeng	Western Platinum Mines
BLOCK	1,04	Madibeng	Tshwara
BLOCK	1,05	Madibeng	Brits
BLOCK	0,72	Madibeng	Erasmus
BLOCK	0,49	Madibeng	Damonsville
BLOCK	0,97	Madibeng	Modderspruit SP
BLOCK	0,61	Madibeng	Erasmus
BLOCK	0,45	Madibeng	Wonderkoppies SP
BLOCK	0,2	Madibeng	Oukasie SP
BLOCK	2,54	Madibeng	Moumong
BLOCK	2,39	Madibeng	Lethlabile-G
BLOCK	1,12	Madibeng	Lethlabile-E
BLOCK	9,77	Madibeng	Mothutlung-A
BLOCK	0,55	Madibeng	KwaMoseja
BLOCK	2,09	Madibeng	Jericho

BLOCK	0,24	Madibeng	Bapong SP
BLOCK	4,01	Madibeng	Mmakau
BLOCK	3,39	Madibeng	Lethabile SP
BLOCK	10,68	Madibeng	Maboloka
BLOCK	6,33	Madibeng	Lethlabile-B
BLOCK	1,67	Madibeng	Modderspruit
BLOCK	0,12	Madibeng	Mooinooi
BLOCK	0,3	Madibeng	Lethlabile G
BLOCK	2,37	Madibeng	Madidi
Total	101,5		

#### Concrete Pave

Surface	Length Km	Municipality	Suburb
Hyson Cells	1,12	Madibeng	Klippgat A
Total	1,12		

Total paved roads are 941.79 km. It is standard that 8% of the total asset is allocated for maintenance which amounts to R 904,118,400 if calculated at the replacement value of R12,000,000 which totals R11,301,480,000. At the rate of just under R10,000,000 budget per annum, it is evident that the backlog will not be eradicated, it will only compound. A phased approach of budgeting an amount of R200,000,000 per annum could fast-track the eradication of the backlog by 25% per annum.

#### **REPLACEMENT/ MAINTENANCE COSTS PAVED ROADS**

- 309 km of paved roads are in a very good state, however preventative maintenance which involves sealing at every 5 years based on the conditional assessments is required at an amount of R 15 056 400,00 based on the 2024 Visual Assessment report.
- 335 km of paved roads are in a very poor condition with some requiring on routine maintenance Patching (small and large), crack seal and rejuvenation at a cost of R 476 701 367,
- 336 paved roads are in a Poor condition which require routine maintenance to include patching, crack sealing and rejuvenation at a cost of R 146 068 233,80.
- 333 paved roads are in a Fair condition which require routine maintenance which will include crack sealing, reseal at R113 679 703,40
- 319 paved roads are in good condition which require preventative maintenance that includes seal at R 73 486 080,00
- 1km of paved road require special maintenance at a cost of R 1 022 880,00
- 6 km of paved roads require Rehabilitation at a cost of R 23 447 040,00
- 3km of paved roads require Reconstruction at a cost of R 26 410 000,00
- 11km of paved roads require Resurfacing at a cost of R 10 173 720,00

#### **Unpaved Roads**

##### Gravel

Surface	Length Km	Municipality	Suburb
Gravel	0,72	Madibeng	Lethlabile E
Gravel	22,98	Madibeng	Lethlabile A
Gravel	17,27	Madibeng	Brits Industrial
Gravel	7,99	Madibeng	Ga-Tsogwe
Gravel	22,18	Madibeng	Segwaelane
Gravel	47,55	Madibeng	Makgabelwane SP
Gravel	12,98	Madibeng	Ga-Kwate
Gravel	23,46	Madibeng	Rietfontein AH
Gravel	0,21	Madibeng	Sephai SP
Gravel	3,84	Madibeng	Ana AH

Gravel	13,99	Madibeng	Rietgat
Gravel	18,4	Madibeng	Ana AH SP
Gravel	19,13	Madibeng	Ramokoka
Gravel	23,59	Madibeng	Madinyane
Gravel	1,94	Madibeng	Xanadu Eco Park
Gravel	107,3	Madibeng	Luciana Estates
Gravel	8,82	Madibeng	Ga-Tshefoge
Gravel	39,88	Madibeng	Klipgat
Gravel	15,46	Madibeng	Moiletswane
Gravel	0,11	Madibeng	Elandsrand
Gravel	0,11	Madibeng	Mothutlung-a
Gravel	1,27	Madibeng	Port d` Afrique
Gravel	49,61	Madibeng	Klipvoor
Gravel	69,79	Madibeng	Ga-Tshefoge SP
Gravel	4,48	Madibeng	Mapoch
Gravel	80,22	Madibeng	Ga-Rasai SP
Gravel	22,46	Madibeng	Ucar Vanadium Mine
Gravel	76,87	Madibeng	Kwarriekraal SP
Gravel	5,74	Madibeng	Western Platinum Mines
Gravel	30,05	Madibeng	Segwaelane SP
Gravel	49,76	Madibeng	Kgabalatsane
Gravel	21,61	Madibeng	Oukasie
Gravel	7,32	Madibeng	Rankotea SP
Gravel	17,44	Madibeng	Hoekfontein
Gravel	0,54	Madibeng	The Island Estate
Gravel	19,39	Madibeng	Hebron SP
Gravel	8,82	Madibeng	Kgomo-Kgomo
Gravel	1,67	Madibeng	Heron Cove
Gravel	0,5	Madibeng	Ville d` Afrique
Gravel	7,15	Madibeng	West Lake Country & Safari Estate
Gravel	0,35	Madibeng	brits
Gravel	4,62	Madibeng	Lethabong
Gravel	30,13	Madibeng	Mapetla
Gravel	0,75	Madibeng	Motseng
Gravel	23,4	Madibeng	Fafung SP
Gravel	33,53	Madibeng	Thabeng
Gravel	9,77	Madibeng	Kareepoort
Gravel	3,83	Madibeng	Ramolapong
Gravel	8,79	Madibeng	Moiletswane SP
Gravel	3,5	Madibeng	Dipompong SP
Gravel	20,06	Madibeng	Borakalalo Nature Reserve
Gravel	39,61	Madibeng	Makanyaneng
Gravel	8,79	Madibeng	Buffelsfontein SP

Gravel	3,38	Madibeng	Melodie AH
Gravel	15,06	Madibeng	Fafung
Gravel	0,79	Madibeng	Mmakaunyana SP
Gravel	19,92	Madibeng	Lethakaneng SP
Gravel	37,28	Madibeng	Marikana
Gravel	73,26	Madibeng	Lerulaneng
Gravel	18,5	Madibeng	Dipompong
Gravel	13,23	Madibeng	Ruigtesloot SP
Gravel	66,14	Madibeng	Bapong
Gravel	2,88	Madibeng	Lerulaneng SP
Gravel	0,76	Madibeng	KwaMoseja
Gravel	20,58	Madibeng	Majakaneng
Gravel	4,17	Madibeng	Kosmos Ridge
Gravel	4,04	Madibeng	Legonyane SP
Gravel	55,42	Madibeng	Hartebeestfontein A SP
Gravel	224,56	Madibeng	Hartebeespoort
Gravel	26,45	Madibeng	Erasmus
Gravel	15,77	Madibeng	Bojating SP
Gravel	13,88	Madibeng	Mothutlung SP
Gravel	20,97	Madibeng	Majakaneng
Gravel	3,08	Madibeng	Mmakaunyana SP
Gravel	25,89	Madibeng	Klipgat A
Gravel	6,39	Madibeng	Makolokwe SP
Gravel	87,74	Madibeng	Majakaneng SP
Gravel	4,38	Madibeng	Wilgekuil
Gravel	11,69	Madibeng	Hartebeespoort SP
Gravel	30,83	Madibeng	De Kroon mine
Gravel	10,29	Madibeng	Mmakaunyana
Gravel	1,28	Madibeng	Lethlabile-F
Gravel	8,49	Madibeng	Rabokala SP
Gravel	12,77	Madibeng	Ga-Matlou
Gravel	0,03	Madibeng	Lethlabile F
Gravel	70,31	Madibeng	Bapong SP
Gravel	8,28	Madibeng	Madinyane SP
Gravel	8,29	Madibeng	Mangopeng
Gravel	2,6	Madibeng	Winterveld
Gravel	0,04	Madibeng	Lethlabile-b
Gravel	16,02	Madibeng	Lethlabile B
Gravel	1,06	Madibeng	Lethlabile SP
Gravel	136,77	Madibeng	Maboloka
Gravel	1,13	Madibeng	Melodie
Gravel	10,87	Madibeng	Kosmos
Gravel	51,11	Madibeng	Ga-Tsogwe SP

Gravel	36,5	Madibeng	Mmakau
Gravel	8,36	Madibeng	Ga-Rasai
Gravel	12,56	Madibeng	Lethlabile-E
Gravel	16,14	Madibeng	Jakkalas
Gravel	15,7	Madibeng	Mothutlung-A
Gravel	34,7	Madibeng	Mamba Chrome SP
Gravel	3,49	Madibeng	KwaMoseja
Gravel	109,82	Madibeng	Jericho
Gravel	11,8	Madibeng	Peacanwood Estate
Gravel	5,04	Madibeng	Rooival SP
Gravel	6,22	Madibeng	Shakung SP
Gravel	11,25	Madibeng	Lethlabile-B
Gravel	2,11	Madibeng	Rabokala
Gravel	63,28	Madibeng	Bethanie SP
Gravel	7,4	Madibeng	Madidi SP
Gravel	1,26	Madibeng	Eagles Landing
Gravel	0,46	Madibeng	Shakung
Gravel	30,8	Madibeng	Legonyane Boots
Gravel	0,22	Madibeng	Mooinooi
Gravel	3,86	Madibeng	Ramogodi SP
Gravel	20,66	Madibeng	Lethlabile G
Gravel	46,92	Madibeng	Modderspruit
Gravel	2,72	Madibeng	Masoga
Gravel	67,64	Madibeng	Madidi
Gravel	1,84	Madibeng	Klipvoor AH
Gravel	46,4	Madibeng	Ntsopilo SP
Gravel	43,92	Madibeng	Primindia
Gravel	33,2	Madibeng	Zilkaatsnek Estate
Gravel	6,97	Madibeng	Sephai
Gravel	31,12	Madibeng	Mooinooi SP
Gravel	11,91	Madibeng	De Rust Wes
Gravel	15,3	Madibeng	Rankotea
Gravel	0,28	Madibeng	Bapong
Gravel	1,02	Madibeng	Makgabelwane
Gravel	3,78	Madibeng	Damonsville
Gravel	0,05	Madibeng	Elandsrand
Gravel	29,09	Madibeng	Erasmus
Gravel	31,68	Madibeng	Shakung
Gravel	25,85	Madibeng	Modderspruit SP
Gravel	9,1	Madibeng	Wonderkop
Gravel	15,2	Madibeng	Wonderkoppies SP
Gravel	1,71	Madibeng	The Coves
Gravel	21,04	Madibeng	Bushveld View Estate

Gravel	2,69	Madibeng	Wildebeesthoek SH
Gravel	0,16	Madibeng	Schoemansville
Gravel	8,1	Madibeng	Flora Park AH
Gravel	5,6	Madibeng	Baikagedi SP
Gravel	1,49	Madibeng	Ga-Rantlapane SP
Gravel	43,34	Madibeng	Buffelsfontein Chrome Mine
Gravel	23,86	Madibeng	Tshwara
Gravel	0,57	Madibeng	Leloko Lifestyle & Eco Estate
Gravel	17,92	Madibeng	Elandskraal Chrome Mine
Gravel	0,07	Madibeng	Lethlabile-f
Gravel	23,83	Madibeng	Brits
Gravel	12,65	Madibeng	Kgabalatsane SP
Gravel	12,6	Madibeng	Jericho SP
Gravel	2,35	Madibeng	Ramogodi
Gravel	92,53	Madibeng	Sonop SP
Gravel	0,4	Madibeng	Lethlabile-G
Gravel	0,2	Madibeng	Kgabalatsane
Gravel	57,36	Madibeng	Oukasie SP
Gravel	37,59	Madibeng	Moumong
<b>Total</b>	<b>3407,79</b>	KM	

#### Earth roads

Surface	Length Km	Municipality	Suburb
Earth	7,46	Madibeng	Lethlabile SP
Earth	0,32	Madibeng	Lethlabile G
Earth	3,82	Madibeng	Lethlabile-B
Earth	31,98	Madibeng	Wonderkoppies SP
Earth	0,53	Madibeng	Damonsville
Earth	8,58	Madibeng	Wonderkop
Earth	5,52	Madibeng	Lethlabile-G
Earth	4,89	Madibeng	Western Platinum Mines
Earth	10,45	Madibeng	Lethlabile-C
Earth	11,26	Madibeng	Lethlabile-F
<b>Total</b>	<b>84,81</b>		

#### MAINTENANCE COSTS OF UNPAVED ROADS

The cost of Regravelling required is R 3,502,390

Some of these roads are eligible for upgrade to asphalt or block pave surfacing. As part of the proposed upgrading process, an initial list of roads is submitted for consideration and approval, the report further seeks endorsement by the Portfolio Committee of the extent of the municipal gravel road network for future maintenance, upgrading and planning purposes.

- a) Extent of the gravel road network

The gravel road network that is currently maintained by the local authority is approximately 3 492.60 kilometres 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.

b) Gravel and Earth roads that are upgraded to block pave surfacing amount to 120 km from 2016 to 2025

Portion of this road network is in proclaimed townships located in and on the periphery of urban areas but the large majority is located in rural areas. None of the gravel roads that are located outside of proclaimed townships have been formalized in any way. A significant number of these roads were made by the Water and Sanitation department for operations purposes and the balance have come about through the need for access over time, additionally amongst this informal road network is a formal provincial gravel road network that is maintained by the North West Department of Transport.

c) Maintenance program and implementation

All municipal gravel roads are programmed to be re-graded twice a year and re-gravelled every five years. Contractors are appointed in each of the three maintenance regions (North, South and Central) to undertake these functions. Contracted servicers will be utilised as soon as it is valid.

### 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
<b>Total</b>	<b>474,5</b>	<b>293,6</b>	<b>138,5</b>	<b>83,607</b>	<b>990,207</b>

## 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/Oukasie) 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 good and people.

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

## 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	Peacanwood 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	Damonsville Taxi Rank	Damonsville	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 stations 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 stations 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 utilization 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 favorably 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 sanitisation 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:

- 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.
- 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.
- 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 Weighted<sup>1</sup>

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

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.

### 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 below 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 register:

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						
16	372-16	Damonville 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

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
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				
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	Formalisation				
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

#### **FORMILISATION OF INFORMAL SETTLEMENTS**

The municipality is inundated with the growth of informal settlements, most of which are located in the municipal land. The upgrading of informal settlements intends to create sustainable livelihoods, thus ensure security of tenure and restoring the dignity of communities. The municipality though has got no enough financial resources to formalize the settlements and heavily relies on other state organs for the function.

The following are planned and ongoing projects:

Planned multi-year projects by the municipality:

- Mountain view
- Powerstation
- Nkandla Phase 2
- Wonderpark
- Letlhabile Block H ext.
- Ptn 91 Elandsfontein 440JQ

The following are blocked projects under-implementation by the Human Settlements department. There is a contractual legal contest between the department and their appointed Town Planners. The projects are as follows:

Property Description	Township name
Portion 32 (A portion of portion 13) of Farm Nietgedaght 242 JQ	Letlhabile Block H
Portion 123, Portion 64 and Remainder of Portion 6 of Farm Elandsfontein 440 JQ	Damonsville Extension 5
Portion 1003 of Farm Roodekopjes of Zwartkopjes 427 JQ	Oukasie Extension 7

## MADIBENG CATALYTIC PROJECTS UPDATE

The projects in the municipality refers to the following, which has municipal council resolutions for support:

1. Mogale Smart City
2. Mekgareng Smart City and
3. Lanseria Smart city.

The progress is as follows:

### 1. Mogale Smart city

Funding model: Private Public Partnership  
Project value: 9.3 Billion

Shula Developers is appointed by the North West Housing Corporation (NWHC) as a Turnkey Developer for the development of the Mogale (Marikana) Smart City. The Integrated Human Settlement Development project seeks to revitalize and transform a 650 Ha vacant land situated in Marikana, falling under the jurisdiction of Madibeng Local Municipality (MLM).

The primary objective of the project is to create a sustainable, self-sufficient, and inclusive settlement that addresses the diverse housing needs of the local population. The proposed development will offer housing options catering to various income groups, including Fully Subsidized Housing Units, FLISP, Bonded Housing Units, and Government Subsidized Rental Housing Units.

The Marikana/Mogale Smart City development will comprise of 14 315 mixed typology housing units, includes a shopping mall, community retail centre, hospital and Community Health Centre (CHC), training college, light industrial park, schools, commercial agriculture and other socio-economic opportunities.

#### 1.1 Progress to Date

**Phase 1:** Inception Report has been completed and was presented to NWHC and ISA on 13 November 2023.

**Phase 2:** Concept & Viability (Township) is currently underway and technical milestones are being conducted by consultants:

- Market Study including Competitor Analysis: 100% complete.
- Cadastral and Topographical Plan: 100% complete.
- Floodline Assessment: 100% complete,
- Geotechnical Investigation: 20% complete.
- Environmental Impact Assessment: 50% complete.

- Wetland Assessment: 100% complete
- Ecology Report: 100% complete
- Terrestrial Biodiversity SSVR: 100% complete
- Traffic Impact Assessment: 20% complete
- Urban Design – Precinct Masterplan: 100% complete.
- Implementation and Management Framework: 10% Complete.
- Bulk Services Report / Civil Infrastructure Assessment: 100% complete.
- Electrical Infrastructure Assessment: 100% complete.
- Development Cost Model: 100% complete.
- Draft Township Layout: 100% complete.
- Town Planning Application (Memorandum): 20% complete.

## 2. MEKGARENG SMART CITY

Funding mode:	Public, Private Partnership
Project value:	Est. R10 Billion

Mekgareng Communal Property Association is borne by the descendants of the original Mekgareng community found throughout South Africa, largely in the North West and Gauteng provinces. They have claimed back their ancestral land and restoration process is continuing as some portions of land is continuing to be released to the CPA.

They have since through engagement with the Department of Rural Development and DEDECT partnered for the utilization of their land for the Mega city projects. The Lanseria/Brits mega city was thus replaced by this to the new acquired name of Mekgareng mega city. Hlengwe Holding has been appointed as the developer of the project.

The development will comprise of the following: Social housing, affordable rental housing, retail, education, medical, tourism. Leisure and agricultural activities.

### 2.1 Progress to date

The following progress have been registered thus far:

- Number of Stakeholders have been roped in to ensure coordinated planning and support: District and local Municipalities, Infrastructure South Africa (ISA), Department Water Affairs and Sanitation, NW Provincial government through the office of the Premier, Department of Rural Development (NW), DEDECT, Department of Human Settlement (NW), City of Tshwane, Lanseria Smart City Development Company, South African Nuclear Energy Corporation (NECSA), Development Bank of South Africa (DBSA).
- Establishment of Steering Committee that sits on monthly basis with working streams that continue to do work in between the steering committee engagements. This structure is chaired by Human Settlement.
- Mekgareng CPA has concluded a land availability agreement with Hlengwe Holdings for the development of their properties.
- A detailed development plan for the smart city has been developed,
- A successful engagement with the Madibeng Mayoral Committee members on the 11th July 2024.
- High level incorporation of the Smart Cities in the 2024.25 IDP review.
- The Legal framework agreement between Mekgareng CPA and the NW Provincial government is under development, where clear roles and responsibilities will be clarified.
- Mekgareng CPA has commenced with the process to appoint the Technical Professional Team to coordinate the planning processes.
- Social facilitation – skill audit processes have started.
- Land released 541000HA of land released to date from Land Affairs.
- The Engineers have finalized a concept study report (all technical studies included).

The following processes are outstanding and efforts underway to ensure they are achieved:

- The undertaking of the feasibility studies,
- Inclusion of the land owners to benefit within the development with current government housing options available.
- Alignment with the 7<sup>th</sup> Provincial Administration through the necessary Executive Provincial council resolution.
- Madibeng Local Municipality include Bulk Infrastructure in the Municipal Budget and conclude a Bulk Infrastructure Agreement with the Mekgareng Communal Association.
- Involvement of Development finance institutions, ie: DBSA, ISA, etc.

The municipality is participating in the work-streams and Steering committees with various stakeholders on the project.

### 3. LANSERIA SMART CITY

The State President introduced the Lanseria Smart City initiative in his State of the Nation address in 2020, and the Office of the Premier has led extensive studies and engagements in planning the smart city. The Presidency, the Office of the Gauteng Premier (OOP) and the constituent municipalities (Mogale City, the City of Johannesburg and the City of Tshwane), together with the adjacent municipality of Madibeng in North West Province, embarked on a cooperative planning venture to deliver the 'Lanseria Smart City' initiative: a post-apartheid, publicly-led plan that enables the private sector and communities to build an urban economy as a basis for a truly integrated city, socially, economically and culturally.

The Lanseria Regional Spatial Development Policy (LRSDP) of 2017 is a founding reference for this planning. Both intended to guide local planning, emphasising the cross-border context of development linkages. This initiative was driven by the OOP, resulting in a comprehensive stakeholder engagement process that led to a finalized Greater Lanseria Master Plan (GLMP) in December 2020. In June 2022, the GDDA was then mandated by the Gauteng Department of Economic Development to address strategic initiatives concerning the implementation of the Lanseria Smart City Project.

Madibeng local accounts to only 5% of the Lanseria Smart city coverage. However, there is a huge potential in forging linkages on the Lanseria and Meggareng smart cities.

#### 3.1 Progress to date

The following represents the progress:

- Feasibility Studies (Done)
- Market Study (Done)
- Master Plan for Greater Lanseria Growth Node (Done)
- CoJ secured Urban Settlement Grant for Sewer project
- Registered under Infrastructure South Africa (ISA)
- Promotion, awareness and shared understanding of the Lanseria Smart City vision and strategy – ongoing

The municipality is participating in various Steering committee, working groups on the Lanseria smart city and inter-provincial forums.

### 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

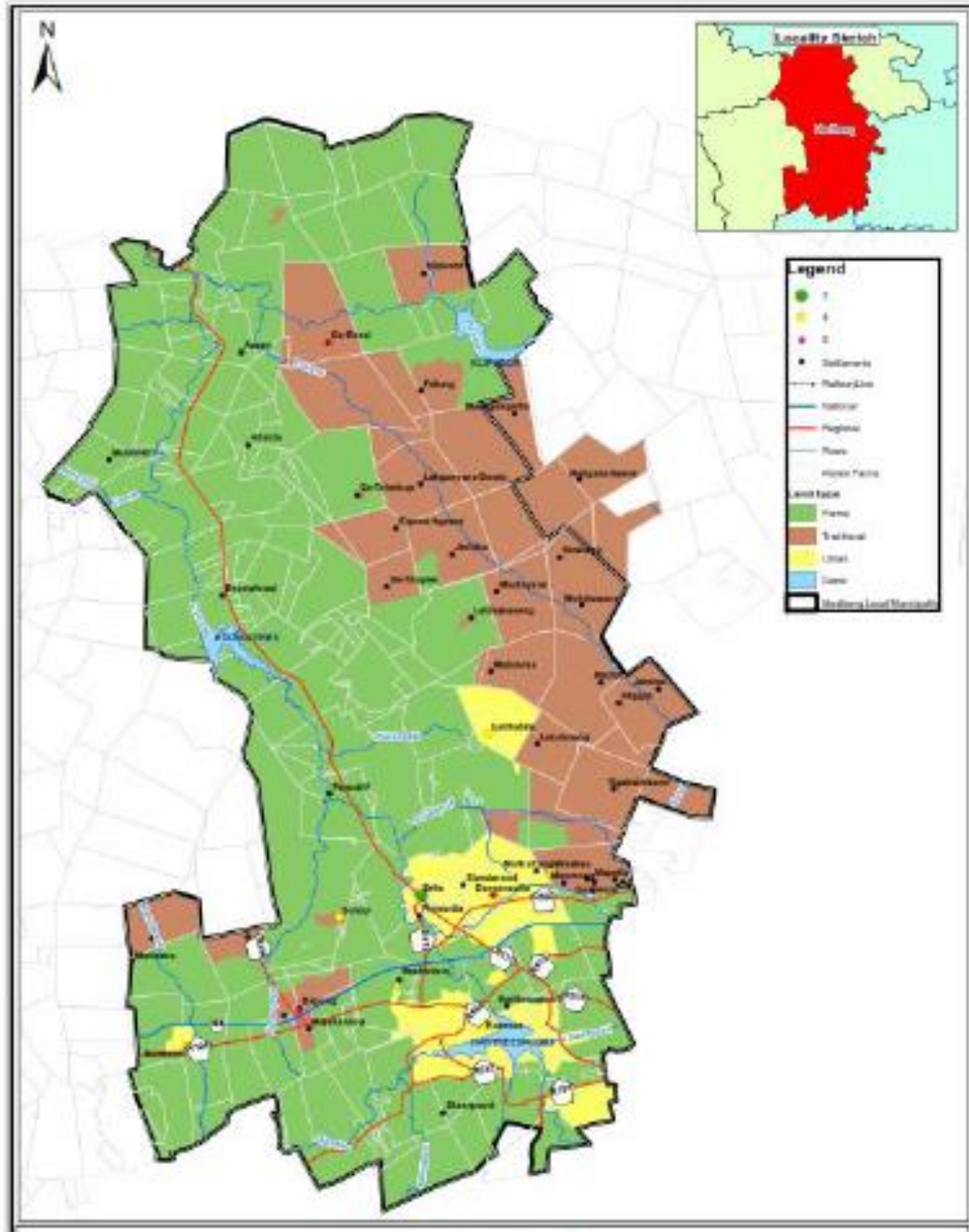
### Housing Programmes

The key housing programmes in Madibeng include the following:

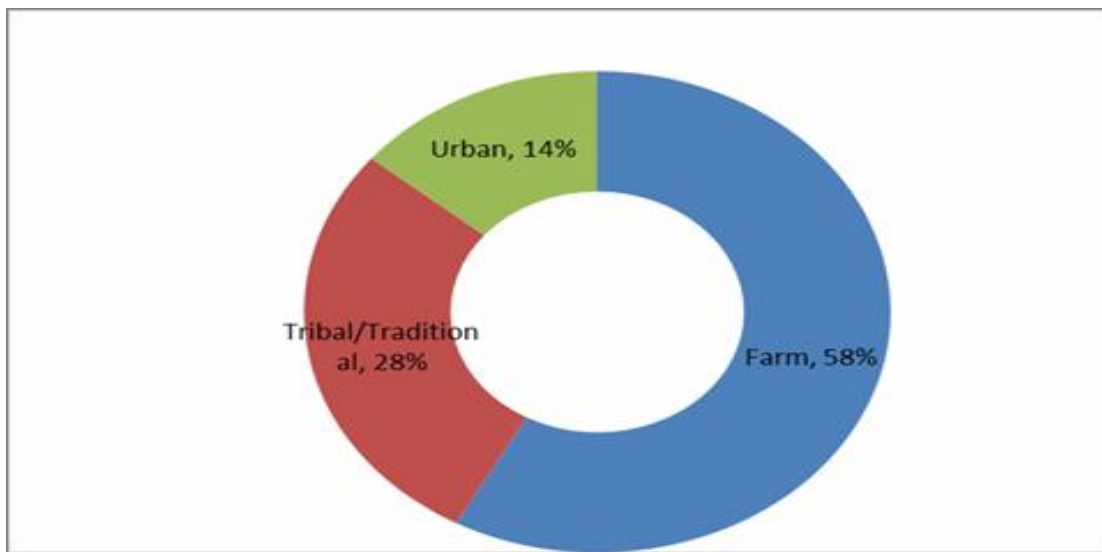
- PHP & Rural PHP -
- IRDP & IRDP Rural -
- RDP & Rural RDP -
- Project Linked -
- Consolidation -
- Social Housing -
- Formalization of rural areas -

## 2.11. LAND SERVICES

The map below illustrates the land types based on the 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, Mooinoi 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 (Bataung) 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.

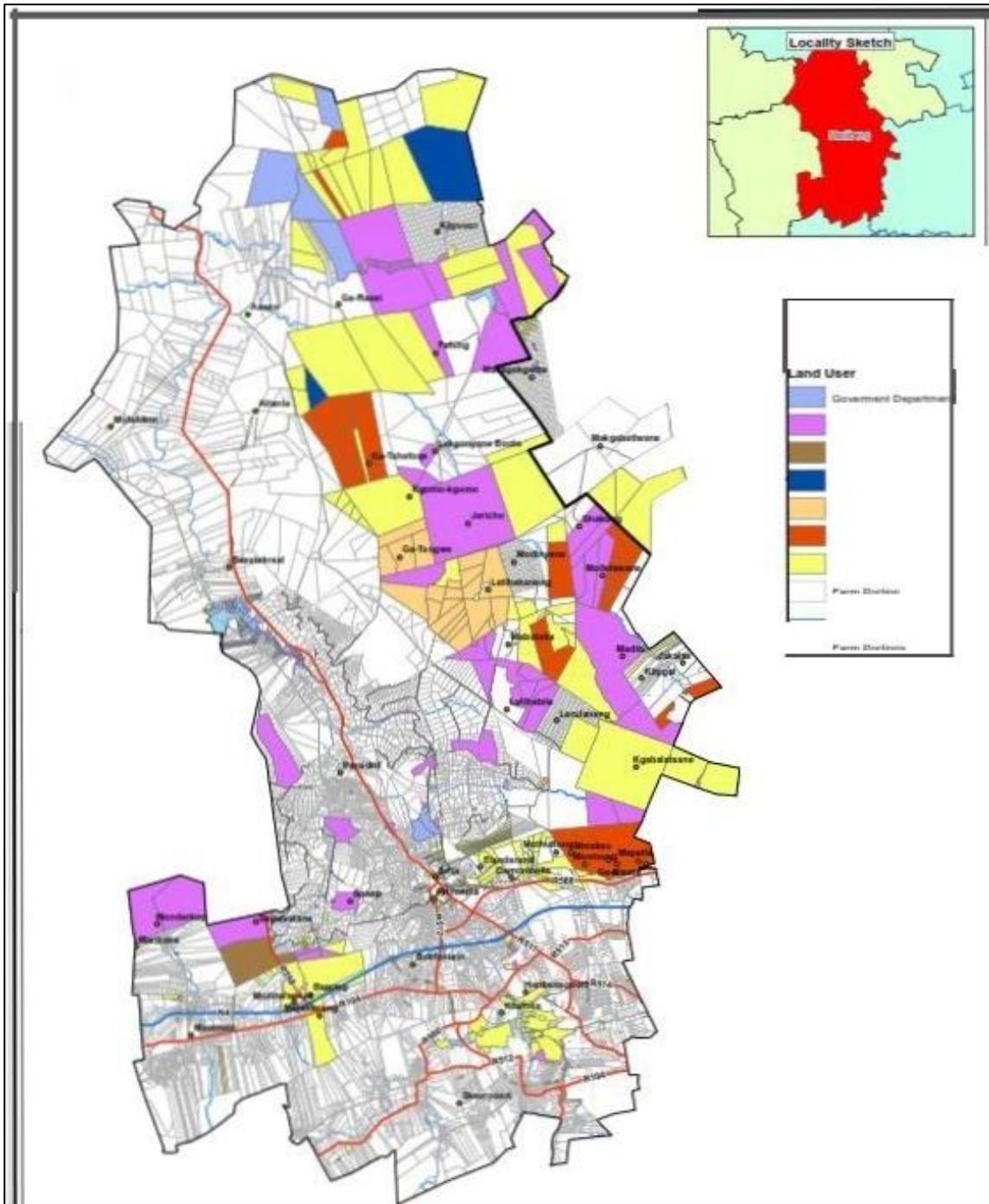
#### **Tenure Upgrading Programme**

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	2021/22	2022/23	2023/24	25/26	2026/27
Lethabile	Portion 1060 of the farm Hartebeesport C 419 JQ	21.4133h	MLM Acquired					
	Portion 1061 of the farm Hartebeesport C 419 JQ	21.4133h						
Majakaning	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		MLM Acquired	✓	✓	✓		
	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	MLM Acquired	✓	Acquired			
	Portion 480 of the farm Roodekopjes of Zwartkopjes 427 JQ	17.72050 Ha	MLM Acquired	✓	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 muni.				✓	✓
	828 (R/E) of the farm Roodekopjes of Zwartkopjes 427 JQ	3.4811H	MLM Acquired	□				
	RE of Portion 628 ( A Portion of Portion 163 ) of the farm Roodekopjes of Zwartkopjes 427	Subdivision & finalization of	MLM Acquired	□	✓			
	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					✓	✓	

Majakaneeng: 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				✓	✓
	Portion 38 of the farm Groenkloof 464 JQ	11,1348 Ha	Mr & Mrs Lebese				✓	✓
	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 <sup>th</sup> of Portion4 of Boschfontein 458 JQ	To be determined	CA Madumo				✓	✓

Village	Farm name	Extent	Owner	2025/26	20226/27
Sonop	Portion 602 of the farm Hartebeespoort B 410 JQ (Sonop)	347.2617Ha	Department of Public Works	✓	✓
Hartbees-poort 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		✓	✓
Wonde-rkop	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	2025/26	2026/27	2027/28	COMMENTS
Leithabille: Portion 4 of Nietgedacht Integrated Development	Municipal	Resolution Supporting Development	Inception	✓		<p><b>Electricity:</b> 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><b>Roads</b> 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><b>Water and Sanitation:</b> No comments</p>
Oukasie: Informal Settlements Upgrade – Acquisition of Land	Private	Fully Informally Occupied		✓	✓	<p><b>Electricity</b> Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division. Wayleave approvals to be obtained.</p> <p><b>Roads</b> 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design</p> <p><b>Water and Sanitation</b></p>

VILLAGE NAME	OWNERSHIP	STATUS	2025/26	2026/27	2027/28	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><b>Electricity</b> Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division</p> <p><b>Roads</b> 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design</p> <p><b>Water and Sanitation</b> 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><b>Electricity</b> Bulk electricity supply will be adequate once Oukasie load is removed from Pendering Substation transformer source. Electrification needs to be communicated to the Electricity Division once TP processes are completed</p> <p><b>Roads</b> 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> <p><b>Water and Sanitation</b> 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><b>Electricity</b> Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained</p> <p><b>Roads</b> 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><b>Water and Sanitation</b> No comments</p>
Lethabile City of Life	Privately owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed		✓	✓	<p><b>Electricity</b> 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><b>Roads</b> 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design</p> <p><b>Water and Sanitation</b> No comments</p>
Lethakane Ext	State	Informal settlement		✓	✓ 6	<p><b>Electricity</b> Area already electrified. Additional electrification needs to be submitted to the Electricity Division.</p> <p><b>Roads</b> 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design</p> <p><b>Water and Sanitation</b> No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2025/26	2026/27	2027/28	COMMENTS
Bokfontein Extension 3-6	Municipal % Private	Town planning process still on		✓	✓	<p><b>Electricity</b> Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained</p> <p><b>Roads</b> 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design</p> <p><b>Water and Sanitation</b> No comments</p>
Bokfontein Proper	Municipal	Town planning process done but ROD outstanding	✓			<p><b>Electricity</b> Area already electrified. Additional electrification needs to be submitted to the Electricity Division.</p> <p><b>Roads</b> 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design</p> <p><b>Water and Sanitation</b> No comments</p>
Scheerpoort	Municipal	Town planning process done but ROD outstanding	✓			<p><b>Electricity</b> Area already electrified. Additional electrification needs to be submitted to the Electricity Division.</p> <p><b>Roads</b> 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><b>Water and Sanitation</b> No comments</p>

Lethabile Block 1 Phase 2	Municipal	Additional 200 sites and additional 75 to existing township. Additional bulk support for project	Inception	✓		<p><b>Electricity</b> 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><b>Roads</b> 1.Require traffic impact study 2.Require Stormwater status and management plan 3.Implement Guidelines for Human Settlement Planning and Design</p> <p><b>Water and Sanitation</b> No comments</p>
Majakaneeng Land Acquired	Municipal	Planning processes to resume	Inception	✓		<p><b>Electricity</b> Electrification needs to be communicated to Electricity Division once TP processes are completed</p> <p><b>Roads</b> 1.Require traffic impact study 2.Require Stormwater status and management plan 3.Implement Guidelines for Human Settlement Planning and Design</p> <p><b>Water and Sanitation</b> No comments</p>
Additional planning for all properties to be acquired: had will guide			✓	✓	✓	

## Services

VILLAGE NAME	OWNERSHIP	STATUS	2025/26	2026/27	2027/28	COMMENTS
Lethabile: Portion 4 of Nietgedacht Integrated Development	Municipal	Planning processes		✓	✓	<p><b>Electricity</b> 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><b>Roads</b> 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><b>Water and Sanitation</b> No comments</p>
Lethabile Block H	Municipal	Planning process		✓	✓	<p><b>Electricity</b> Funding application for electrification of Lethabile Block H submitted to DoE for implementation in the 1920/21 FY</p> <p><b>Roads</b> 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><b>Water and Sanitation</b> No comments</p>
Oukasië: Informal Settlements Upgrade – Acquisition of Land	Private	Fully informally occupied.		✓	✓	<p><b>Electricity</b> Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained</p> <p><b>Roads</b> 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><b>Water and sanitation</b> No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2025/26	2026/27	2027/28	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><b>Electricity</b> Building of Oukasie Substation underway, electrification needs to be submitted to Electricity Division</p> <p><b>Roads</b> 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><b>Water and Sanitation</b> No comments</p>
Damonsville: Informal Settlements Upgrade - Planning Processes	Municipal	Planning processes not yet finalized	Inception	✓	✓	<p><b>Electricity</b> 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><b>Roads</b> 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><b>Waters and sanitation</b> 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><b>Electricity</b> Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained</p> <p><b>Roads</b> 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><b>Water and Sanitation</b> No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2025/26	2026/27	2027/28	COMMENTS
Lethabile City Of Life	Privately owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed		✓		<p><b>Electricity</b> 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><b>Roads</b> 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><b>Water and Sanitation</b> No comments</p>
Bokfontein Extension 1 & 2	Municipal	Town planning process done.		✓		<p><b>Electricity</b> Electrification needs to be obtained and submitted to Eskom for implementation</p> <p><b>Roads</b> 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><b>Water and Sanitation</b> No comments</p>

Bokfontein Extension 3-5	Municipal % private	Town planning process done on		✓		<p><b>Electricity</b> Electrification needs to be obtained and submitted to Eskom for implementation. Wayleave approvals to be obtained</p> <p><b>Roads</b> 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><b>Water and Sanitation</b> No comments</p>
--------------------------	---------------------	-------------------------------	--	---	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

VILLAGE NAME	OWNERSHIP	STATUS	2025/26	2026/27	2027/28	2023/24	COMMENTS
Scheerpoort	Municipal	Town planning		✓	✓		<p><b>Electricity</b> Area already electrified. Additional electrification needs to be submitted to the Electricity Division.</p> <p><b>Roads</b> Access is through a provincial road R560 asset number P123/1</p> <p><b>Water and Sanitation</b> No comments</p>
Leithabille Block 1 Phase 2	Municipal	Additional 200 sites and additional 75 to existing township.	✓	✓	✓		<p><b>Electricity</b> 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><b>Roads</b> 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><b>Water and sanitation</b> No comments</p>
Majakaneeng Land Acquired	Municipal	Planning processes to resume		✓	✓		<p><b>Electricity</b> Electrification needs, if any, to be obtained and submitted to Eskom for implementation</p> <p><b>Roads</b> 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><b>Water and Sanitation</b> No comments</p>

## Bulk Services

VILLAGE NAME	OWNERSHIP	STATUS	2025/26	2026/27	2027/28	COMMENTS
Lethabile: Portion 4 of Nietgedacht Integrated Development	Municipal	Planning process. Need to provide additional bulk support for project		✓	✓	<p><b>Electricity</b> 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><b>Roads</b> Access is through a provincial road K16 asset number P63/1</p> <p><b>Water and Sanitation</b> 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><b>Electricity</b> 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><b>Roads</b> <b>Dwelling should have rain water drainage such as aprons or gutters.</b></p> <p><b>Water and Sanitation</b> 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><b>Electricity</b> Building of Oukasie Substation underway. Electrification needs to be submitted to Electricity Division</p> <p><b>Water and Sanitation</b> 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><b>Electricity</b> Bulk electricity supply will be adequate once Oukasie load is removed from Pendoring Substation.</p> <p><b>Roads</b> 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><b>Electricity</b> Electrification needs to be obtained and submitted to Eskom for implementation. Wayleave approvals to be obtained</p> <p><b>Roads</b> Consider and calculate bulk services contributions as per policy and regulations</p> <p><b>Water and Sanitation</b> No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2025/26	2026/27	2027/28	COMMENTS
Leithabile City Of Life	Privately owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed. Need to pro-vide additional bulk support for project		✓	✓	<p><b>Electricity</b> 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><b>Roads</b> Consider and calculate bulk services contributions as per policy and regulations</p> <p><b>Water and Sanitation</b> 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><b>Electricity</b> Electrification needs to be obtained and submitted to Eskom for implementation</p> <p><b>Water and Sanitation</b> No comments</p>
Bokfontein Extension 3-5	Municipal % private	As above		✓	✓	<p><b>Electricity</b> Electrification needs to be obtained and submitted to Eskom for implementation. Wayleave approvals to be obtained</p> <p><b>Water and Sanitation</b> No comments</p>
Bokfontein Proper	Municipal	As above		✓	✓	<p><b>Electricity</b> Area already electrified.</p> <p><b>Water and Sanitation</b> No comments</p>
Scheerpoort	Municipal	As Above		✓	✓	<p><b>Electricity</b> Area already electrified</p> <p><b>Roads</b> Access is through a provincial road R560 asset number P123/1</p> <p><b>Water and Sanitation</b> No comments</p>
Leithabile Block I Phase 2	Municipal	Additional 200 sites and additional 75 to existing township. Additional bulk support for project		✓	✓	<p><b>Electricity</b> 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><b>Water and Sanitation</b> No comments</p>

VILLAGE NAME	OWNERSHIP	STATUS	2025/26	2026/27	2027/28	COMMENTS
Magakaneng Land Acquired	Municipal	Planning processes to resume. Additional bulk support for project. Alternative sanitation system to be considered because the current one is VIP			✓	<b>Electricity</b> Electrification needs to be obtained and submitted to Eskom for implementation. <b>Water and Sanitation</b> No comments
Sunway	Municipal	Busy finalizing expropriation process			✓	<b>Electricity</b> Area already electrified <b>Water and Sanitation</b> No comments

### Units

VILLAGE NAME	OWNERSHIP	STATUS	2026/27	2027/28	2028/29	COMMENTS
Mocimoi Ext 13	Municipal	Planning done and infrastructure in process	✓		✓	<b>Electricity</b> Area already electrified <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments
Lethabile: Portion 4 Of Nietgedacht Integrated Development	Municipal	Planning process	✓		✓	<b>Electricity</b> 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 <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments
Lethabile Block H		Planning process	✓		✓	<b>Electricity</b> Funding application for electrification of Lethabile Block H submitted to DoE for implementation in the 1920/21 FY <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments
Oukasie: Informal Settlements Upgrade – Acquisition Of Land	Private	Fully informally occupied. Additional land in process of acquisition and planning	✓		✓	<b>Electricity</b> Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division so as to source funding. Wayleave approvals to be obtained <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments
Oukasie Walk Ups	Municipal	Township process to be revised to accommodate stand-alone stands. To be achieved after acquisition of Portion 473 of the farm Roodekopjes	✓		✓	<b>Electricity</b> Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division so as to source funding <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments

VILLAGE NAME	OWNERSHIP	STATUS	2062/27	2027/284	2028/29	COMMENTS
Damonsville: In-formal Settlements Upgrade - Planning Processes	Municipal	of Zwartkopjes 425 JQ Planning processes not yet finalized	✓	✓	✓	<b>Electricity</b> Electrification needs to be communicated to Electricity Division so as to source funding <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments
Modderspruit: Platinum Heights	Privately Owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed	✓	✓	✓	<b>Electricity</b> Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments
Lethabile City Of Life	Privately Owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed	✓	✓	✓	<b>Electricity</b> Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments
Bokfontein Extension 1 & 2	Municipal	Town planning process done	✓	✓	✓	<b>Electricity</b> Electrification needs already submitted to Eskom <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments
Bokfontein Extension 3-5	Municipal % Private	Town planning process still on	✓	✓	✓	<b>Electricity</b> Electrification needs to be submitted to Electricity Division once Township processes are completed <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments
			✓	✓	✓	
Bokfontein Proper	Municipal	Town planning process done	✓	✓	✓	<b>Electricity</b> Area already electrified <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments

Scheerpoort	Municipal	Town planning process done	✓	✓	✓	<b>Electricity</b> Area already electrified <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> No comments
Lethabile Block I Phase 2	Municipal	Additional 200 sites and additional 75 to existing township	✓	✓	✓	<b>Electricity</b> Electrification needs to be submitted to Electricity Division once Township processes are completed <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b>
Majakaneng Land Acquired	Municipal	Planning processes to resume	✓	✓	✓	<b>Electricity</b> Electrification needs to be submitted to Electricity Division once Township processes are completed <b>Roads</b> Dwelling should have rain water drainage such as aprons or gutters. <b>Water and Sanitation</b> 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
- Mooinooi X 13
- Lethabong
- Lethabile PHP
- Hebron
- Madidi
- Mmakau
- Lethabile C, G, E,F & H
- Majakaneng

### 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

#### Land Use Scheme

Sections 24 to 30 of the Spatial Planning and Land Use Management Act (SPLUMA) (Act No. 16 of 2013), apply to any land use scheme developed, prepared, adopted and amended by the municipality. In terms of Section 24 of the Spatial Planning and Land Use Management Act (SPLUMA) (Act No. 16 of 2013), all municipalities are mandated to develop wall-to-wall Land Use Schemes (LUS) that encompass their jurisdiction. A Municipality must, after a public consultation, adapt and approve a single Land Use Scheme for its entire area within five years from the commencement of the Act.

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

#### Municipal Spatial Development Framework

In accordance with the provision of Sections 20 and 21 of the Spatial Planning and Land Use Management Act (SPLUMA) (Act No. 16 of 2013), the municipal SDF must be prepared, amended, or reviewed as a part of a municipality's integrated development plan in accordance with provisions of Sections 23 to 35 of the Municipal Systems Act. A municipal SDF does not confer or take away land use rights but instead it will guide and inform decisions to be made by the municipality relating to land development

Madibeng SDF was adapted by Council in 2018, which means currently Spatial Development Framework is not aligned with IDP. The Municipality must review the Madibeng SDF at least once every five years, from the date of its last publication. Therefore the municipality must start with the process of reviewing the SDF which covers a wide range of policies dealing with housing, infrastructure, and economic development, provision of social facilities and services that will place the municipality towards sustainable development and economic growth path.

#### **Council Townships in process**

Proposed 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
Oukasie Extension 8		Report prepared and in circulation for internal and external comments
Oukasie Extension 9		Report prepared and in circulation for internal and external relevant stakeholders comments

#### **Development Applications Processed**

Land Development Applications	No. Received 2023/24	No. Approved
Township establishment	15	4
Rezoning	34	43
Subdivisions	24	6
Removal of Restrictive Title Conditions		

Land Use Applications	No. Received 2023/24	No. Approved
Building Line Relaxation	15	4
Special Consent Use	34	43
Subdivisions	24	6
Consolidation		

## **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
Damonville	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 CEMETRIES

### Brits and Hartebeespoort 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 in full capacity. A new Cemetery was opened in October 2024. 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	25	3.38	28	1970	Office, Ablution, blocks, Caretaker Home & guardroom
Schoemansville	30	5.5		1944	Office, Ablution, blocks, Caretaker Home & guardroom
Old Brits	5	1.30	-	1979	Mosque
Damonsville	3	1.50	-	1990	Office, Tool room, Ablution block, 2 <sup>nd</sup> Office and 2 <sup>nd</sup> Ablution Block
Oukasie	0(Full)	2.80	0	1995	Office, Tool room, Ablution block (Need to be extended)
Oukasie New	50	7.5	0	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	0	2004	
Mothutlung	10	2.0	0	1985	Tool room, toilets
Modderspruit	5	3	0	2007	Office, Ablution blocks, tool room
Klipgat	50	30	0	2006	Office, Tool room, Ablution block Different burial blocks

- Fully utilized cemeteries: Oukasie, Langberg, Lethlabile New, Damonsville, Mothutlung, Old Brits, Schoemansville.
- Regional Cemeteries: Oukasie New, Lethlabile, Schoemansville, Langeberg, Mothutlung.

### 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 2.5 km away. Bokfontein cemetery (26/27) will be developed, land was identified, consultants for Designs and Environmental Impact Assessment have been appointed by PMU.

### CEMETERY BY-LAWS.

Madibeng Cemetery by-laws were reviewed and adopted by council and were Gazetted.

## 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 <sup>2</sup> )	No of Parks	No. Developed	No. with play equipment
Brits / Primindia	741 615	08	06	07
Damonsville	78 427	01	01	01
Mothutlung	47 988	02	01	01
Oukasie	8 000	1	Phase I	1
Maboloka	4000	1	Phase 1	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 grass cutting rather than maintenance of proper parks.

### Hartebeespoort 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 Ifafi & 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.

### PARKS & OPEN SPACES BY-LAWS.

Madibeng Parks & Open Spaces By-laws were reviewed and adopted by council and enroute to Gazzeting.

### 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 (BPD). 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 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 EMF should 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 (Polystyreen 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**

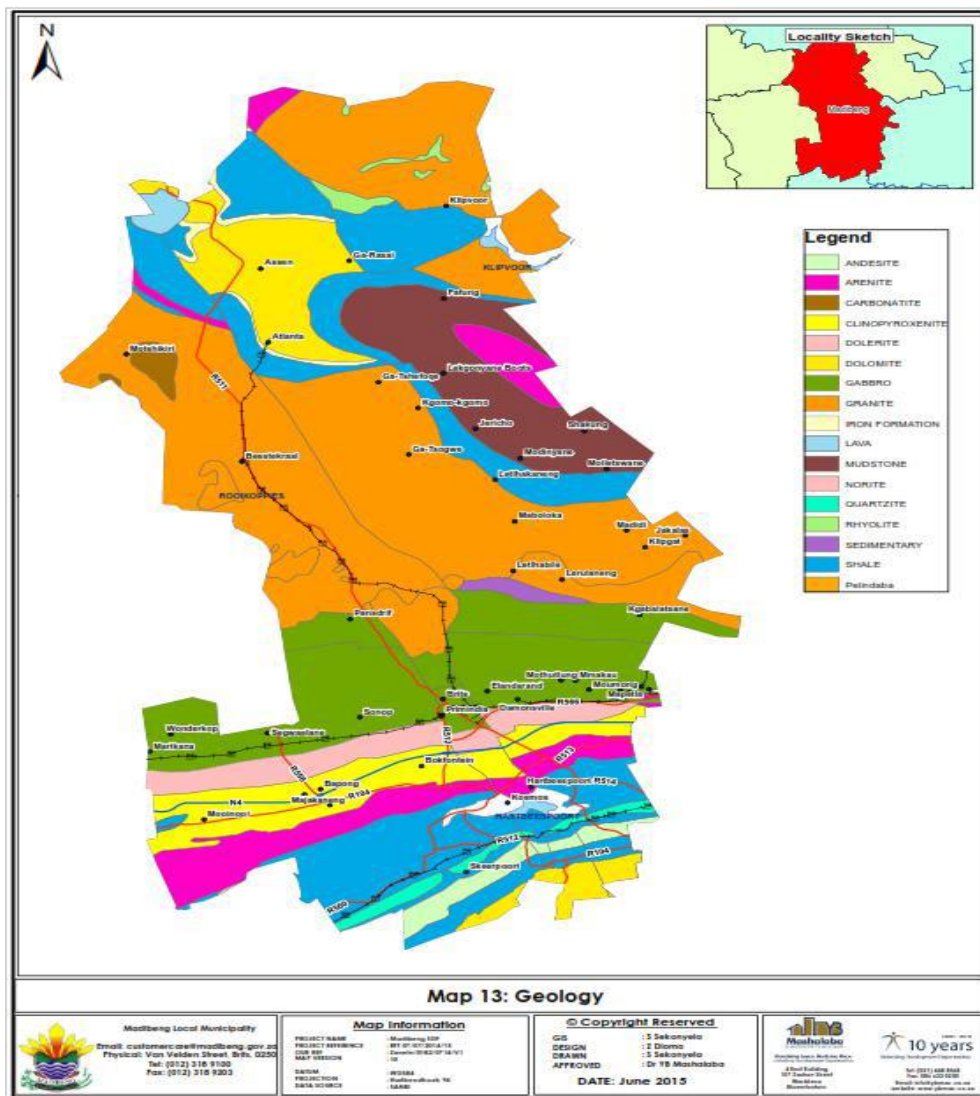


Figure 2: Geology

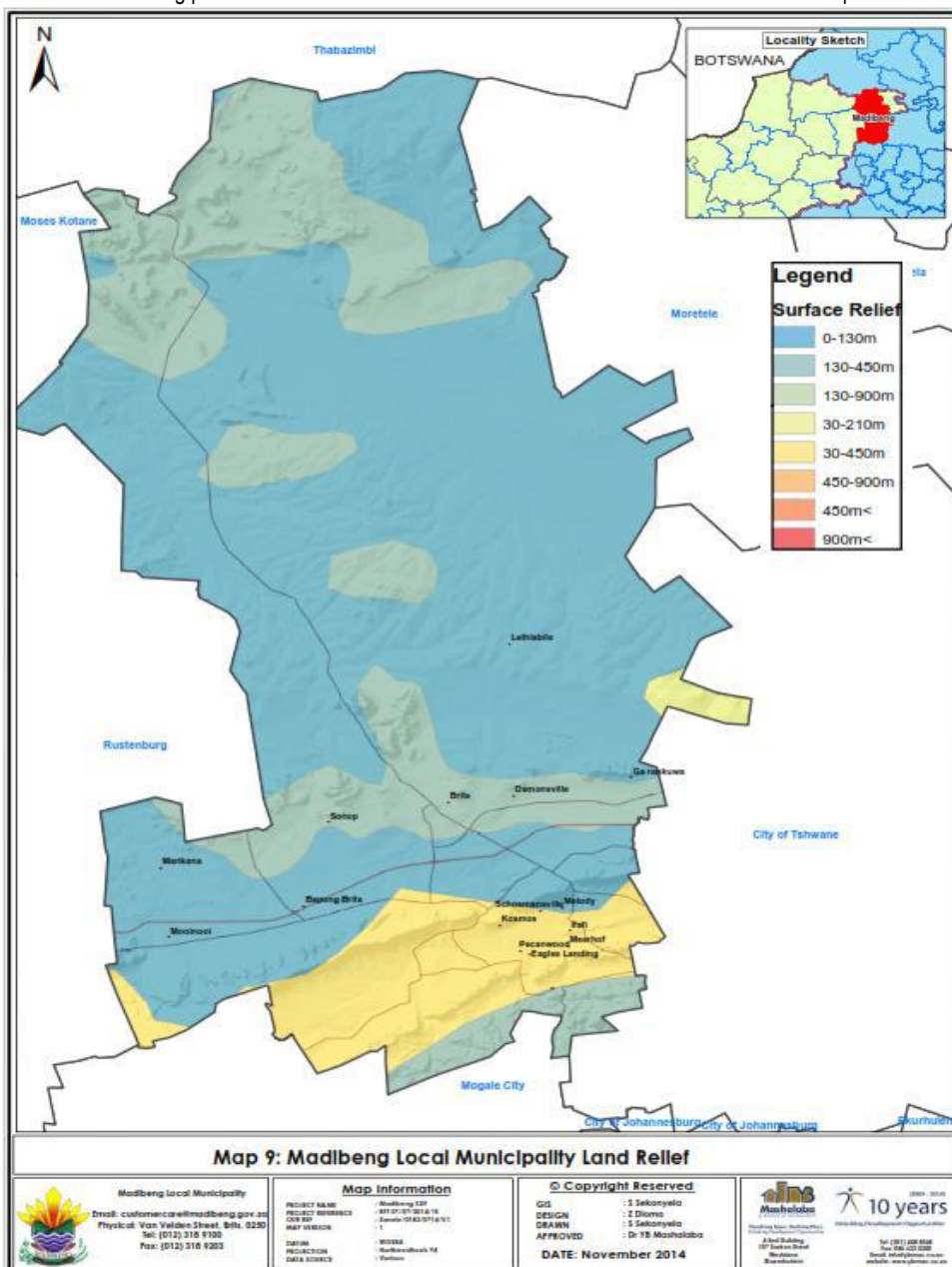
The table below classifies some of the rock types found with the Madibeng Local Municipal area. For geological purposes, the intrusive rock types are of significance.

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 450 metre 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 km<sup>2</sup> 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.

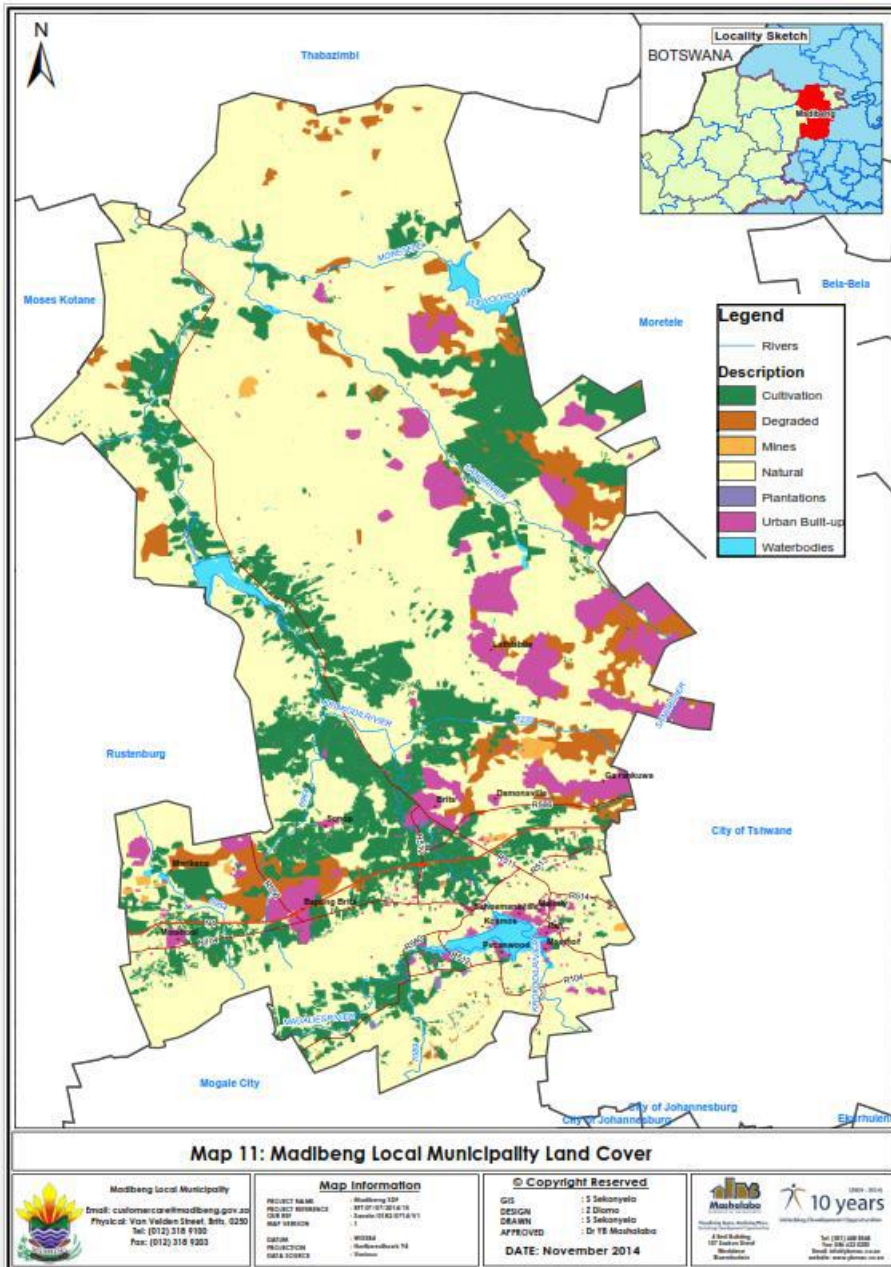


Figure 9: Land Cover

### 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 Damonsville 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:

- Strreebox 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

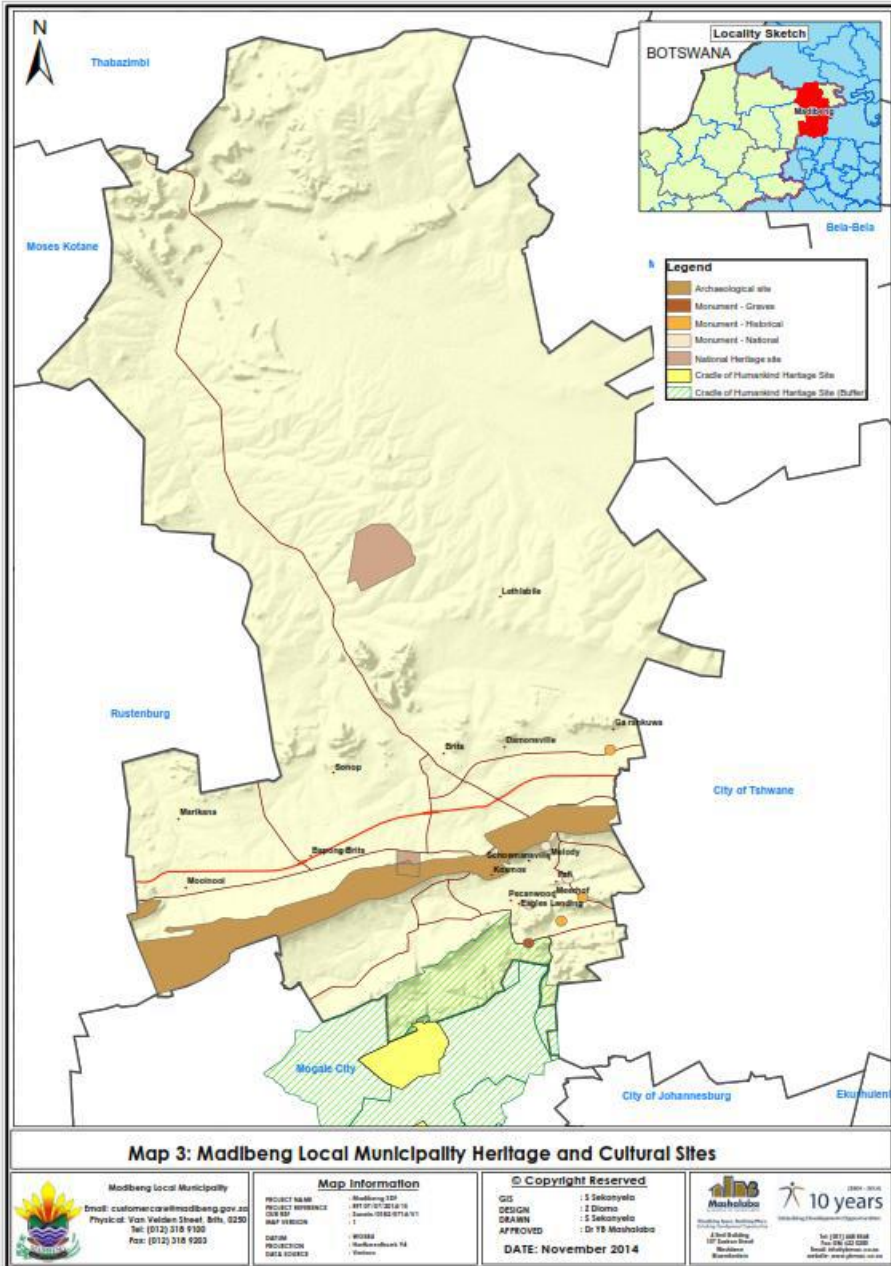


Figure 7: Heritage and Culture Sites

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

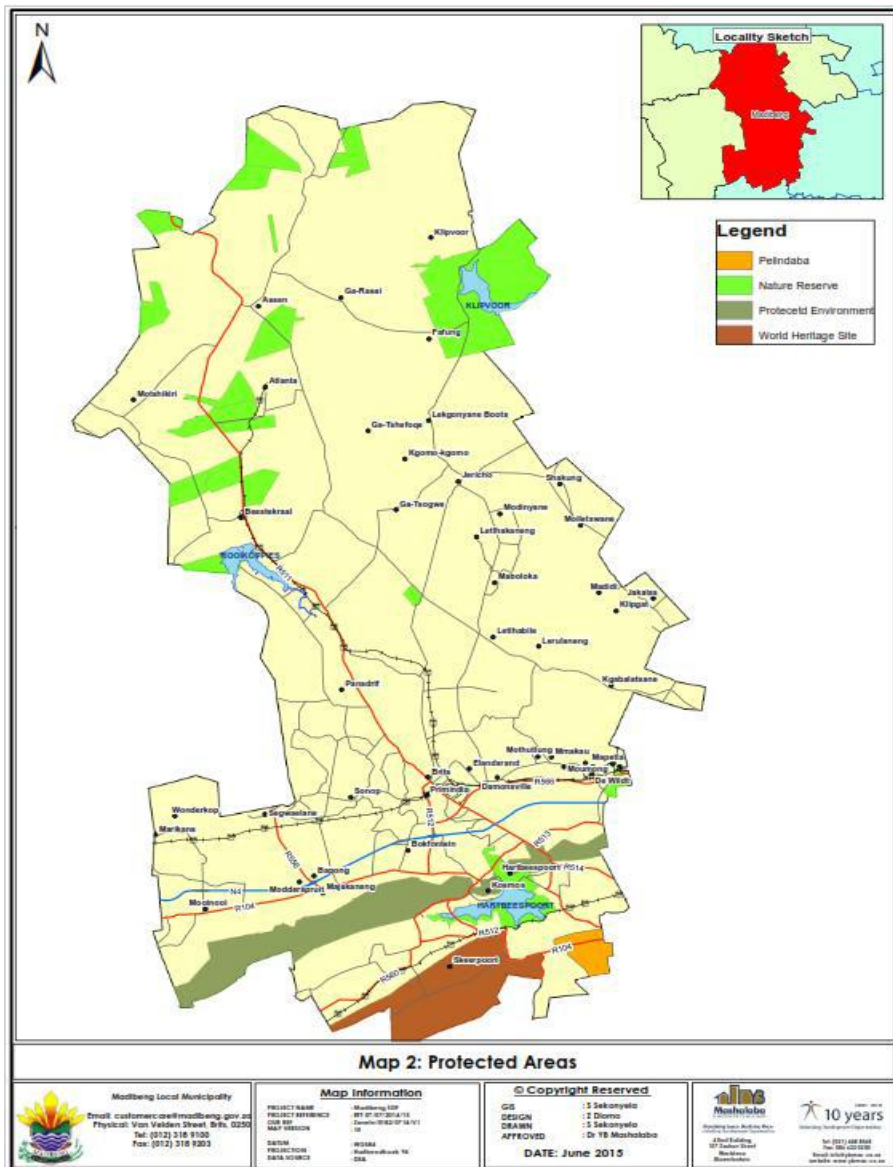


Figure 8: Protected Areas

### 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 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.

## 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 Weighted<sup>1</sup>

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
<b>Total households</b>	<b>186,478</b>

## 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					
<b>Total Service Points</b>	<b>34 754</b>	<b>998</b>	<b>Total Service Points</b>	<b>16 410</b>	<b>448</b>

- 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
<b>Total Service Points</b>	<b>39 600</b>

### 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
<b>Total Number Of Areas Serviced</b>		<b>0</b>

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

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 6m<sup>3</sup> and 50 x 9m<sup>3</sup>), 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. Roosspruit Landfill Site and Letlhabile 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 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 Letlhabile 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 30m<sup>3</sup> 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 Lethabile 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 (CO<sub>2</sub>) and sulphur dioxide (SO<sub>2</sub>) 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 Lethabile, 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, Mooiooi, and Hartbeespoort respectively.

### **Waste**

The LMM is currently providing waste management services to seven areas, which include Brits, Oukasie, Mothutlong, Damonsville, Sonop, Lethabile 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 Mooiooi respectively.

The LMM has three transfer stations, namely Spoorweg, Kommandonek, and Mothutlung. 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
Makgabetwane 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
Motlhake 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	
Rethatlositse	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 Retroviral 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 Letlhabile Fire Substation needed to be revamped due to burnt down and Klipgat Fire Substation is on 85% competing stage and it will open before end 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 serve our community by providing effective emergency response services and quality prevention and education programmes that will minimize the loss of life and property resulting from fires and other emergency situations..

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 SANS prescribes, it is quite evident that there are gaps in service provision. SANS 10090 C-1972 Community Practice Against Fire prescribes that the response time from the nearest Fire and Emergency Services should at least be as indicated to below table.

. Table 2 — Attendance times at fires

1	2	3	4
Risk category	Maximum call receipt and turn-out time H	Maximum appliance travel time h	Maximum attendance time h
A	3	5	8
B	3	7	10
C	3	10	13
D	3	20	23

E	Within requirement of appropriate risk category
---	-------------------------------------------------

### 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 south part areas of Madibeng Local Municipality. 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.

### Importance of fire safety in the workplace

Fire safety is important in the workplace because it can help minimize damage and injuries. Fire can start a chain reaction of events that have a negative impact on you and your co-workers.

In order to keep yourself and your co-workers safe, you'll need to put some time into planning out how to practice **fire safety in the workplace**.

The first step to practicing fire safety in your workplace is to make sure you have an evacuation plan in place. It's important to know what steps you should take if there was ever an emergency situation at work.

The first step to practicing fire safety in your workplace is to make sure you have an evacuation plan in place. It's important to know what steps you should take if there was ever an emergency situation at work.

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
- Specialise in disaster management issues.
- Monitor compliance of organs of state and statutory functionaries.
- Monitor progress with post-disaster recovery & rehabilitation. • Advisory and consultative body on disaster issues.
- Make recommendations regarding DM funding.
- Make recommendations on legislation affecting DM.
- Promote the recruitment, training and participation of volunteers in DM.
- Promote disaster management capacity building, training and education throughout the republic, including in schools.
- Promote research in all aspects of disaster management.
- Liaise (must) and coordinate activities amongst all the centres

## 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 sort 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

<b>Oukasie</b>	
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)
<b>Damonsville</b>	
Property description:	Erf 442
Type of Sport:	Soccer, Tennis
Type of facilities:	Soccer x1; Tennis x2 (Delapidated)
<b>Letlhabile</b>	
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.
<b>Brits</b>	
Property description:	Ptn 704
Type of Sport:	Rugby, Cricket, Tennis, Squash, Boxing, Karate, Wrestling, Gymnastics, Badminton, Korfbal, 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 Korfbal Courts, 1 x Soccer stadium
<b>Primindia</b>	
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.
<b>Klipgat</b>	
Type of Sport:	Soccer, Basketball, Netball
Facilities:	1 x Soccer Filed, 2 x Combi-courts Soccer field playable other facilities vandilised an dilapidated.
<b>Mothutlung</b>	
Type of Sport:	Soccer, Basketball, Netball
Facilities:	1 x Soccer Field, 2 x Combi Courts Delapidated (Soccer fields – gravel)
<b>Hebron</b>	
Type of Sport:	Soccer, Netball, Tennis, Basketball
Facilities:	1 x Soccer Field; 2 x Combi Courts, Delapidated
<b>Modderspruit</b>	
Type of Sport:	Indoor sport e.g. boxing, volleyball etc
Facilities:	Hall (Need upgrading)
<b>Jericho</b>	
Type of Sport:	Soccer & Netball

Facilities:	1 x Soccer Field; 1 x Netball Field
<b>Elandsrand</b>	
Type of Sport:	Soccer
Facilities:	1 x Soccer Field,
Type of Sport:	Soccer
<b>Maboloka</b>	
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 2024 to 30 June 2025									
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)

## 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. . **The Municipal By-Laws to be reviewed to enable the effective functioning of this unit**

### **Public Transport Law Enforcement Unit**

The traffic and **Licensing Division** 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. **The Municipality has procured a Traffic Back Office Support System (Contravention Management System) that comes with an ANPR Roadblock Trailer, which will enhance the Municipal Revenue collection through recovery of outstanding Traffic fines**
9. Future Expansion of Traffic services through establishment of satellite offices in the entire Madibeng

**The Municipality is embarking on the AARTO, which will ease the Administration and Adjudication of Road Traffic Offences; enhance Municipal revenue collection and promotion of road safety by implementation of point's demerit system on offenders.**

**The PSFFM is also intending to refurbish the vehicle-pounding yard to assist in storage of confiscated non-compliant vehicles during roadblocks and law-enforcement operations and that will enhance revenue generations through fines. There is a need of budget of approximately R 1 000 000, 00**

### **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 and in order to achieve this a budget of +- R 1'500,000, 00 is needed**

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 learners license**

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, the application has been made to the Office of the MEC Community Safety and Transport Management.

**The Licensing Building in Brits is incomplete and the unfinished canopy is exposing Members of the Public to the Sunny and Rainy situations. Budget of approximately R 1'500, 000, 00 should be made available to achieve this**

## 2.24 SECURITY SERVICES

Madibeng Local Municipality provide safety and security in terms of physical security, biometrics time and attendance, CCTV Cameras and the Alarm Systems. The private security services and in house (officers) are 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, safeguarding the property of the municipality and investigating all the incidents encountered in all sites of the Municipality and submit reports on the functionality and effectiveness of the system and check their performance on quarterly basis. There are external physical service providers contracted to the Municipality to assist to protect employees and property of the municipality. All external services are grouped into four (4) Clusters (1 to 4).

The Municipality has its own in- door CCTV Cameras where some of the Cameras are not fully functional within in , the Main Building, Magasyn store & workshop, Currently the cameras are monitored by our in house guards office Main Municipal Building has been installed with biometric systems and have access to time attendance , White Building , DLTC and other satellite office needs biometric systems to be upgraded as the previously appointed service provider contract ended AUGUST 2024 AND currently busy with the new specifications for Cameras Biometric and access control systems that should be integrated with all the satellites building . The division managed to process Security policy and reviewed whereby it was adopted by Council and approved by the Municipal Manager 31 AUGUST 2024.

The SCM has appointed 4 (four) Security service providers on a 36 months contract for Clusters 1-4 which are HWIBIDU GROUP MOKGANYA SUPPLY PROJECTS, TRIOTIC SECURITY AND MUTUNGWA &MAGANYENI SECURITY SERVICES FROM THE 1<sup>ST</sup> November 2023 till 31 October 2026 .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 , 1 x Chief Security Officer 1x Security Manager from 1<sup>st</sup> March 2024 .

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	Security Manager	01	01	1	100%
4	Chief Security Officer	1	1	1	100%
6	Superintendent Security	01	01	00	010
9	Shift Supervisors	05	01	04	100%
15-12	CCTV Monitors	10	10	00	0%

### Municipality sites according to clusters

Cluster Name	Monthly Payments	Status of Service Level Agreement
Cluster 1	R1 769 850,00	Valid until 31 OCTOBER 2026
Cluster 2	R2 127 327 ,63	Valid until 31 OCTOBER 2026
Cluster 3	R2 201 912 ,68	Valid until 31 OCTOBER 2026
Cluster 4	R 2 153 937,70	Valid until 31 OCTOBER 2026
Biometric Systems ,Time and Attendance	R439 000	EXPIRED AUGUST 2024 CURRENTLY ON MONTH TO MONTH
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**

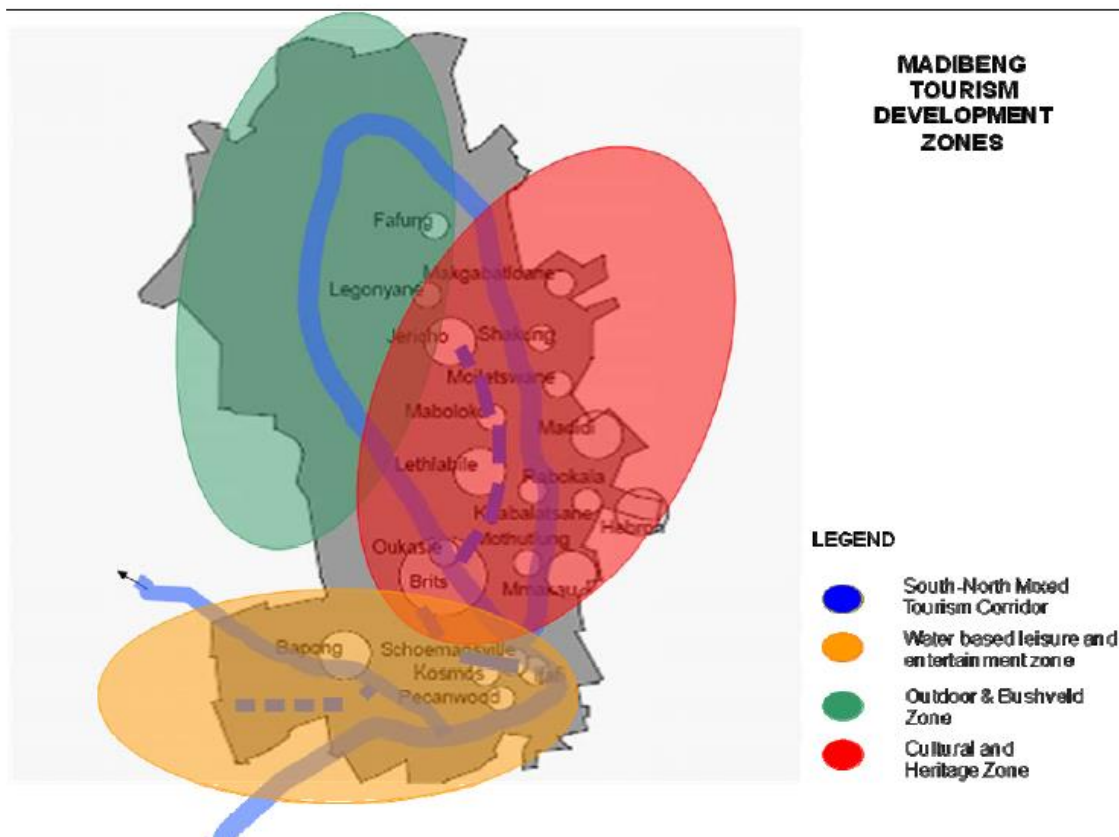
- The Madibeng LM will provide **guidelines for labour intensive construction methods** to be employed for various types of projects. Liaise with the Department of Public Works to ensure optimal alignment with EPWP programmes.
- The municipality will set out broad targets for employment creation through 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, Welwitscha 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 places across some of the above-mentioned natural resources, but they are not utilised to their maximum capacity.

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

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

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

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

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

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

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

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

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

- **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 WDSP 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.

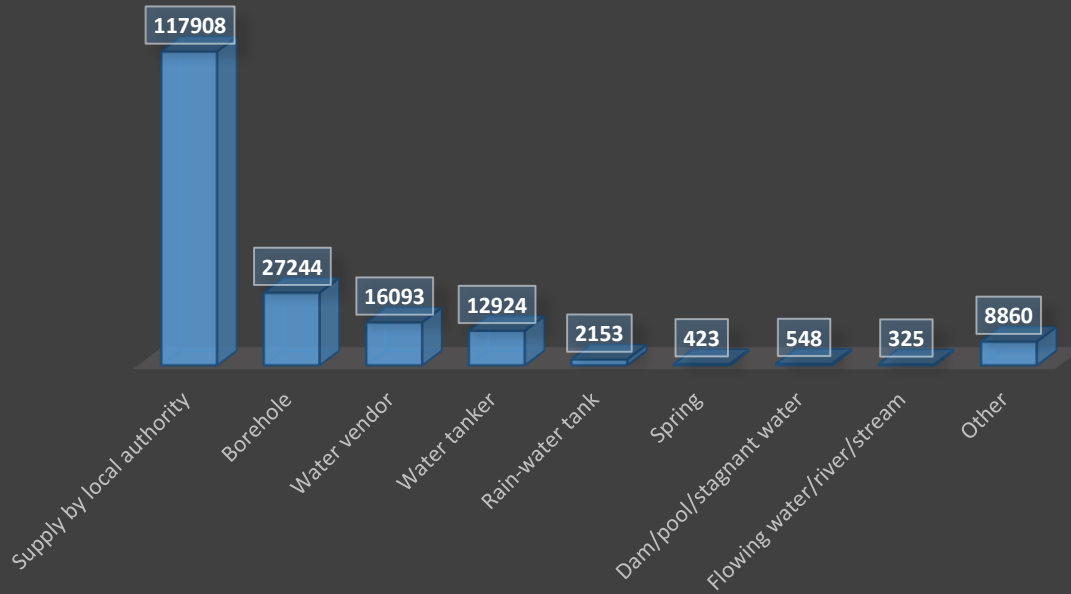
### **Service Levels**

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

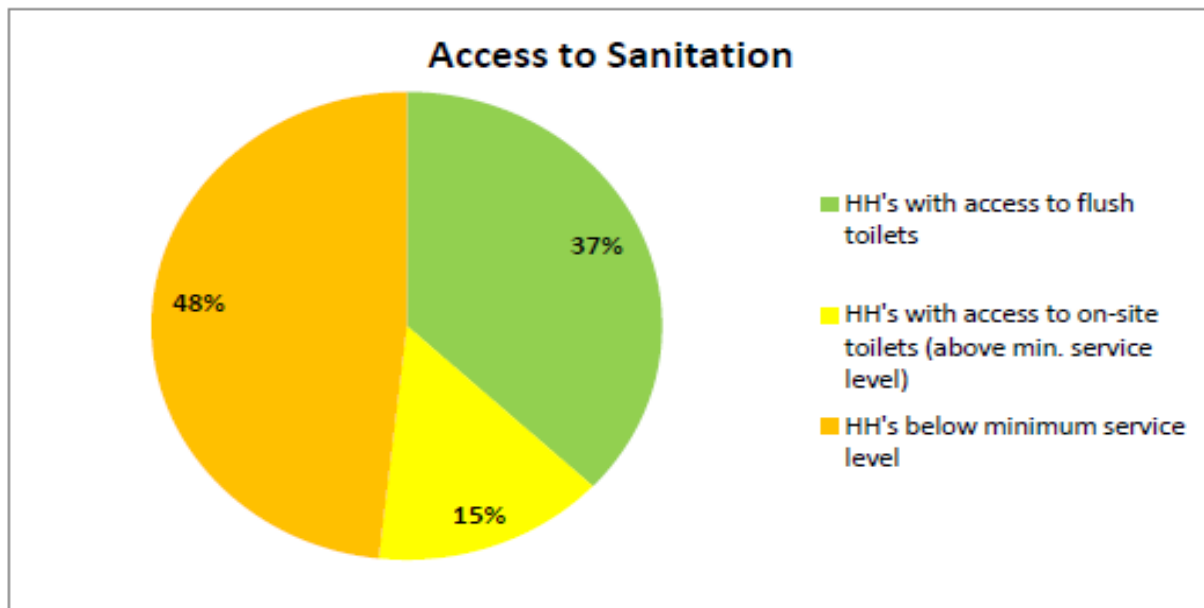


*\*Means access to 25 liters of potable water per day supplied within 200m of a household and with a minimum flow of 10 liters per minute*

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:

1. Adequacy as presented in the table below does not translate directly to the degree of 'access' provided but incorporates any and all water resources-, operations and maintenance-, and infrastructure challenges experienced in a specific settlement and which reduces the quality of service being rendered to these communities;
2. A specific settlement or area serviced by the municipality, may have more than one need and hence, provision is made for double counting of households where such duplicate needs have been identified;
3. Due to the fact that the municipality does not render a municipal water service to farming areas, residents residing on farms have been explicitly excluded from the adequacy profile;
4. Even though the municipality does not render a municipal water service to many of the rural scattered residents, residing on private land, these areas have been included in the adequacy profile, however, the water services to these residents have been assumed to be adequate, as confirmed to some extent in Census 2011;
5. The adequacy of sanitation services rural scattered residents residing on private land, has been aligned with the Census 2011 view only, as the municipality does not render a sanitation service to residents residing 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
- Makgabetwane
- 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
- 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
- Moinooi
- 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 Moinooi
- **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 WCDM 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	<b>Objective 1:</b> 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.
	<b>Objective 2:</b> 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.
<b>Objective 3:</b> 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	<b>Objective 1:</b> Extend Service to Unserved Areas in Municipal Area	Include additional residential and business developments into Service Delivery Area
		Compile Equipment Replacement Plan
	<b>Objective 2:</b> Extend and Maintain Collection Fleet	Negotiate Maintenance Contract with Vehicle Suppliers
		Maintain Current Collection Fleet
<b>Objective 3:</b> 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	<b>Objective 1:</b> Effective Structure of Human Resources	Fill vacant positions and create posts to extend human resources capacity to fulfil service requirements
		Locally train low level staff and provide specialised training for specialised positions.
	<b>Objective 2:</b> Train Staff	Ensure proper training of contracted personnel
Financial Resources	<b>Objective 1:</b> Improve Payment of Service Tariff	Implement pre-paid system
		Implement Penalties
		Redistribute Equitable Share
	<b>Objective 2:</b> Standardise Tariff Structure	Implement Standardised Tariff System
Dissemination of Information / Communication	<b>Objective 1:</b> Develop and Maintain a WIS	Develop WIS
	<b>Objective 2:</b> Contribute to Inter Municipal Waste Information Workshops	Attend workshops
	<b>Objective 3:</b> Build Community Awareness.	Build awareness through flyers, newspaper notices and road shows.
Management of Illegal Activities	<b>Objective 1:</b> 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	<b>Objective 1:</b> Encourage Recycling Activities	Provide recycling containers throughout town
	<b>Objective 2:</b> Encourage Waste Minimisation	Incentive Schemes for in House Recycling
	<b>Objective 3:</b> 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**

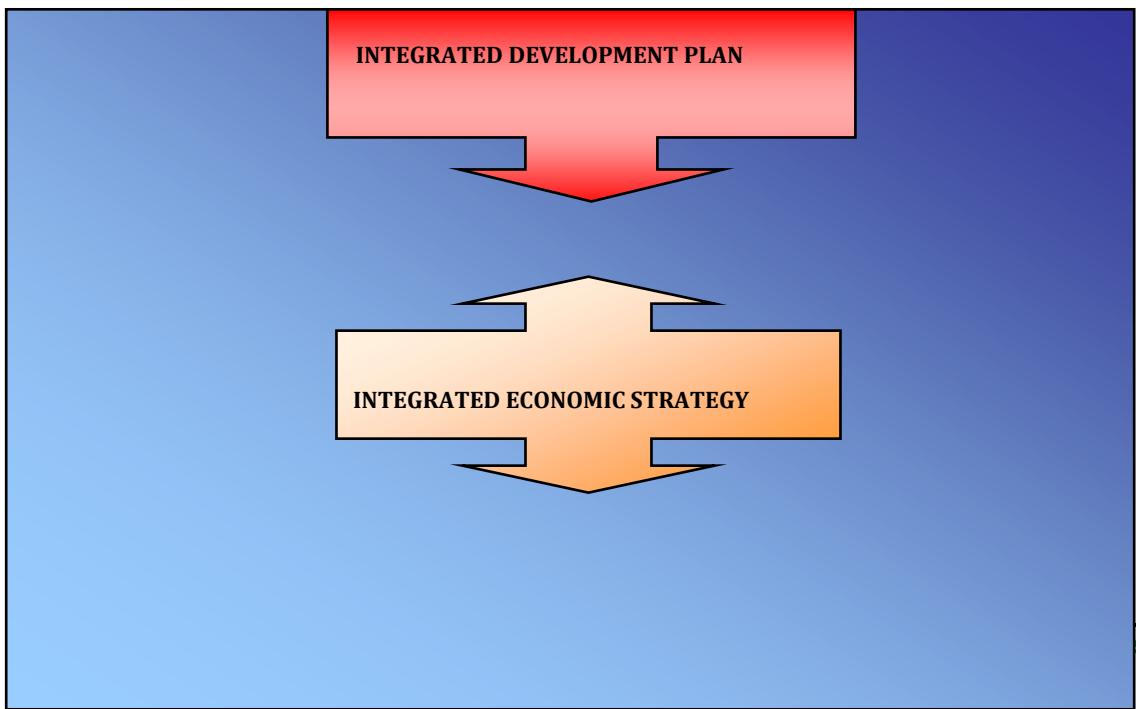
**Purpose of the Study**

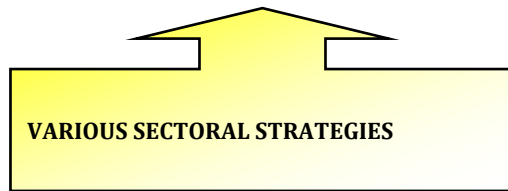
The purpose of this study is stipulated as identifying development potential and opportunities within various economic sectors, which could contribute in stimulating economic growth, social upliftment, job creation, BEE, capacity building, etc.

**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**.





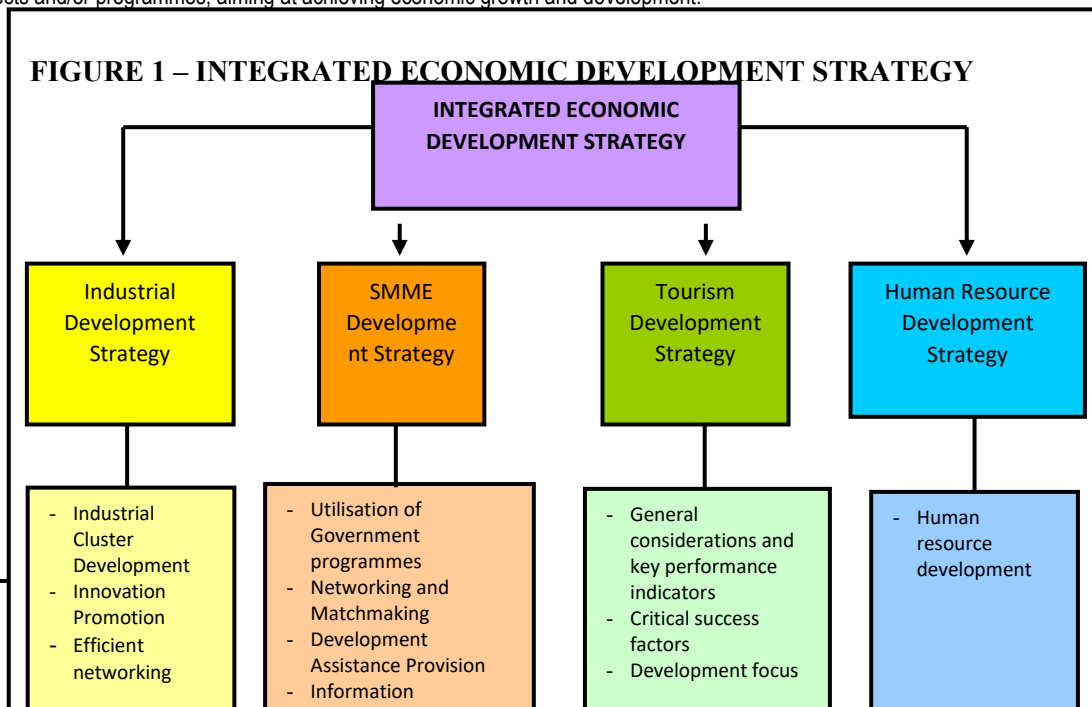
### Study Goals and Objectives

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):

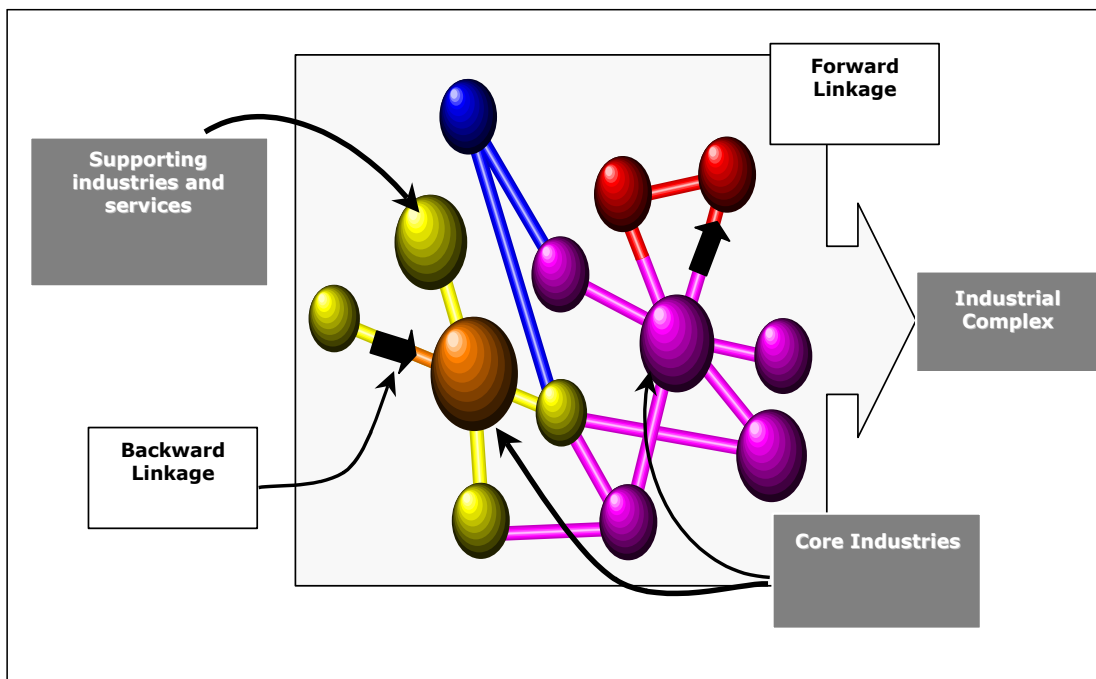
- Industrial development
- SMME development
- Tourism development
- Human Resource

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

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

**Detailed Information Sources**

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

- ✓ The established Cluster Development Task Team
- ✓ Trade and Investment South Africa (TISA)

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

### **Opportunities and Projects**

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

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

### **Detailed Information Sources**

Supportive role players include sources such as:

- Educational and training institutions (universities, technicians, 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 characteristic. 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:

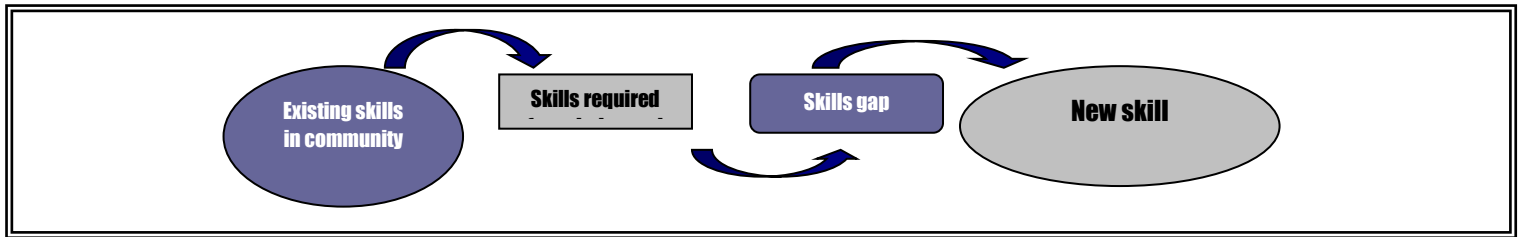
- ✓ The provision of adequate signage
- ✓ Maintaining of roads
- ✓ Engage in the public transport (taxi) industry.

## 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



These human resources can be developed by:

- ✓ 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"> <li>1. Identify suitable land/sites in <b>high priority investment areas</b> 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.</li> <li>2. Provide serviced sites at reduced costs with reduced service cost packages included.</li> <li>3. Implement a system whereby re-zoning, division and consolidations can be applied with <b>immediate effect</b> for investment in the identified zones, thus speed up the process of approval for new investors.</li> <li>4. Do <b>Environmental Impact Assessments (EIA)</b> on behalf of the investor, in the identified areas. This will save time and costs. Establish an <b>environmental management system</b> for the identified priority areas.</li> <li>5. Establish a <b>special infrastructure provision programme</b> 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.</li> <li>6. Do an <b>inventory of municipal land and buildings</b> 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.</li> <li>7. Provide labour training programmes for new entrants into the industrial sector, with specific aims on SMMEs.</li> <li>8. Provide assistance with marketing and distribution of the local products.</li> <li>9. Provide free or at reduced prices, maintenance of the industrial area's aesthetics &amp; infrastructure</li> <li>10. Provide government subsidised transportation of local workers</li> <li>11. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources</li> </ol>
AGRICULTURE	<ol style="list-style-type: none"> <li>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.</li> <li>2. Implement a system whereby re-zoning, division and consolidations can be applied with <b>immediate effect</b> for investment in the identified zones.</li> <li>3. In order to promote SMME Urban/rural-agriculture, the municipality can implement <b>demonstration plots</b> and facilities for <b>extension officers</b>, 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.</li> <li>4. The municipality must facilitate <b>liaison/matchmaking</b> with <b>research institutions</b> (e.g. Agriculture Research Council) that can assist investors with product development, operational issues and cultivars research.</li> <li>5. Link this sector with the <b>special infrastructure provision programme</b> for the investment priority areas. This will facilitate and coordinate the immediate delivery of bulk services and infrastructure on the request of investors.</li> <li>6. Provide labour training programmes for new entrants into the agriculture sector, with specific aims on SMMEs.</li> <li>7. Provide assistance with marketing and distribution of the local products.</li> <li>8. Provide free or reduced water and electricity for a period of 5 years to emerging and upcoming farmers</li> <li>9. Provide government subsidised transportation of local workers</li> <li>10. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources</li> </ol>
MINING/ SMME	<ol style="list-style-type: none"> <li>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</li> <li>2. Provide government subsidised transportation of local workers</li> <li>3. Provide labour training programmes for new entrants into the industrial sector, with specific aims on SMMEs.</li> <li>4. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources</li> </ol>
TOURISM	<ol style="list-style-type: none"> <li>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.</li> <li>2. Develop a fast track mechanism through which municipal land and buildings can be transferred, leased or provided to investors.</li> <li>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.</li> </ol>

Incentive Packages	
Sector	Proposed Incentives
	<ol style="list-style-type: none"> <li>4. Lobby for a <u>fast-tracked</u> approach to tourism-related investment approval processes. This entails the streamlined approval of tourism activities by the responsible authority</li> <li>5. Identify land and buildings for a potential community projects (refer identified projects, Cultural village)</li> <li>6. Provide training programmes for new entrants into the tourism sector, with specific aims on SMMEs.</li> <li>7. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources</li> <li>8. Free membership to Madibeng Tourism Association, together with monthly information and training session on tourism matters</li> </ol>
TRADE/SMME	<ol style="list-style-type: none"> <li>1. Identify suitable land/sites in <b>high priority investment areas</b> 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.</li> <li>2. Revise/remove constraining by-laws that will improve the investment climate for SMME's and the informal sector.</li> <li>3. Provide facilities/infrastructure/services to accommodate "formalised" informal markets and periodic markets for local and regional farmers and craftsmen.</li> <li>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.</li> <li>5. Provide training programmes for new entrants into the trade sector, with specific aims on SMMEs.</li> <li>6. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources</li> <li>7. Provide government subsidised transportation of local workers</li> <li>8. Provide assistance with marketing and distribution of the local products</li> </ol>

#### 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 reduce 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

<b>Potential International Funders</b>	
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
Donor agencies:	
<ul style="list-style-type: none"> <li>• USAID</li> <li>• United Nations</li> <li>• EU</li> <li>• DANIDA</li> <li>• DFID</li> </ul>	

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

<b>Madibeng Economic Strategy Preliminary Actions</b>	
<b>Action</b>	<b>Responsible Party(ies)</b>
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

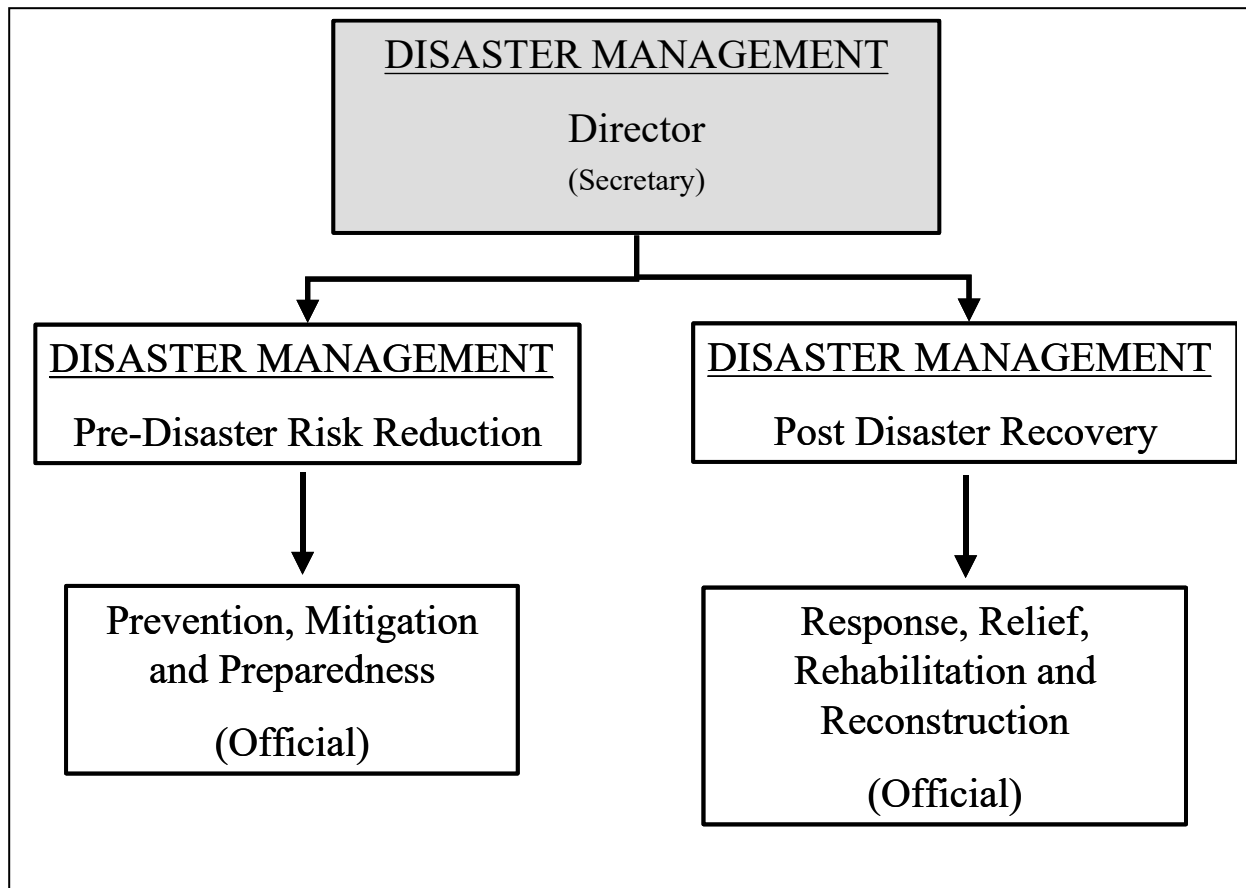
## 2.40 DISASTER MANAGEMENT PLAN

### 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 Madibeng<sup>2</sup>

- **Natural and Human made Hazards**
  - Floods
  - Hail
  - Fire
  - Deforestation
  - Desertification
  - Drought
  - Tornados and Cyclones
- **Chemical Hazards caused by mines;**
  - Hemic Ferrochrome
  - Krokodilrivier

<sup>2</sup> 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 as a day to day event.

- 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

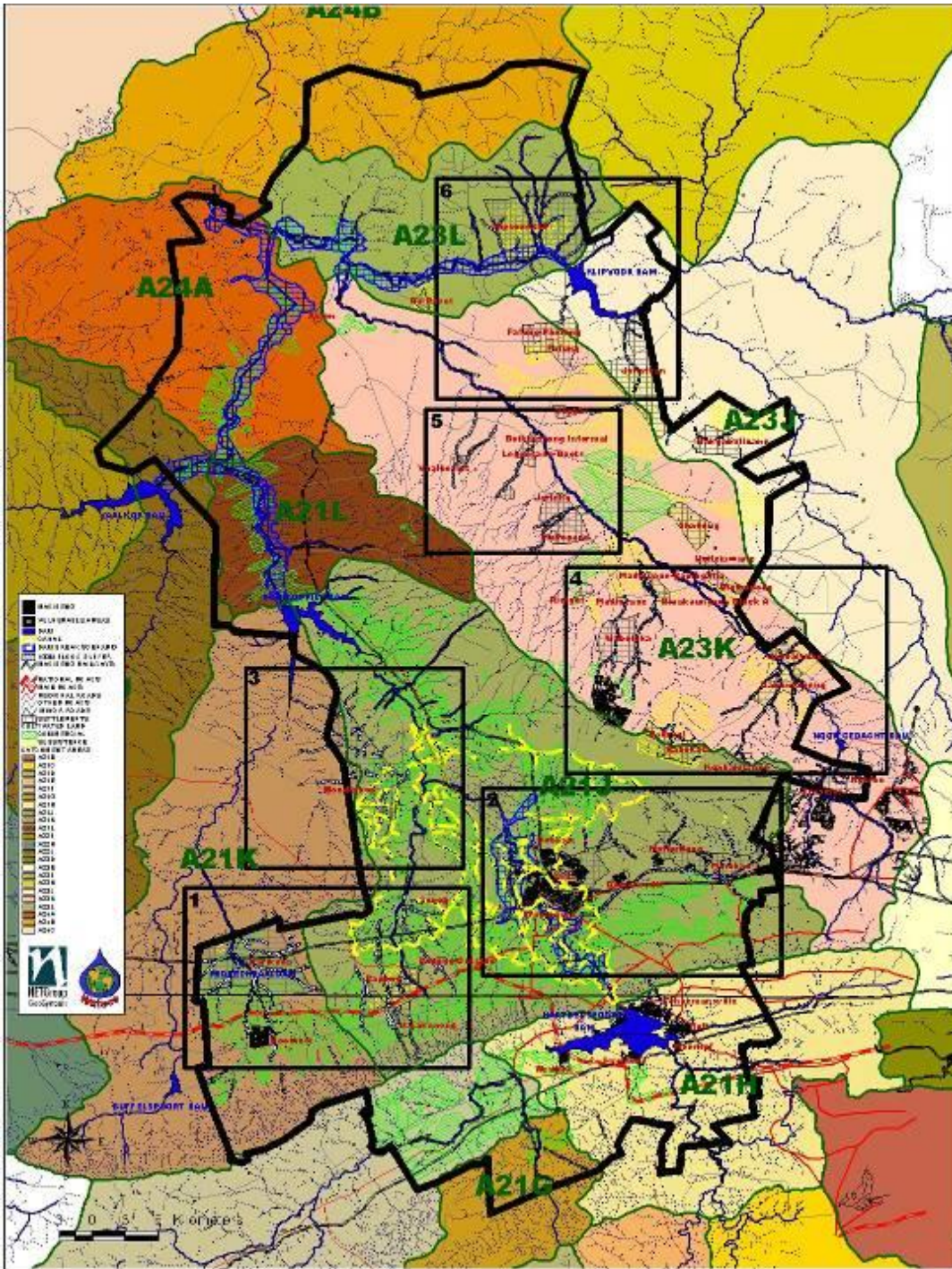
- **Tornados**

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.

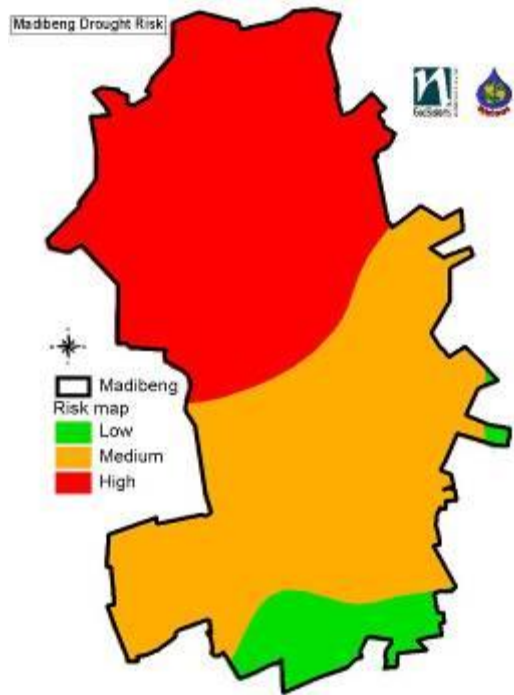
- Marikana and Mooinooi
- Sonop
- Bapong and Majakaneng
- Brits, Primindia and Oukasie (These three communities are threaten by the Krokodil River with the Hartbeespoort Dam upstream. They are the first priority to plan for, mainly because it would be effected by the Hartbeespoort Dam, dam break scenario.
- 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 Makgabatoane



- 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 Natural Grassland <i>Subsistence farming</i>	2	Steep Medium Flat	H H M
Bare rock and eroded land Degraded land	3	Steep Medium Flat	M L L
Plantations Indigenous forest Thicket Bush land Woodland	4	Steep Medium Flat	H M L

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

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

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

#### Industrial Fires

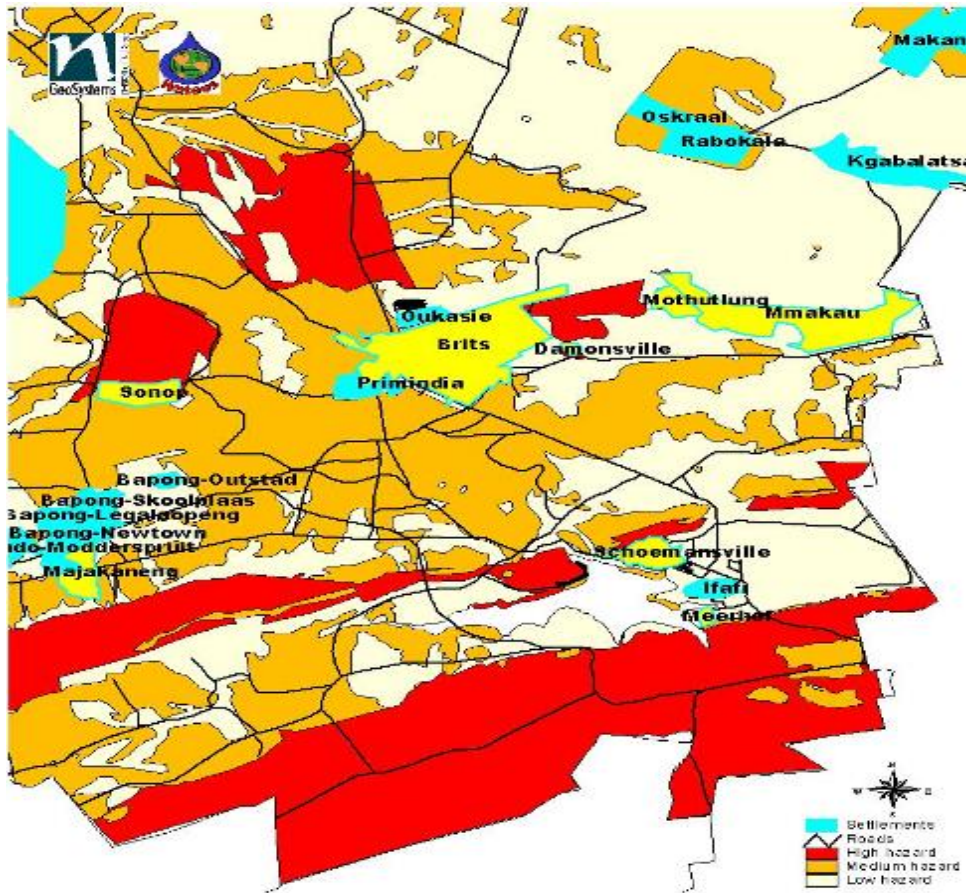
- The following industries were identified that could, because of either the type of operation or production process, cause a potential threat to society;
  - Syngeta
  - A.T.C.
  - Auto Cast
  - Color X.
  - Natural Extraction.
  - Lumex

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.

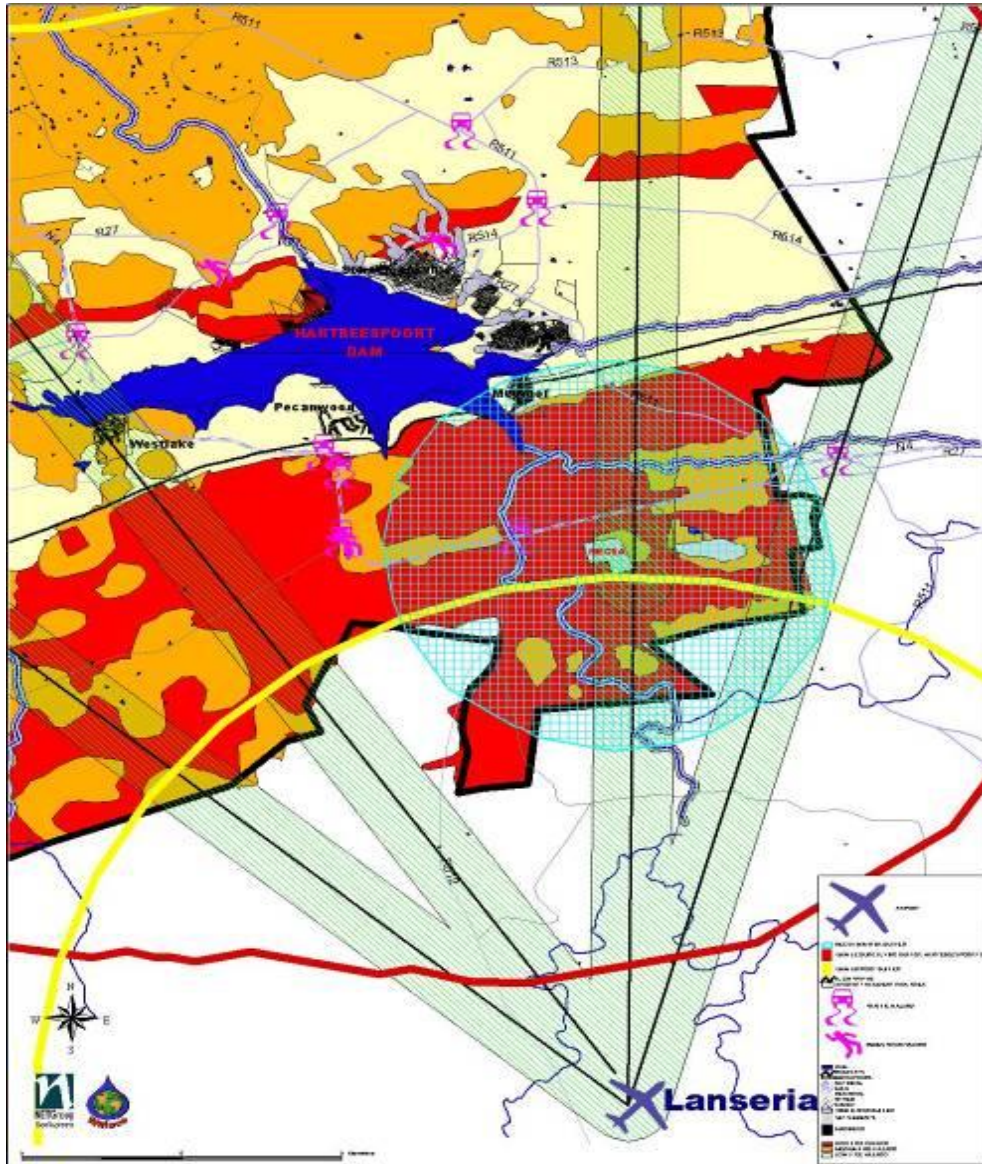


Map 3: The dry months fire hazard and vulnerability map for Madibeng

### 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
- Hercul 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**

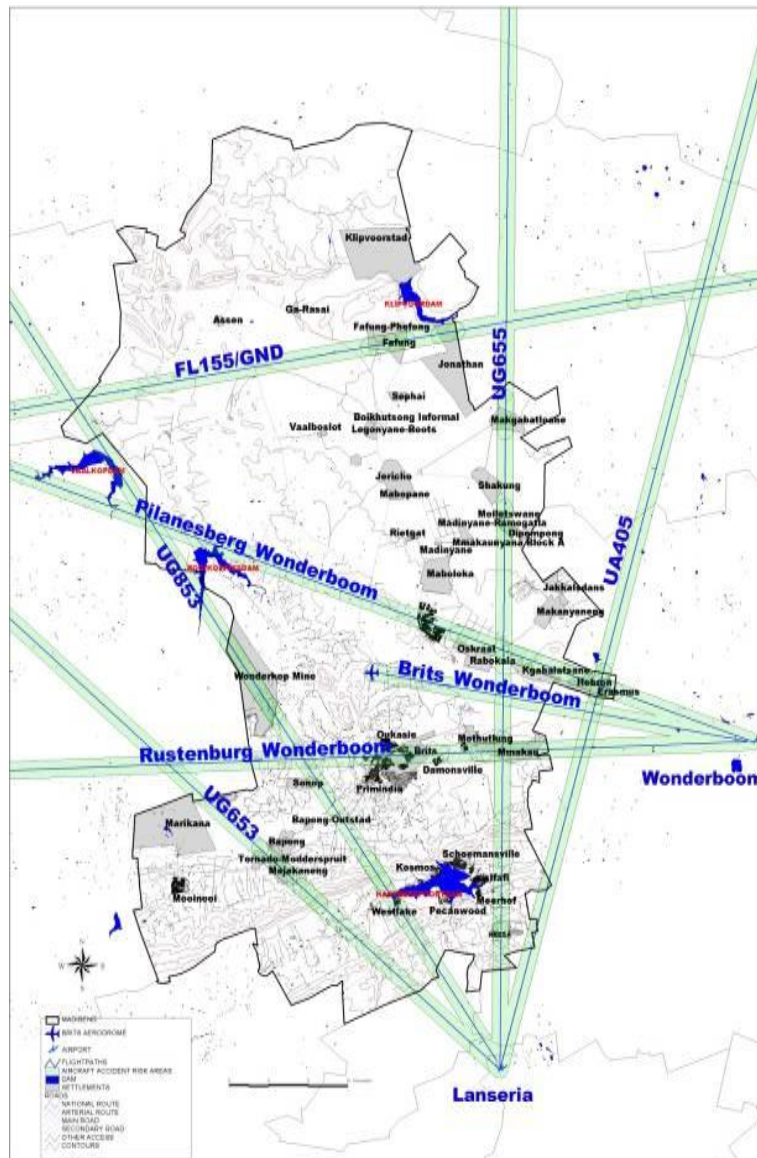
It is recommended that the Water Services Master Plan urgently address the water shortage and water contamination problem in Madibeng. The Consultancy responsible for the Water Services Master Plan also needs to take cognisance of the integration of water demand and supply management principles and not 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
- Makgabolloane
- 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 re-active 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 (KPAs) and three Enablers:

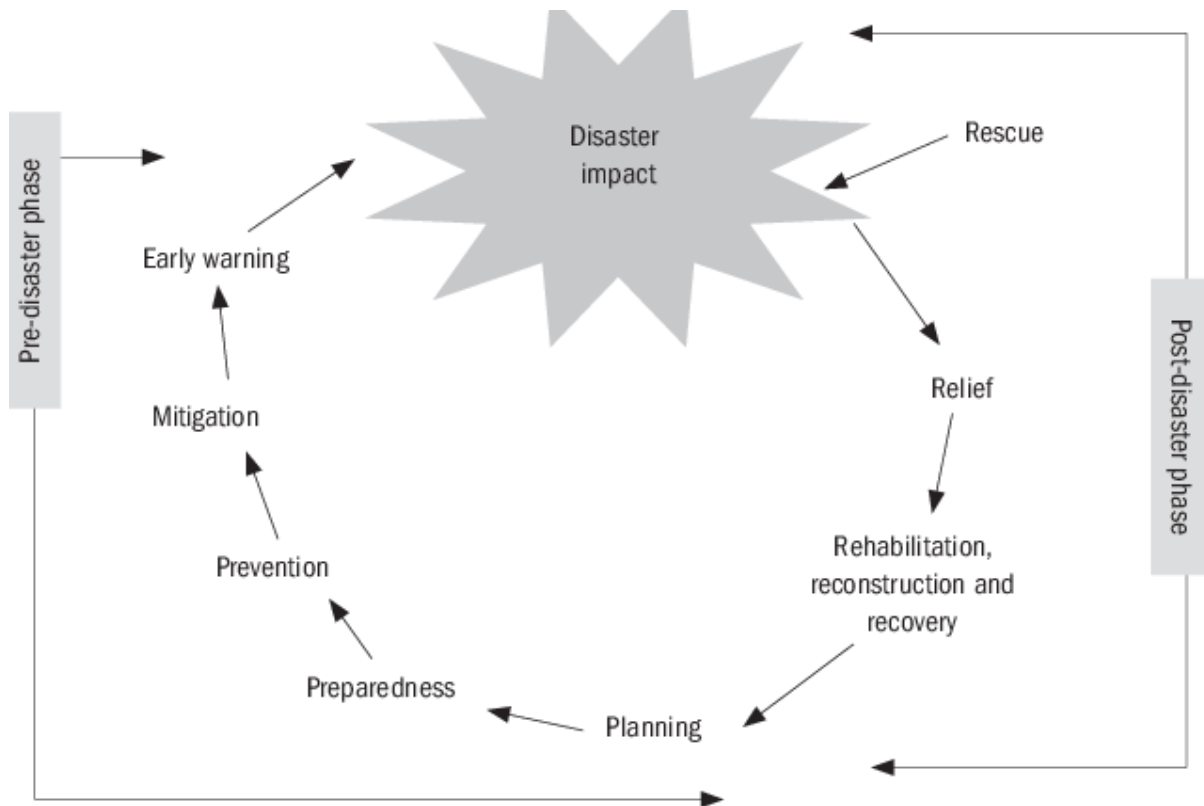
KPA 1: Integrated Institutional Capacity for Disaster Management  
KPA 2: Disaster Risk Assessment  
KPA 3: Disaster Risk Reduction  
KPA 4: Response and Recovery

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 2002 (Act No 57 of 2002) as amended.

### 2.42 BUSINESS CONTINUITY PLAN

#### Background

The Municipality is the process of drafting a business continuity plan (that is contingency plan) and is responsible for coordinating disaster events within area of jurisdiction. The function includes disaster preparedness, contingency planning and disaster response.

BCM includes a co-ordinated approach between Emergency Response, Crisis Management, ICT recovery and Business operations recovery, which will allow the Departments to proactively prepare, respond, recover and resume to business as usual following a disruption. These BCM elements should be considered holistically to ensure that strategies are aligned and support a proven BCM capability.

#### Strategic Objective

- To ensure minimum disruption of services
- To respond immediately in case disaster occur
- To prevent loss of lives, property and damage to infrastructure
- To indicate clear evacuation procedures
- Attendance of site and coordination meeting
- Drillings
- Monitoring response and reconstruction efforts

Madibeng Local Municipality (MLM) is committed to ensuring the continuity of its service delivery in the event of a major disruptive incident occurring. The Municipality's top management recognises that the changing nature of the environment in which we operate means that our ability to continue operation uninterrupted may not be entirely within our control.

Various internal and external drivers exist for BCM including:

- External geo-political issues e.g. regional or local political instability; severe weather events such as earthquakes and widespread flooding.
- Known threats due to the nature of Madibeng Local Municipality services from extremists, negligence and mischief makers.
- Expectations of clients, interested parties with regard to response to disruption due to severe weather events, disruption to utilities, transportation, strikes, pandemic illness, significant security breaches, and major public events.
- Known threats due to activities of neighbouring organisations and communities.
- Maintaining a reputation for reliable service through disruption; reliance upon critical materials and suppliers; reliance upon vulnerable single sources of critical materials, components or skills.

Our customers are entitled to expect that we do everything possible to ensure minimum disruption to our operations and the delivery of services upon which they rely. Continued supply of basic needs to our citizens is paramount and must be maintained even under the most adverse circumstances. It is therefore vital that MLM has practical and robust Business Continuity Plans which will serve to protect citizens and all interested stakeholders, during any major threat or incident, through its timely and orderly recovery.

To achieve this, MLM has established a Business Continuity Management System (BCMS) as an integral part of the municipality's normal business operations. Responsibility for the creation and maintenance of the BCMS capability lies with the departmental, divisional, regional and entity management, while overall accountability lies with the Mayoral Council.

The BCMS will assist the MLM to conduct its operations with the highest regard for the safety and health of its employees and the public, and for the protection and preservation of property and the environment. Continuity of business operations must be maintained, and the interests of our stakeholders protected, even under the most adverse circumstances.

#### **Key roleplayers**

- Local Authorities
- The municipality
- Department of Environmental Affairs
- Department of Water
- Hospitals and Emergency Medical Services
- SAPS and others
- Social Services
- Community participations/ volunteers
- Private sector
- Infrastructure and site planning
- Military
- Eskom
- CBOs and NGOs
- Fire Services
- Others, including media houses

### **2.43 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 receive 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/STRATGY

### 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/ Regio-nal 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.

#### 2.43.1 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
Majakaneng	Damonville	Hebron	Moiletswane	Lethabile
Madibeng	Broederstroom	Rabokala	Refentse	Bapong
Segwelane	Haartebees	Kgabalatsane	Madidi	Mothutlong
Sonop	Hoekfontein	Maboloka	Ikhutseng	Jericho
	Oukasie		Jericho	
	Maternity-Oukasie			

### Conclusions Drawn

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

**Possible reasons:**

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

## **2.44 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

### 3.1. Background information

The Local Economic Development Strategy of the Madibeng Municipality has identified five key economic pillars which includes Mining, Agriculture, Tourism, Manufacturing and Retail. These sectors contribute a huge percentage to the Gross Domestic Product (GDP) and job creation. The Strategy further identifies Informal Trade as another sector which should not be overlooked as it also plays a pivotal role in the local economic growth and development.

Madibeng Local Municipality is the world's third largest Chrome producer and is included in 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.

Madibeng Local Municipality has a comparative advantage over other Municipalities in the Province in that, it is strategically located as it borders 3 big cities; Rustenburg, Pretoria and Johannesburg on the N4 for economic development. Madibeng also has good hutton soil with high water holding capacity and 90km irrigation canal which allows local farmers to grow various crops for the local, national and international market making it more competitive over others in the Agricultural sector. Furthermore, Madibeng prides itself with the Hartbeespoort Dam which was filled for the first time in 1925, attracting many tourists and boosting the tourism economy in the area.

Madibeng Local Municipality's manufacturing capacity include the motor industry, granite processing, auto cables, gas production to name but a few. The retail sector is also booming due to an increase in income per capita.

The Mineral Petroleum and Resources Development Act of 2002 (MPRDA) and the Mining Charter, allows the Municipality to govern their Social and Labour Plans derived from the integrated development of Madibeng Local Municipality. Other opportunities include ability of local business, especially in mining communities to engage with mines regarding procurement programs and mines also offer job opportunities to the local communities.

The transformation initiative effected for water users through Water Act 1998 (1956) opened an opportunity to have Irrigation 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 plant production in the fertile Hutton Soils.

Madibeng economic development prospects have not escaped or rather were not immune to the impact of COVID 19 pandemic. All the sectors are still reeling as a result of economic slump, job losses and increased poverty due to Disaster Management protocols which were implemented during that time.

Additionally, the economy is negatively impacted by ageing infrastructure, resulting in the limited civil services (limited water & electricity supply and poor condition of roads) and maintenance at its lowest ebb.

Migration of industries to Rosslyn and to neighbouring countries like Botswana also causes an economic slump and despair hence need for review the LED Strategy and investment promotion and attraction strategy.

The programs to resuscitate distressed mining towns, like Small Town Regeneration, diversification, establishment of organizations like Proudly Madibeng serve as strategic initiatives to revive and rekindle the local economy and beautification of the town.

The other obvious challenge is influx of undocumented foreign nationals who dominate opportunities that could benefit local SMME 's. Foreign nationals officially overtake the informal sector in the wholesale fraternity, with Spaza industry and local residents are pure consumers whilst 99% of historically-locally owned Spaza have been rented out to foreign nationals.

Outdoor advertising is identified as part of the revenue enhancement strategy for the Municipality. It has capacity to reactivate economy and generate revenue for the municipality. Plans are underway to implement the strategy using the relevant bylaws.

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 Licencing Act, whilst, the Act abrogated licensing authority from all municipalities, there is some level of licensing the municipality do, on businesses that sell perishable commodities.

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 Agri-parks 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, Singapore and Russia.

### **Local Economic Development Strategy, Mission and Vision**

The delegated strategic objective of the department is anchored on the following key areas and all of these find expression in the SDBIP's:

- Review of LED Strategy, Tourism Master Plan, Marketing Strategy and Investment Incentive Scheme review.
- Promulgation of Street Trading Bylaws, and development of Business Licensing By-Laws.
- Management and regulation of Dept By-Laws (Informal Trade (Street Trading), Outdoor Advertising, and Business Licensing.
- Monitoring and Reporting on Mining Houses Social Labour Plans.
- Small Town Regeneration in collaboration with local businesses (Proudly Madibeng Organisation)
- SMME's support, capacity building, registration to CSD's, institutional developments.
- Agricultural development and support with focus on project developments: Fresh Produce Markets, Beef Cattle Feedlots, and support to the flourishing plant production (vegetable, grains and citrus)
- Institutional Development to encompass holistic Business Licensing.
- Manage, Record and report on jobs creation (EPWP, CWP, any other external programs like Environmental management etc)
- Collaboration with National and Provincial Local Economic Development initiatives.

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

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 supply 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. Sweet Potato varieties thrive very well with all different cultivars planted.

#### 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.

#### **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.

### **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 ran for the past 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

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.

LED Department supported ± 1000 local SMMEs, through training, skills as empowerment to run businesses, provision of trading equipment (with funding from external stakeholders and Sector Provincial & National Government Dept).

#### 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.

New Business Licensing By-Laws will be in line with the new Business Licensing Act. Implementation will depend entirely on staff complement and tools of trade.

#### Social Economic Empowerment

Coordination and Facilitation of Jobs Creation as at 2023/2024 Financial Years:

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.

Table of jobs created 2024/5

SECTOR		2024/25 Targets	Jobs created	EPWPRS registered	COMMENTS
Infrastructure LED EPWP Re a dira 20 x 12 months Split meter 250 x 3 months	WO	1206	270	270	936 outstanding
	FTE	383	82.0	10.43	301 outstanding
Environment 1. Re a dira 20 x 12 months 2. Waste division 36 x 10 months 3. Libraries 8 x 10 months	WO	58	64	56	Achieved
	FTE	12	29.46	29.46	+ 6 WO 17.46 FTE
Social LED EPWP Re a Dira x 40 x 12 months security division x 342 x 12 months	WO	50	383	383	Achieved
	FTE	13	285.14	283514	+ 333 WO +272 FTE
<b>Total</b>	<b>WO</b>	1314	717	717	
	<b>FTE</b>	408	396,60	396.6	

WO= number of work opportunity created

FTE= Number work opportunity created x number of days worked in the month x number of month worked / (divided) 230

### 3.6 Tertiary Sector

#### Tourism

Alba boat is the first of its kind in South Africa and it has capacity of seventy two seats (72). It is fully compliant with all safety regulations of the South African Maritime Authority (SAMSA). The captain and the crew are seasoned veterans, fully qualified to handle a vessel of its size. It is the biggest boat in the North West Province. It is going to have a huge impact in the tourism industry

The Madibeng Local Municipality is rich in tourism attractions as it is the second most visited tourism destination after Cape Town Waterfront. It is strategically situated between three major cities: Rustenburg, Pretoria and Joburg, and is also enroute to Sun-City and Madikwe Game Reserve. The Magaliesberg Mountain ranges extends in the east-west direction across the southern half of Madibeng. The Magaliesberg biosphere was proclaimed an international Biosphere Reserve by UNESCO on the 09 July 2015, having been recognized for its exceptional natural, cultural and human characteristics.

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. Hartbeespoort Dam as well as its shores is preferred by most people for residential purpose as well as for tourism.

Historical and Archaeological Sites are located in the Magaliesberg and Witwatersberg surroundings within declared Biosphere reserves. 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 cultural villages.

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: 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 and Borakalalo Nature Reserve where bird-watchers can spot over 340 bird species and game drives.

Madibeng boast breeding of animal species such as Cheetahs, lions, and crocodiles. De Wildt Cheetah Research Centre, Ukuthula Lodge and Chameleon Village are amongst the most popular tourism attraction areas.

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, Lion Park Safari, 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 Lajoya and it is called Amazwingzwing. There is also the Hot Air Balloon adventure in Skeerpoort. There are also a number of excellent golf courses in the Madibeng area, Magaliespark, Seasons, Peaconwood, Mooinooi.

Tourism has great potential for growth and contribution to the local economy. That can be realized with more collaboration of all government programs. Tourism monitoring and safety is vital, hence the National Learnership program to protect tourists.

Tourism Business Compliance:

- Tourism businesses must comply with Town Planning scheme e.g.the re-zoning processes.
- Monitoring of businesses by law enforcement officers including penalties
- Affiliation to the tourism associations (compulsory)
- Assistance grading processes through partnerships (grading made compulsory)
- Tourism signage, Tour Guides and Tour Operators

#### Tourism Associations

The Tourism industry took a dip due to Covid 19, and it also collapsed the Tourism Associations. There is a need to revive Tourism association to encourage the product owners to market and promote the industry as a collective.

Disinvestment is also experienced in the tourism sector with the shutting down of some popular tourism products like African Island which had high tourism attraction potential.

## FINANCIAL VIABILITY

### 4.1. EXECUTIVE SUMMARY

The proposed budget of Madibeng Local municipality for the 2026/27 financial year totals R 2.7 billion, comprising of R 2.3 billion Operating Expenditure and R 376.6 million for Capital expenditure. The total Revenue budget has increased by R388.7 million or 12% when compared with the 2025/26 Original Budget and has increased by R 61.9 million or 2% compared with the 2025/26 Adjustment Budget. The total Expenditure budget has decreased by R 349.8 million or -15% when compared with the Original budget and has decreased by R 1 billion or -46% when compared with the adjusted budget. The municipality's surplus has increased from R 154.2 million in 2025/26 original budget to R892.7 million in the 2026/27 and for the two outer years R 976.5 million and R 1 billion. The municipality's capital expenditure has increased with R 2.7 million or 1% when compared to 2025/26 original budget and has decreased by R -83.8 Million or -22% when compared with to 2026/27 Adjustment Budget

**TABLE 2: CONSOLIDATED OVERVIEW OF THE 2024/2025 - 2026/2027 BUDGET**

Description	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue	2 872 977	3 199 718	3 199 718	2 723 908	3 261 692	3 416 216	3 520 951
Expenditure	2 718 744	3 464 991	3 464 991	2 580 405	2 368 939	2 439 676	2 502 611
<b>Surplus/(Deficit)</b>	<b>154 233</b>	<b>(265 273)</b>	<b>(265 273)</b>	<b>143 503</b>	<b>892 753</b>	<b>976 540</b>	<b>1 018 340</b>
Capital Expenditure	373 906	460 489	460 489	224 296	376 631	408 734	426 551
<b>TOTAL BUDGET</b>	<b>3 092 650</b>	<b>3 925 480</b>	<b>3 925 480</b>	<b>2 804 701</b>	<b>2 745 570</b>	<b>2 848 410</b>	<b>2 929 162</b>

The Municipality has registered an improved collection rate and a slight decrease in the total creditors with a corresponding decrease in the creditor payment days however the financial pressure remains severe.

### **BUDGET FUNDING ASSUMPTIONS**

#### **1. TARIFFS**

All tariffs have been increased by 3.4%, in line with the proposed inflation-related increase contained in Budget Circular 134. Electricity tariffs are proposed to increase as follows, subject to approval by National Energy Regulator of South Africa (NERSA):

- Household consumers: 9.01%
- Businesses/Commercial: 8.6%
- Industrial: 7.9%
- Agriculture: 8.5%
- Municipal: 9.01%

#### **2. DEBT COLLECTION**

The municipality is in the process of procuring smart prepaid electricity meters. In the 2025/26 financial year, an amount of R50 million has been budgeted for the procurement of approximately 11 000 smart meters. The procurement process is targeted to be concluded by the end of May 2026.

Currently, the municipality has approximately 26 000 split prepaid meters in operation, of which only about 5% are actively purchasing electricity. The replacement of these split meters with smart prepaid meters is expected to significantly improve revenue collection.

The municipality assumes that each household connected to a smart prepaid meter will purchase a minimum of R700 worth of electricity per month. Based on the planned rollout of 11 000 smart meters, the projected additional revenue is calculated as follows:

- 11 000 meters × R700 per month = R7.7 million per month
- R7.7 million × 12 months = R92.4 million per annum

In addition, the municipality intends to implement a debt recovery mechanism on the smart prepaid meter system whereby a percentage of each electricity purchase will automatically be allocated toward settling outstanding balances on other municipal services. This intervention is expected to improve the overall collection rate on service charges.

Accordingly, the municipality is projecting:

- A 67% collection rate on service charges; and
- A 70% collection rate on property rates.

The projected improvement in property rates collection is also supported by the payment arrangement concluded with City of Tshwane Metropolitan Municipality to assist the municipality with credit control in areas where the municipality does not supply electricity directly, making it difficult to implement conventional credit control measures.

#### 1. **COST CONTAINMENT**

The municipality will continue implementing cost containment measures during the 2026/27 financial year, including the following:

- Overtime and acting allowances have been zero-budgeted for the 2026/27 financial year. The implementation of a shift system and the appointment of critical positions are expected to be completed by the end of June 2026.
- Contracted services expenditure has been reduced by 74%, with procurement limited primarily to essential service delivery requirements.
- Operational costs have been reduced by 50%, with spending focused only on critical service delivery-related procurement.

#### **CASH FLOW**

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Property rates		194 464	205 314	222 389	300 488	486 280	486 280	197 308	408 357	465 835	512 792
Service charges		651 888	731 581	811 718	756 293	929 947	929 947	743 008	920 605	1 080 031	1 263 204
Other revenue		2 326 091	1 661 994	1 690 442	34 480	39 593	39 593	1 275 374	35 390	37 591	38 794
Transfers and Subsidies - Operational	1	268 876	1 058 282	1 130 534	1 196 011	1 193 497	1 193 497	1 186 247	1 239 315	1 287 945	1 324 575
Transfers and Subsidies - Capital	1	243 889	333 366	375 460	373 906	373 906	373 906	391 485	376 631	408 734	426 551
Interest		16 453	15 854	27 943	108 096	108 096	108 096	26 892	23 443	22 833	23 563
Dividends									-	-	-
<b>Payments</b>											
Suppliers and employees		(3 131 297)	(2 992 646)	(2 762 000)	(2 121 850)	(2 220 555)	(2 220 555)	(2 674 188)	(1 887 251)	(1 950 953)	(2 688 594)
Finance charges									-	-	-
Transfers and Subsidies	1								-	-	-
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>570 364</b>	<b>1 013 744</b>	<b>1 496 486</b>	<b>647 424</b>	<b>910 763</b>	<b>910 763</b>	<b>1 146 125</b>	<b>1 116 491</b>	<b>1 352 016</b>	<b>900 885</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE		-	37 873	2 729	-	7 487	7 487	3 743	10	10	11
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		(15)	(191)	110	96	-	-	79	-	-	-
Insurance Refund - Capital									-	-	-
Interest on Short Term Investment (Greater than 90 days) and Long Term Investments									-	-	-
<b>Payments</b>											
Capital assets		(345 397)	(313 710)	(407 359)	(373 906)	(460 489)	(460 489)	(224 296)	(376 631)	(408 734)	(426 551)
Retention (Capital)									-	-	-
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(345 412)</b>	<b>(276 029)</b>	<b>(404 520)</b>	<b>(373 810)</b>	<b>(453 002)</b>	<b>(453 002)</b>	<b>(220 473)</b>	<b>(376 621)</b>	<b>(408 724)</b>	<b>(426 540)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans									-	-	-
Borrowing long term/refinancing		-	3 800	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	5 821	(1 157)	-	-	-	-	-	-	-
<b>Payments</b>											
Repayment of borrowing		-	-	-	(187 228)	(187 228)	(187 228)	-	(89 502)	-	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>-</b>	<b>9 620</b>	<b>(1 157)</b>	<b>(187 228)</b>	<b>(187 228)</b>	<b>(187 228)</b>	<b>-</b>	<b>(89 502)</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>224 952</b>	<b>747 335</b>	<b>1 090 809</b>	<b>86 386</b>	<b>270 533</b>	<b>270 533</b>	<b>925 652</b>	<b>650 368</b>	<b>943 293</b>	<b>474 344</b>
Cash/cash equivalents at the year begin:	2	204 330	184 613	73 748	10 278	10 278	10 278	-	(1 334)	649 034	1 592 326
Cash/cash equivalents at the year end:	2	429 283	931 948	1 164 557	96 664	280 812	280 812	925 652	649 034	1 592 326	2 066 671

## CASH FLOW CALCULATION

Description	Current Year 2025/26	2026/27 Medium Term Revenue & Expenditure Framework			
	R thousand	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	
Cash Opening Balance as at June 2025		89 744 359	406 415 589	1 016 011 731	
Projected Cash at the end of the year June 2026		650 367 596	943 292 507	474 344 333	
<b>Less Long Outstanding Creditors</b>					
<b>Bulk Electricity</b>					
Eskom	-2 179 093 740	-217 909 374	(217 909 374)	(217 909 374)	The Municipality has proposed a 10 year payment arrangement with Eskom
City Of Tshwane - Electricity	-182 118 136	-45 954 563	(45 954 563)	(45 954 563)	The Municipality has a signed 5 year payment arrangement with City of Tshwane
<b>Bulk Water</b>					
City Of Tshwane - Water	-312 102 892	-30 026 232	(30 026 232)	(30 026 232)	The Municipality has a signed 5 year payment arrangement with City of Tshwane
Department Of Water And Sanitation	-25 697 650	-5 139 530	(5 139 530)	(5 139 530)	The Municipality has been approved for debt relief program with DWS and plans to propose 5 year payment arrangement with DWS
Rand Water	-7 534 028	-	-	-	
AG	-11 000 000	-	-	-	
Other Creditors	-104 000 000	-34 666 667	(34 666 667)	(34 666 667)	The Municipality has proposed a 3 year payment arrangement with all other creditors
<b>Cash Closing Balance</b>	<b>-2 861 048 870</b>	<b>406 415 589</b>	<b>1 016 011 731</b>	<b>1 156 659 698</b>	

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. The municipality currently is struggling to maintain payment of creditors within 30days. Previously the municipality has entered into payment arrangements with bulk suppliers but did not help cause the municipality kept defaulting. 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.

The municipality has since revised and proposed new payments arrangements to all bulk suppliers and any other long outstanding creditor an affordable payment arrangement 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's cash flow is improving, it can be seen that the cash levels will be able to address the creditors balances for the current year including the newly proposed payments arrangements. The surplus cash at the end of 2026/27 is R 406.4 million and R 1 billion for 2027/28 and R 1.1 billion for 2028/29 financial years.

## Creditors age analysis as at March 2026

NW372 Madibeng - Supporting Table SC4 Monthly Budget Statement - aged creditors - Q3 Third Quarter												
Description	NT Code	Budget Year 2025/26									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		
<b>R thousands</b>												
<b>Creditors Age Analysis By Customer Type</b>												
Bulk Electricity	0100	104 065	116 102	189 799	192 251	128 856	196 445	241 689	1 517 387	2 686 593	1 616 680	
Bulk Water	0200	15 475	15 723	12 445	11 429	19 662	37 391	43 668	85 465	241 257	159 562	
PAYE deductions	0300											
VAT (output less input)	0400											
Pensions / Retirement deductions	0500											
Loan repayments	0600											
Trade Creditors	0700	118 893	5 597	4 728	16 480					145 698		
Auditor General	0800	94	70	585	2 931	2 027	2 281			7 987	1 314	
Other	0900											
Medical Aid deductions	0950											
<b>Total By Customer Type</b>	<b>1000</b>	<b>238 526</b>	<b>137 492</b>	<b>207 556</b>	<b>223 091</b>	<b>150 545</b>	<b>236 116</b>	<b>285 357</b>	<b>1 602 853</b>	<b>3 081 536</b>	<b>1 777 556</b>	

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.
- Consistence and accurate meter readings.
- Ensuring implementation of credit control.
- 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.

## 2. REVENUE SOURCES

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 2026/27 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 3.7 per cent;
- Rand-Water tariff increase of 10%; and
- City of Tshwane Tariff increase: water 10% and Electricity 8.8%
- NERSA increase of 9.01%

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 2026/27** in their budget narratives and pay careful attention to tariff increases across all consumer groups.

As part of the budget process, the municipality must annually undertake an assessment to determine if the intended and implemented tariffs are cost reflective, whether all critical cost components were considered in the tariff calculation(s), whether the Local Government Equitable Share component relating to basic services were allocated to the actual service(s) and to demonstrate that the Revenue Component of the budget is credible and funded; etc. To facilitate this exercise, the municipality must complete and submit this calculation(s) and or tariff assessment in the format of the National Treasury Tariff Tool as part of its tabled, adopted and adjusted MTREF submissions to the National Treasury GoMuni portal (refer MFMA Budget Circular No. 129. The **Cost Reflective Tariff Tool outcomes (Annexure D)** must also be reported to and approved by Council as part of the respective tabled and adopted MTREF submissions.

#### Cost Reflective Tariff Tool outcome

Description	Municipal Tariff	Proposed	NT Calculated Tariff (Minimum)	Total unit cost (Cost of providing the service)	Loss/ Surplus
<b>Water</b>	R14.48- R40.31		66.08	67.23	421 769 954
<b>Electricity</b>	R1.64 – R5.38		7.92	7.49	427 738 300
<b>Sanitation</b>	R5.54- R17.63		15.08	19.34	32 687 895
<b>Solid Waste</b>	R128.05 – R 381.73		276.57	354.64	35 266 720
<b>Total</b>					<b>917 462 868</b>

In terms of the tariff tool the current tariffs calculated are overall not cost reflective however, there is a slight improvement when compared with the previous financial year. Based on the calculations performed, the municipality will have a total deficit in income of R1 060 250 671 in 2025 and 917 462 868 in 2026. This means that the budgeted revenue by the municipality is not sufficient to cover the costs of providing the services required. The costs included in the calculation include both direct and indirect costs.

Should the municipality through the completion of the Tariff Tool identify major flaws and or gaps in any tariff, the National Treasury recommend it is prudent for the municipality to undertake a full Cost of Supply study (COS) for that service since tariff gaps may be indicative of an unfunded revenue component of the municipality's MTREF.

**Cost Containment Strategy to Achieve Cost-Reflective Tariffs**

The municipality's current tariffs are not cost reflective, with the underlying cause identified as inflated costs arising from inefficiencies rather than genuine expenditure. To address this, the municipality has developed a strategy aimed at containing costs so that tariffs accurately reflect the actual costs incurred. Below are the specific plans that have been put in place to achieve this objective:

**Key Cost Containment Plans**

- Installation of bulk check meters at all points between Eskom and the municipality, which will help monitor and control energy consumption and billing accuracy.
- Deployment of smart meters in areas with low collection rates, such as townships, to improve revenue collection and reduce losses.
- Implementation of Operation Patela, which focuses on credit control operations to ensure that outstanding payments are collected efficiently.
- Provision of incentives designed to encourage ratepayers to make timely payments, thereby improving cash flow and reducing arrears.
- Establishment of payment arrangements with the City of Tshwane to manage outstanding debts and streamline financial obligations.
- Negotiation of a ten-year payment arrangement with Eskom, which will support financial stability and manageable debt repayments.

Further details regarding these plans can be found in the municipality's funding plan.

While the cost containment strategy is being implemented, the municipality will restrict tariff increases to the Consumer Price Index (CPI) as stipulated by National Treasury.

**The proposed main average tariff increases are as follows:**

**Table 3: Proposed Tariff Increase Percentage**

Description	Approved Previous 2024/25	Year	Approved Current Year 2025/26	MTREF					
				Budget +1	Year 2026/27	Budget +2	Year 2027/28	Budget +2	Year 2028/29
Property rates		4.9%	4.3%		3.4%		3.3%		3.2%
Electricity		12.7%	10%		9.01%		3.3%		3.2%
Water		4.9%	4.3%		3.4%		3.3%		3.2%
Sewerage		4.9%	4.3%		3.4%		3.3%		3.2%
Refuse Removal		4.9%	4.3%		3.4%		3.3%		3.2%
Surcharges		4.9%	4.3%		3.4%		3.3%		3.2%
Other services		4.9%	4.3%		3.4%		3.3%		3.2%

*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*

## Proposed Tariff Increases and Revision to Fines

### Proposed Electricity Tariff Increases for 2026/27

The municipality has applied to NERSA for the following tariff increases for the 2026/27 period. These proposed increases are based on a cost of supply study, which recommends varying percentage increases for different consumer categories. Approval from NERSA is still pending, and the final tariffs may be subject to change.

- Household consumers: 9.01%
- Businesses/Commercial: 8.6%
- Industrial: 7.9%
- Agriculture: 8.5%
- Municipal: 9.01%

### Revision to Fines for Township Shops and Stores

Special fines applicable to township shops and stores have been updated and are now included under Note 5.9 of the proposed tariff schedule. The revised fines are as follows

- First offence: R25 000
- Second offence: R45 000

### Fines for Small Businesses in Brits CBD

Additional provisions have been made for small businesses operating within the Brits CBD. The fines for these entities have been revised as follows:

- First offence: R50 000
- Second offence: R75 000

#### 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 1.615 billion in the 2026/27 financial year and the allocation for 2027/28 and 2028/29 amount to R 1.696 billion and R 1.751 billion.

The total operating transfers and grants for the 2026/27 financial year amount to R 1.239 billion, R1.287 billion and R 1.324 billion for the 2027/28 and 2028/29 financial years.

The infrastructure grant for the 2026/27 financial year is appropriated at R376.6 million. And the allocation for the two outer years is estimated at R 408.7 million and R 426.5 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 2024/2025	Budget Year 2025/2026	Budget Year +1 2026/2027	Budget Year +2 2027/2028	Budget Year +2 2028/2029
	R'000	R'000	R'000	R'000	R'000
Equitable Share	1 123 765	1 183 275	1 232 260	1 284 945	1 321 575
Financial Management Grant	2 900	2 900	2 900	3 000	3 000
Expanded Public Works Programme	1 293	1 836	4 155	0	0
Library Grant	1 400	0	0	0	0
Municipal Infrastructure Grant	329 018	353 671	348 220	388 875	401 794
Integrated National Electrification	25 184	28 235	28 411	19 859	24 757
<b>Total Grants &amp; Subsidies</b>	<b>1 483 560</b>	<b>1 569 917</b>	<b>1 615 946</b>	<b>1 696 679</b>	<b>1 751 126</b>

## Transfers and Grant Allocations in Kind

The total grant allocation in kind for the 2026/27 amount to R 99 million. The allocation for the two outer year's amount to R 127.8 million and R 127.8 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 2024/2025	Budget Year 2025/2026	Budget Year +1 2026/2027	Budget Year +2 2027/2028	Budget Year +2 2028/2029
	R'000	R'000	R'000	R'000	R'000
Integrated National Electrification Programme (INEP)	16,019	23,865	53,928	80,77	80,77
Regional Bulk infrastructure Grant	35	28,112	28,112	29,236	29,236
Water Services Infrastructure Grant	17,65	17	17	17,85	17,85
<b>Total Grants in kind</b>	<b>68,669</b>	<b>68,977</b>	<b>99,04</b>	<b>127,856</b>	<b>127,856</b>

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.

## 4.2 OPERATING REVENUE

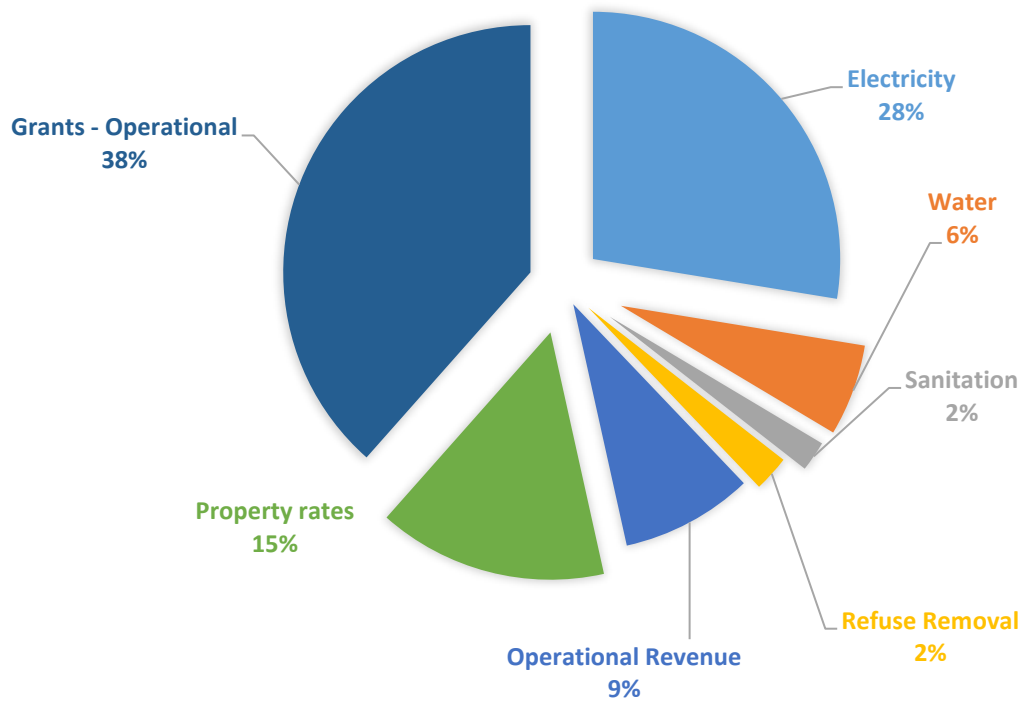
Local government confronts tough fiscal choices in the face of financial and institutional problems that result in service-delivery breakdowns and unpaid bills. Municipalities are encouraged to offset these trends by improving own revenue collection, working more efficiently and implementing cost containment 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 2026/27 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 R388.7 million or 12% when compared with the 2025/26 Original Budget and has increased by R 61.9 million or 2% compared with the 2025/26 Adjustment Budget.

The following table gives a breakdown of the main Revenue categories for the 2026/27 financial year.



**Table 6: Summary of Operating Revenue by Revenue Source**

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>Revenue</b>											
<b>Exchange Revenue</b>											
Service charges - Electricity	2	600 942	676 072	712 305	758 091	841 500	841 500	618 139	888 566	917 889	947 261
Service charges - Water	2	166 205	168 436	187 000	197 266	194 892	194 892	149 760	192 919	199 285	205 662
Service charges - Waste Water Management	2	51 852	50 374	61 276	63 864	54 082	54 082	46 385	63 543	65 640	67 740
Service charges - Waste Management	2	60 288	64 709	67 441	71 045	68 245	68 245	58 855	75 566	80 125	82 689
Sale of Goods and Rendering of Services	2	5 265	4 211	5 200	5 015	8 956	8 956	5 999	8 473	8 753	9 033
Agency services	2	17 664	17 283	17 551	17 000	17 000	17 000	13 105	17 600	18 181	18 763
Interest earned from Receivables	2	56 240	69 953	158 577	90 265	184 809	184 809	148 976	153 444	177 102	182 769
Interest earned from Current and Non-Current Assets	2	16 459	16 133	14 323	15 896	15 896	15 896	12 949	18 077	18 673	19 271
Rent on Land	2	8	-	33	30	45	45	34	35	36	37
Rental from Fixed Assets	2	1 923	2 148	4 209	3 150	5 629	5 629	3 979	5 163	5 333	5 504
Licence and permits	2	6 724	7 311	8 420	6 071	10 971	10 971	8 195	11 361	11 736	12 112
Operational Revenue	2	349	108 437	6 322	345	436	436	287	368	380	392
<b>Non-Exchange Revenue</b>											
Property rates	2	413 604	361 301	453 313	395 379	485 926	485 926	378 915	483 725	517 249	533 801
Fines, penalties and forfeits	2	6 366	3 296	3 757	2 831	2 831	2 831	2 516	3 896	4 024	4 153
Transfer and subsidies - Operational	2	955 504	1 066 920	1 139 237	1 196 011	1 193 497	1 193 497	1 183 480	1 239 315	1 287 945	1 324 575
Interest	2	32 169	46 070	80 760	50 719	104 887	104 887	82 928	97 028	101 164	104 401
Operational Revenue	2	-	-	-	-	2 543	2 543	2 104	2 614	2 701	2 787
Gains on disposal of Fixed and Intangible Assets	2	(830)	37 873	2 729	-	7 471	7 471	3 736	-	-	-
Other Gains	2	167	781	(79 253)	-	-	-	3 517	-	-	-
Discontinued Operations		-	-	4 204	0	101	101	51	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>2 390 897</b>	<b>2 701 308</b>	<b>2 847 404</b>	<b>2 872 977</b>	<b>3 199 718</b>	<b>3 199 718</b>	<b>2 723 908</b>	<b>3 261 692</b>	<b>3 416 216</b>	<b>3 520 951</b>

**Financial Recovery Plan (FRP) Revenue Targets Versus the 2026/27 Proposed Draft Budget**

The table below provides a comparison between the proposed revenue for the 2026/27 financial year and the predetermined revenue limits established in the Financial Recovery Plan (FRP). It also includes budgeted figures for the 2026/27 financial year and the percentage increase between the 2025/26 original and adjusted budgets compared to the 2026/27 proposed draft budget.

The proposed total revenue budget for 2026/27 exceeds the FRP revenue target by R611.7 million, which represents a 19% increase.

Description	Current Year 2025/26		2026/27 Medium Term Revenue & Expenditure Framework				%				
	R thousand	Original Budget	Adjusted Budget	FRP TARGET 2026/27	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29	FRP Targets vs 2026/27 Proposed Budget	Percentage Increase against 2025/26 Original Budget	Percentage Increase against 2025/26 Adjustment Budget	Total contribution to the total budget
<b>Revenue</b>											
Service charges - Electricity	758 091	801 500	752 626	888 566	917 889	947 261	15%	15%	10%	29%	
Service charges - Water	197 266	174 892	190 557	192 919	199 285	205 662	1%	-2%	9%	6%	
Service charges - Waste Water Management	63 864	54 082	64 129	63 543	65 640	67 740	-1%	-1%	15%	2%	
Service charges - Waste Management	71 045	68 245	76 659	75 566	80 125	82 689	-1%	6%	10%	2%	
Sale of Goods and Rendering of Services	5 015	8 956		8 473	8 753	9 033	100%	41%	-6%	0,3%	
Agency services	17 000	17 000	18 060	17 600	18 181	18 763	-3%	3%	3%	1%	
Interest earned from Receivables	90 265	174 809	126 139	153 444	177 102	182 769	18%	41%	-14%	5%	
Interest earned from Current and Non-Current Assets	15 896	15 896	8 601	18 077	18 673	19 271	52%	12%	12%	1%	
Rent on Land	30	45		35	36	37	100%	13%	-31%	0,0%	
Rental from Fixed Assets	3 150	5 629	2 340	5 163	5 333	5 504	55%	39%	-9%	0,2%	
Licence and permits	6 071	6 071	8 193	11 361	11 736	12 112	28%	47%	47%	0,4%	
Operational Revenue	386	10 724	8 884	2 982	3 080	3 179	-198%	87%	-260%	0,10%	
Property rates	395 379	455 926	324 146	483 725	517 249	533 801	33%	18%	6%	16%	
Fines, penalties and forfeits	2 831	2 831	4 640	3 896	4 024	4 153	-19%	27%	27%	0,1%	
Transfer and subsidies - Operational	1 196 011	1 198 610	1 064 980	1 239 315	1 287 945	1 324 575	14%	3%	3%	40%	
Interest	50 719	94 887		97 028	101 164	104 401	100%	48%	2%	3%	
<b>Total Revenue</b>	<b>2 873 017</b>	<b>3 090 103</b>	<b>2 649 952</b>	<b>3 261 692</b>	<b>3 416 216</b>	<b>3 520 951</b>	<b>19%</b>	<b>12%</b>	<b>5%</b>	<b>105%</b>	

**Service Charges: Electricity:**

Service Charges: Electricity increased by 10% when compared to 2025/26 adjustment budget and it contribute 27% of the total revenue. This revenue item exceed the FRP revenue target by 15% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Service charges – Water:**

Service Charges: Water increased by 9% when compared to 2025/26 adjustment budget and it contribute 6% of the total revenue. This revenue item is above the FRP revenue target by 1% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Service charges - Waste Water Management:**

Service Charges: Waste Water Management increased by 15% when compared to 2025/26 adjustment budget and it contribute 2% of the total revenue. This revenue item is below the FRP revenue target by -1% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Service charges - Waste Management:**

Service Charges: Waste Management increased by 10% when compared to 2025/26 adjustment budget and it contribute 2% of the total revenue. This revenue item is below the FRP revenue target by -1% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Agency services:**

Agency services increased by 3% when compared to 2025/26 adjustment budget and it contribute 1% of the total revenue. This revenue item is below the FRP revenue target by -3% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Rentals from Fixed Assets:**

Rentals from Fixed Assets decreased by -9% when compared to 2025/26 adjustment budget and it contribute 0.2% of the total revenue. This revenue item is above the FRP revenue target by 55% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Interest earned from Receivables:**

Interest earned from Receivables decreased by -14% when compared to 2025/26 adjustment budget and it contribute 5% of the total revenue. This revenue item is above the FRP revenue target by 18% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Interest earned from Current and Non-Current Assets:**

Interest earned from Current and Non-Current Assets increased by 12% when compared to 2025/26 adjustment budget and it contribute 1% of the total revenue. This revenue item is above the FRP revenue target by 52% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Licences and permits from exchange Revenue:**

Licences and permits increased by 47% when compared to 2025/26 adjustment budget and it contribute 0.3% of the total revenue. This revenue item is above the FRP revenue target by 28% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Operational Revenue:**

Operational Revenue decreased by -260% when compared to 2025/26 adjustment budget and it contribute 0.01% of the total revenue. This revenue item is below the FRP revenue target by -198% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Property Rates:**

Property Rates increased by 6% when compared to 2025/26 adjustment budget and it contribute 15% of the total revenue. This revenue item exceed the FRP revenue target 33% and this is influenced by 2025/26 Budget eight (8) months performance.

**Fines, penalties, and forfeits:**

Fines, penalties, and forfeits increased by 27% when compared to 2025/26 adjustment budget and it contribute 0.1% of the total revenue. This revenue item is below the FRP revenue target -19% and this is influenced by 2025/26 Budget eight (8) months performance.

### Transfers & Subsidies:

Transfers & Subsidies increased by 3% when compared to 2025/26 adjustment budget and it contribute 38% of the total revenue. This revenue item exceed the FRP revenue target 14% and this is influenced by 2025/26 Budget eight (8) months performance.

### REVENUE COLLECTION PERFORMANCE AND PROJECTIONS

Over the past nine months, the municipality has maintained an average collection rate of 66% when comparing billing to actual receipts. Consequently, a provision for doubtful debts has been set at 34% to account for amounts that may not be recovered. These figures have been instrumental in informing the Operating Revenue projections for the 2026/27 financial year. The projections are based not only on recent performance but are also grounded in audited results, which serve as the primary baseline for future estimates. This approach ensures that revenue forecasts are both realistic and reflective of actual financial trends.

Period	Billing	Receipts	Variance	Payment rate	Prepaid Electricity Sales
	R	R	R	%	R
July 2025	166 321 953	105 846 913	60 475 039	60.82	11 526 214
August 2025	172 057 196	109 342 522	62 714 674	65.74	11 053 630
September 2025	175 522 296	109 361 316	66 160 980	63.56	9 914 634
October 2025	190 209 378	108 902 073	81 307 065	62.04	9 998 379
November 2025	174 712 465	136 940 199	37 772 266	71.99	9 971 684
December 2025	163 516 081	114 584 366	48 931 715	65.58	9 372 554
January 2026	160 391 226	117 878 270	32 253 721	72.09	10 250 234
February 2026	168 509 714	106 410 920	62 098 794	66.34	9 586 719
March 2026	167 613 987	113 089 731	54 524 256	67.11	10 376 836
<b>Total</b>	<b>1 538 854 055</b>	<b>1 022 356 311</b>	<b>516 497 744</b>	<b>66.44</b>	<b>92 059 884</b>

### KEY REVENUE ENHANCEMENT STRATEGIES

To strengthen the municipality's revenue generation and collection capabilities, a range of targeted strategies are currently being implemented. These initiatives are designed to address existing financial challenges and optimise long-term sustainability.

#### Ongoing Indigent Registration

The municipality continues to register indigent households, ensuring that qualifying residents receive the appropriate support and that billing records accurately reflect the payment capacity of the community.

#### Investigation and Write-Off of Irrecoverable Accounts

Accounts deemed irrecoverable but not classified as indigent will be thoroughly investigated in accordance with the write-off policy. The process involves determining whether the consumer is insolvent, untraceable, or sequestered. Adhering to these guidelines is vital, as failure to do so may result in material irregularities for the municipality.

#### Meter Replacement Programme

The replacement of faulty bulk meters is actively underway. The objective is to ensure that all such meters are replaced by 31 December 2026, improving the accuracy of consumption measurement and billing.

### **Implementation of Flat Rate in Rural Areas**

With approximately 16,000 accounts in rural areas, the municipality plans to introduce a flat rate system as previously approved by Council. This initiative, if implemented at R72 per household, could potentially increase budgeted revenue by R13,824,000.00 per annum. Prior to rollout, a feasibility study will be conducted to validate financial data and assess implementation costs.

### **Expansion of Service Provision in Partnership with City of Tshwane**

Discussions are ongoing with the City of Tshwane regarding the municipality's takeover of service provision in areas currently served by Tshwane. This expansion would grow the revenue base and improve billing and collection rates.

Alternatively, Tshwane may assist with credit control in areas where they supply electricity and water, while the municipality handles property rate billing.

### **Registration of Townships and Formalisation of Informal Settlements**

Efforts are being made to expedite the registration of established townships and the formalisation of informal settlements. These actions aim to broaden the municipality's revenue base by incorporating more properties into the billing system.

### **Cost Containment Measures**

To optimise expenditure, the municipality is working to reduce overtime, contracted services, and consultant usage. Additionally, the introduction of a shift system for employee-related costs is under consideration.

### **Committee Oversight and Strategy Development**

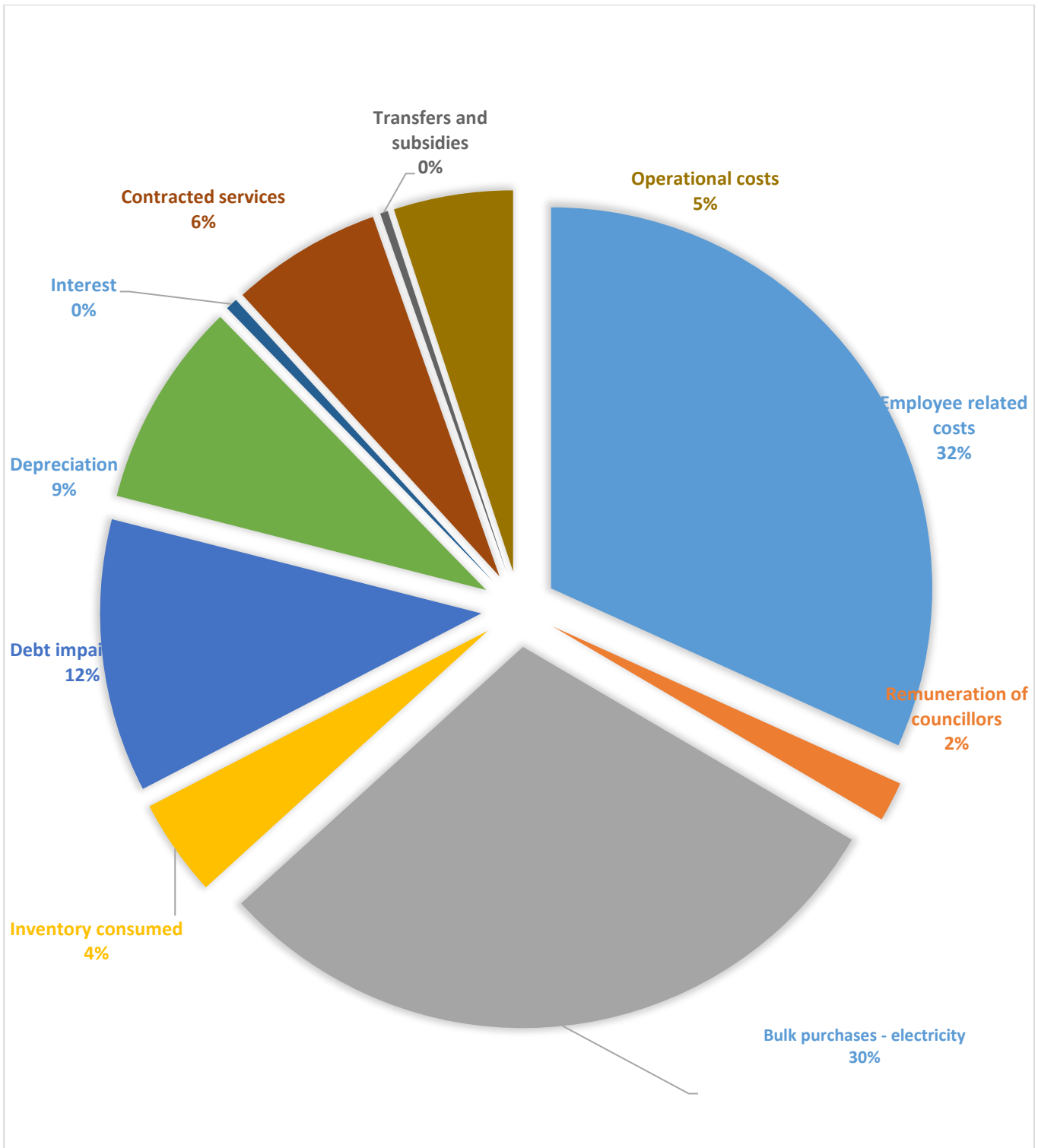
It is important to note that the strategies outlined above do not represent an exhaustive list. The re-establishment of the Revenue Enhancement and Protection Committee will play a crucial role in developing and implementing further initiatives. The committee will report progress to Council on a quarterly basis, ensuring ongoing oversight and improvement of municipal revenue processes.

## **4.3 OPERATING EXPENDITURE**

The municipality continues to grapple with significant institutional challenges and instances of mismanagement. These issues contribute directly to the accumulation of bad debt, restrict cash flow, and lead to the ongoing non-payment of creditors. Notably, a substantial proportion of outstanding amounts is owed to Eskom and various water boards, which together make up the majority of the municipality's total creditors. This persistent non-payment has a detrimental impact on the financial sustainability of these state-owned entities, threatening the stability of critical service providers within Madibeng.

The total Expenditure budget has decreased by R 349.8 million or -15% when compared with the Original budget and has decreased by R 1 billion or -46% when compared with the adjusted budget.

**The following table gives a breakdown of the main expenditure categories for the 2026/27 financial year.**



**Table 7: Summary of Operating Expenditure by Classification**

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>Expenditure</b>										
Employee related costs	674 179	682 498	733 645	738 467	761 473	761 473	661 579	752 339	779 232	804 168
Remuneration of councillors	34 256	35 339	36 520	39 691	42 014	42 014	31 036	39 964	40 640	41 316
Bulk purchases - electricity	723 581	838 539	943 295	711 000	711 000	711 000	433 749	706 000	729 298	752 636
Inventory consumed	195 778	308 359	386 790	108 770	180 964	180 964	130 838	97 943	101 175	104 412
Debt impairment	25 054	3 990	2 067	331 383	331 383	331 383	276 153	274 614	274 814	269 098
Depreciation, amortisation and impairment	316 128	304 046	245 628	317 075	317 075	317 075	269 096	207 074	213 909	220 753
Interest, Dividends and Rent on Land	61 558	41 634	163 874	23 181	47 973	47 973	29 721	12 000	12 396	12 793
Contracted services	314 922	373 084	537 588	262 981	661 507	661 507	450 013	151 368	156 363	161 366
Transfers and subsidies	6 674	2 372	7 415	7 700	7 700	7 700	7 659	7 800	8 057	8 315
Irrecoverable debts written off	-	-	3 080	-	7 808	7 808	7 808	-	-	-
Operational costs	288 783	347 211	411 221	178 496	396 094	396 094	279 239	119 838	123 792	127 754
Disposal of Fixed and Intangible Assets	-	13 187	1 786	-	-	-	-	-	-	-
Other Losses	2 159	(28)	808	-	-	-	3 514	-	-	-
<b>Total Expenditure</b>	<b>2 643 073</b>	<b>2 950 233</b>	<b>3 473 718</b>	<b>2 718 744</b>	<b>3 464 991</b>	<b>3 464 991</b>	<b>2 580 405</b>	<b>2 368 939</b>	<b>2 439 676</b>	<b>2 502 611</b>
<b>Surplus/(Deficit)</b>	<b>(252 175)</b>	<b>(248 925)</b>	<b>(626 314)</b>	<b>154 233</b>	<b>(265 273)</b>	<b>(265 273)</b>	<b>143 503</b>	<b>892 753</b>	<b>976 540</b>	<b>1 018 340</b>

R thousand	Original Budget	Adjusted Budget	FRP TARGET 2026/27	Budget Year 2026/27	FRP Targets vs 2026/27 Proposed Budget	Percentage Increase against 2025/26 Original Budget	Percentage Increase against 2025/26 Adjustment Budget	Total contribution to the total budget
<b>Expenditure</b>								
Employee related costs	738 467	738 467	671 222	752 339	11%	2%	2%	32%
Remuneration of councillors	39 691	39 691	40 762	39 964	-2%	1%	1%	2%
Bulk purchases - electricity	711 000	711 000	737 597	706 000	-4%	-1%	-1%	30%
Inventory consumed	123 834	123 834	35 862	97 943	63%	-26%	-26%	4%
Debt impairment	429 728	429 728	145 023	274 614	47%	-56%	-56%	12%
Depreciation and amortisation	317 075	317 075	429 789	207 074	-108%	-53%	-53%	9%
Interest	23 181	42 973	21 117	12 000	-76%	-93%	-258%	1%
Contracted services	262 981	262 981	295 560	151 368	-95%	-74%	-74%	6%
Transfers and subsidies	7 700	7 700	8 317	7 800	-7%	1%	1%	0%
Irrecoverable debts written off	-	-		-	0%	0%	0%	0%
Operational costs	179 996	179 996	89 787	119 838	25%	-50%	-50%	5%
<b>Total Expenditure</b>	<b>2 833 653</b>	<b>2 853 445</b>	<b>2 475 036</b>	<b>2 368 939</b>	<b>-4%</b>	<b>-20%</b>	<b>-20%</b>	<b>100%</b>
<b>Surplus/(Deficit)</b>	<b>39 364</b>	<b>236 658</b>	<b>174 916</b>	<b>892 753</b>				

## ANALYSIS OF SOME OF THE PROPOSED EXPENDITURE

**Employee related cost** increased by R 13.8m or (2%) from the adjusted budget and it contribute 32% of the total expenditure budget. This expenditure item is above the FRP revenue target by 11% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

The salary and wage collective agreement was signed by the parties of the South African Local Government Bargaining Council (SALGBC) on Friday, 6 September 2024. It is a five-year agreement effective from July 1, 2024, to June 30, 2029. In respect of the 2026/27 financial year, all employees covered by this agreement shall receive, with effect from 1 July 2026, a salary increase linked to the Consumer Price Index (CPI) plus 0.75 per cent.

**Remuneration of councillors** increased by 273m or 1% from the adjusted budget and it contribute 2% of the total expenditure budget. This expenditure item is below the FRP revenue target by -2% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

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 consider the fiscal constraints. Municipalities should also consider guidance provided above on salary increases for municipal officials during this process. Any overpayment to councillors 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 councillor(s) concerned

**Bulk Purchases – Electricity** decreased by R -5m or (-1%) from the adjusted budget and it contribute 30% of the total expenditure budget. This expenditure item is below the FRP revenue target by -4% and this is influenced by 2025/26 Budget performance for the past eight (8) months.

**Inventory consumed** decreased by R -25.8m or (-26%) from the adjusted budget and it contribute 4% of the total expenditure budget. This expenditure item is above the FRP revenue target by 63% and this is influenced by 2025/26 Budget performance for the past eight (8) months and that during preparation of FRP bulk water purchases was ton included on inventory.

**Debt impairment** decreased by -R 155.1m or (-56%) from the adjusted budget and it contribute 12% of the total expenditure budget. This expenditure item is above the FRP revenue target by 47% and this is influenced by 2025/26 Budget performance for the past eight (8) months

**Depreciation and amortisation** decreased by -R 110m or (-53%) from the adjusted budget and it contribute 9% of the total expenditure budget. This expenditure item is above the FRP revenue target by -108% and this is influenced by 2025/26 Budget performance for the past eight (8) months

**Interest** decreased by -R 30.9m or (-258%) from the adjusted budget and it contribute 1% of the total expenditure budget. This expenditure item is above the FRP revenue target by 76% and this is influenced by 2025/26 Budget performance for the past eight (8) months

**Contracted Services** decreased by R 111.8m or (-74%) from the adjusted budget and it contribute 6% of the total expenditure budget. This expenditure item is below the FRP revenue target by -95% and this is influenced by 2025/26 Budget performance for the past eight (8) months

**Operational costs** decreased by R60.1 or (50%) from the adjusted budget and it contribute 5% of the total expenditure budget. This expenditure item is above the FRP revenue target by 25% and this is influenced by 2025/26 Budget performance for the past eight (8) month

## 4.4 CAPITAL BUDGET

Section 18 and 19 of the MFMA were taken in to consideration regarding the funding of capital project. That spending on Capital Budget to be financed from grants and other external mechanisms would takes place after the funds have been received.

Table 8 below detailed the funding sources for Capital Budget over the medium term period.

**Table 8 Capital Budget per Funding Sources**

Description	Budget Year 2024/2025	Budget Year +2025/2026	Budget Year +2026/2027	Budget Year +1 2027/2028	Budget Year +2 2028/2029
	R'000	R'000	R'000	R'000	R'000
Municipal Infrastructure Grant	329 018	345 965	348 220	388 875	401 794
Integrated National Electrification Programme	25 184	20 000	28 411	19 859	24 757
<b>Total Grants &amp; Subsidies</b>	<b>354 202</b>	<b>365 965</b>	<b>376 631</b>	<b>408 734</b>	<b>426 551</b>

The Capital Budget for the 2026/2027 financial year has been projected at R 376.6 million. The two outer financial years the Capital Budget is projected at R408.7 million and R 426.5 million.

The table below is the detailed 2026/27 MTREF capital budget per capital project and per ward

**PROPOSED FINAL CAPITAL BUDGET 2026/27 - 2028/29 FINANCIAL YEAR**

DESCRIPTION	WARDS	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	FUNDS
<b>MIG</b>					
KLIPGAT EXTENTION WATER SUPPLY	8	22 000 000	0		MIG
HEBRON/ KGABALATSANE/ ROCKVIL/ITSOSENG	10	35 000 000			MIG
UGRADING OF BULK WATER PIPE LINE				146 794 000	MIG
KLIPGAT SANITATION PROJECT	24	31 720 000	30 750 000	50 000 000	MIG
MOTHOTLUNG OUTFALL SEWER	20	10 000 000			MIG
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – BOKAMOSO)	27	0	8 000 000	6 000 000	MIG
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – BOKFONTEIN)	25	0	8 000 000	6 000 000	MIG
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – WARD 1) PHASE 2	1	0	8 000 000	6 000 000	MIG
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – WARD 14)	14	0	8 000 000	6 000 000	MIG
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 1B	1,2,4,6,25,27,30,33,32,34,35,40			45 000 000	MIG
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 2B	3,7,10,14,15,16,17,18,19,26,28,29,41	45 000 000			MIG
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 3B	5,8,9,11,12,13,20,21,22,23,24,36,31,37,38		45 000 000		MIG
<b>ROADS PROJECTS</b>					
UPGRADING OF FAFUNG INTERNAL BUS ROUTE	1	1 500 000			MIG
UPGRADING OF MOTHOTLUNG PHASE 2 ROAD (EXT 2 TO THARI)	20,21	15 000 000			MIG
UPGRADING OF MOTHOTLUNG INTERNAL ROADS	20	0	0		MIG
ROOIWAL CEMETERY ROAD UPGRADE	1	13 000 000	0		MIG
UPGRADING OF MONTOEDI TO IPOPOPENG ROAD	35		0		MIG
FANYANE TO MANOTSHE MODUANE ROAD UPGRADE	15		0		MIG
REHABILITATION OF MODDERSPRUIT TARRER ROAD.	31	15 000 000	0		MIG
FORMALISATION OF HEBRON STREAM AND STORMWATER	15;16	15 000 000	30 000 000	9 000 000	MIG
OUKASIE PHASE 5 ROAD	22	8 000 000	7 500 000		MIG

DAMONSVILLE EXT.2 INTERNAL ROAD	21		8 000 000		MIG
UPGRADING OF KLIPGAT OLD CEMETERY ROAD	36	9 300 000	0		MIG
UPGRADING OF INTERNAL ROAD (LOT PHALATSE)	41	8 000 000	0		MIG
UPGRADING OF INTERNAL ROAD (LETLHABILE BLOCK B EXT 2)	11	8 000 000	0		MIG
UPGRADING OF INTERNAL ROAD (MOILETSWANE)	34	8 000 000	0		MIG
UPGRADING OF INTERNAL ROAD ITSOSENG ROMA ROAD	16	9 000 000	0		MIG
UPGRADING OF DITHABANE CEMETERY - BOKAMOSO HALL	27	2 200 000	0		MIG
UPGRADING OF SHUMBERG INTERNAL ROAD	29	10 000 000	0		MIG
UPGRADING OF NTOLO ROAD	3	10 000 000	0		MIG
UPGRADING OF INTERNAL ROAD KLIPGAT BANDA BRIDGE	37	8 000 000	0		MIG
UPGRADING OF NTSOPI LONG CEMETERY ROAD	14	9 000 000	0		MIG
UPGRADING OF INTERNAL ROAD MABOLOKA- DORENPORT CEMETERY	4	10 000 000	19 500 000		MIG
UPGRADING OF DISOFENG ROAD	38		12 000 000		MIG
UPGRADING OF PHASA MALOKA BUS ROAD	8		25 000 000		MIG
UPGRADING OF MAPETLA- NEW TOWN INTERNAL ROAD	17		19 000 000		MIG
UPGRADING OF NEWTOWN -MOTLHAKA ROAD	19		12 000 000		MIG
UPGRADING OF SILVER HOUSE INTERNAL ROAD	18		14 000 000		MIG
UPGRADING OF MAJAKANENG INTERNAL ROAD: SOSHANGUVE	7		18 000 000		MIG
UPGRADING OF REGOROGILE SECTION ROAD: TEBOGO PRIMARY TO PHASE 1)	40		8 000 000		MIG
UPGRADING OF KOMANE ROAD	5			11 000 000	MIG
UPGRADING OF SGODIPHOLA	7			11 000 000	MIG
UPGRADING OF SANAMARENA TO ZCC ROAD - BLOCK B	9			11 000 000	MIG
UPGRADING OF MERITING AND CLINIC ROAD	10			11 000 000	MIG
UPGRADING OF SARA JEFF CEMETERY ROAD AT LEOKENG	27			11 000 000	MIG
UPGRADING OF MADINYANE MAIN ENTRANCE ROAD	34			11 000 000	MIG
UPGRADING OF KHAYALETHU ROAD	40			11 000 000	MIG
UPGRADING OF INTERNAL ROAD BAPONG	25			11 000 000	MIG
LETLHABILE TAXI RANK	11		15 000 000		MIG
SPECIALISED VEHICLE FOR WASTE – (SKIP BINS)	23		8 712 500		MIG
BOKFONTEIN CEMETERY	25				MIG
MABOLOKA SPORTS FACILITY	5	16 500 000			MIG
LETLHABILE SPORT FACILITY UPGRADE	12	15 000 000	15 000 000		MIG
MOTHOTLUNG SPORT FACILITY UPGRADE	20		17 000 000		MIG
BRITS FRESH PRODUCE MARKET	23	3 000 000	11 000 000	11 000 000	MIG
BRITS LANDFILL SITE (DEVELOPMENT OF NEW CELL AND LAGOON)	23	3 000 000	12 000 000	20 000 000	MIG
DLTC UPGRADE	23		15 412 500		MIG
PMU ADMINISTRATION		8 000 000	8 000 000	8 000 000	
<b>TOTAL MIG</b>		<b>348 220 000</b>	<b>382 875 000</b>	<b>401 794 000</b>	
<b>INEP</b>					
LETLHABILE BLOCK H PHASE 3 ELECTRIFICATION 1320 HH	664 households	10 956 000	19 859 000	24 757 000	INEP
LETLHABILE C SUBSTATION & (2,5KM BLOCK I MV LINE)	Infrastructure	4 000 000			INEP
DAMONSVILLE EXTENSION 5- 2099 H/H	250 households	5 955 000			
PENDORING SUBSTATION - (5KM DOMONSVILLE TO ELANDSVIEW MV LINE)	Infrastructure	2 500 000			
LETLHABILE A SUBSTATION - (2KM BLOCK H MV LINE)	Infrastructure	1 000 000			
EEDSM	implementation of energy efficiency and demand side management measures and reduction of electricity demand in municipal buildings and infrastructure	4 000 000			INEP
<b>TOTAL INEP</b>		<b>28 411 000</b>	<b>19 859 000</b>	<b>24 757 000</b>	
<b>TOTAL CAPITAL EXPENDITURE</b>		<b>376 631 000</b>	<b>402 734 000</b>	<b>426 551 000</b>	

**MBRR Table A7 - Budgeted Cash Flow Statement**

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Property rates		194 464	205 314	222 389	300 488	486 280	486 280	151 047	362 640	448 491	520 149
Service charges		651 888	731 581	811 718	756 293	929 947	929 947	598 940	948 220	1 059 034	1 161 231
Other revenue		2 326 091	1 661 994	1 690 442	34 480	34 480	34 480	1 035 626	54 393	51 625	53 277
Transfers and Subsidies - Operational	1	268 876	1 058 282	1 130 534	1 196 011	1 198 610	1 198 610	889 380	1 239 315	1 287 945	1 324 575
Transfers and Subsidies - Capital	1	243 889	333 366	375 460	373 906	373 906	373 906	354 715	376 631	408 734	426 551
Interest		16 453	15 854	27 943	108 096	108 096	108 096	19 432	16 077	15 223	15 710
Dividends											
<b>Payments</b>											
Suppliers and employees		(3 127 823)	(2 980 025)	(2 791 810)	(2 121 850)	(2 219 610)	(2 219 610)	(2 088 051)	(2 497 058)	(2 843 714)	(2 974 490)
Interest											
Transfers and Subsidies	1										
<b>NET CASH FROM (USED) OPERATING ACTIVITIES</b>		<b>573 838</b>	<b>1 026 365</b>	<b>1 466 676</b>	<b>647 424</b>	<b>911 709</b>	<b>911 709</b>	<b>961 089</b>	<b>508 219</b>	<b>427 337</b>	<b>527 003</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE			37 873	2 729		7 487	7 487	3 743			
Decrease (increase) in non-current receivables											
Decrease (increase) in non-current investments		(15)	(191)	110	96			(454)			
<b>Payments</b>											
Capital assets		(345 397)	(313 710)	(407 359)	(373 906)	(461 434)	(461 434)	(167 940)	(376 831)	(408 734)	(426 551)
<b>NET CASH FROM (USED) INVESTING ACTIVITIES</b>		<b>(345 412)</b>	<b>(276 029)</b>	<b>(404 520)</b>	<b>(373 810)</b>	<b>(453 947)</b>	<b>(453 947)</b>	<b>(164 650)</b>	<b>(376 631)</b>	<b>(408 734)</b>	<b>(426 551)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans											
Borrowing long term/financing			3 800								
Increase (decrease) in consumer deposits			5 821	(1 157)							
<b>Payments</b>											
Repayment of borrowing					(187 228)	(187 228)	(187 228)		(89 502)		
<b>NET CASH FROM (USED) FINANCING ACTIVITIES</b>			<b>9 620</b>	<b>(1 157)</b>	<b>(187 228)</b>	<b>(187 228)</b>	<b>(187 228)</b>		<b>(89 502)</b>		
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>228 426</b>	<b>759 957</b>	<b>1 060 998</b>	<b>86 386</b>	<b>270 533</b>	<b>270 533</b>	<b>796 438</b>	<b>34 086</b>	<b>18 603</b>	<b>100 452</b>
Cash/cash equivalents at the year begin:	2	204 330	184 613	73 748	10 278	10 278	10 278		(16 004)	18 082	36 685
Cash/cash equivalents at the year end:	2	432 756	944 570	1 134 746	96 664	280 812	280 812	796 438	18 082	36 685	137 137

**MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation**

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>Cash and investments available</b>											
Cash/cash equivalents at the year end	1	432 756	944 570	1 134 746	96 664	280 812	280 812	796 438	273 333	619 743	619 743
Other current investments > 90 days		(249 056)	(870 743)	(1 042 409)	(797)	187 228	187 228	(806 032)	111 070	110 270	109 330
Non-current investments	1	1 552	1 837	1 933	4 080	4 080	4 080	2 387	4 880	5 680	5 986
<b>Cash and investments available:</b>		<b>185 253</b>	<b>75 663</b>	<b>94 270</b>	<b>99 946</b>	<b>472 119</b>	<b>472 119</b>	<b>192 802</b>	<b>389 283</b>	<b>735 693</b>	<b>735 043</b>
<b>Application of cash and investments</b>											
Unspent conditional transfers		1 487	415	(0)		2 599	2 599	210 437			
Unspent borrowing											
Statutory requirements	2	(59 932)	(57 351)	(175 079)				(154 515)			
Other working capital requirements	3	768 350	1 025 278	1 677 637	1 016 195	187 909	187 909	1 440 145	200 000	151 000	145 000
Other provisions		129 065	142 837	158 237				158 237			
Long term investments committed	4										
Reserves to be backed by cash/investments	5										
<b>Total Application of cash and investments:</b>		<b>838 869</b>	<b>1 111 175</b>	<b>1 660 794</b>	<b>1 016 195</b>	<b>190 508</b>	<b>190 508</b>	<b>1 554 383</b>	<b>200 000</b>	<b>151 000</b>	<b>145 000</b>
<b>Surplus(shortfall) - Excluding Non-Current Creditors Trf to Debt Relief Benefits</b>		<b>(653 716)</b>	<b>(1 035 512)</b>	<b>(1 566 524)</b>	<b>(916 248)</b>	<b>281 611</b>	<b>281 611</b>	<b>(1 461 581)</b>	<b>189 283</b>	<b>584 693</b>	<b>590 043</b>
<b>Creditors transferred to Debt Relief - Non-Current portion</b>											
<b>Surplus(shortfall) - Including Non-Current Creditors Trf to Debt Relief Benefits</b>		<b>(653 716)</b>	<b>(1 035 512)</b>	<b>(1 566 524)</b>	<b>(916 248)</b>	<b>281 611</b>	<b>281 611</b>	<b>(1 461 581)</b>	<b>189 283</b>	<b>584 693</b>	<b>590 043</b>

MBRR Table A9 - Asset Management

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>CAPITAL EXPENDITURE</b>										
<b>Total New Assets</b>	1	146 000	160 949	209 277	202 898	270 341	270 341	228 625	250 961	259 011
Roads Infrastructure		13 626	34 221	30 273	25 533	59 483	59 483	7 000	7 175	7 350
Storm water Infrastructure		–	–	2 171	10 000	5 000	5 000	–	–	–
Electrical Infrastructure		1 850	7 503	33 758	18 235	68 235	68 235	23 411	14 859	19 757
Water Supply Infrastructure		18 696	30 292	47 178	72 000	52 750	52 750	116 220	142 083	140 210
Sanitation Infrastructure		54 693	41 621	17 372	31 000	38 000	38 000	33 000	36 750	40 500
Infrastructure		88 865	113 637	135 648	177 388	224 968	224 968	179 631	200 867	207 817
Community Facilities		13 587	26 359	12 563	9 500	2 429	2 429	25 494	26 131	26 769
Sport and Recreation Facilities		–	–	–	1 000	19 434	19 434	10 000	10 250	10 500
Community Assets		13 587	26 359	12 563	10 500	21 864	21 864	35 494	36 381	37 269
Operational Buildings		–	–	4 087	–	10 200	10 200	–	–	–
Other Assets		–	–	4 087	–	10 200	10 200	–	–	–
Licences and Rights		–	365	2 300	10 000	10 000	10 000	5 000	5 000	5 000
Intangible Assets		–	365	2 300	10 000	10 000	10 000	5 000	5 000	5 000
Computer Equipment		1 403	712	861	–	852	852	–	–	–
Furniture and Office Equipment		2 251	1 508	2 663	–	327	327	–	–	–
Machinery and Equipment		246	740	12 110	–	230	230	–	–	–
Transport Assets		39 648	17 627	39 944	5 000	1 900	1 900	8 500	8 713	8 925
<b>Total Renewal of Existing Assets</b>	2	120 410	90 953	89 693	96 302	64 990	64 990	55 500	53 963	52 425
Roads Infrastructure		48 053	56 203	29 828	15 000	1 120	1 120	10 000	10 250	10 500
Electrical Infrastructure		45 128	24 856	27 032	81 302	39 500	39 500	45 500	43 713	41 925
Sanitation Infrastructure		27 229	9 895	32 833	–	24 369	24 369	–	–	–
Infrastructure		120 410	90 953	89 693	96 302	64 990	64 990	55 500	53 963	52 425
<b>Total Upgrading of Existing Assets</b>	6	78 987	61 808	108 389	74 706	126 104	126 104	92 506	103 811	115 115
Roads Infrastructure		60 817	57 437	102 539	49 000	109 604	109 604	80 006	82 006	84 006
Electrical Infrastructure		17 541	2 520	2 062	–	15 000	15 000	–	–	–
Infrastructure		78 358	59 957	104 601	49 000	124 604	124 604	80 006	82 006	84 006
Community Facilities		630	1 851	3 788	20 706	1 500	1 500	1 500	10 530	19 559
Sport and Recreation Facilities		–	–	–	5 000	–	–	11 000	11 275	11 550
Community Assets		630	1 851	3 788	25 706	1 500	1 500	12 500	21 809	21 109
<b>Total Capital Expenditure</b>	4	345 397	313 710	407 359	373 906	461 434	461 434	376 631	408 734	426 551
Roads Infrastructure		122 496	147 861	162 640	89 533	170 207	170 207	97 006	99 431	101 856
Storm water Infrastructure		–	–	2 171	10 000	5 000	5 000	–	–	–
Electrical Infrastructure		64 518	34 879	62 852	99 537	122 735	122 735	68 911	58 572	61 682
Water Supply Infrastructure		18 696	30 292	47 178	72 000	52 750	52 750	116 220	142 083	140 210
Sanitation Infrastructure		81 923	51 516	50 206	31 000	62 369	62 369	33 000	36 750	40 500
Solid Waste Infrastructure		–	–	4 896	20 630	1 500	1 500	–	–	–
Infrastructure		267 633	264 548	329 942	322 700	414 362	414 362	315 137	336 836	344 248
Community Facilities		14 210	28 210	16 351	30 206	9 929	9 929	36 994	36 861	46 328
Sport and Recreation Facilities		–	–	–	8 000	19 434	19 434	21 000	21 525	22 050
Community Assets		14 210	28 210	16 351	38 206	29 364	29 364	47 994	58 186	68 378
Operational Buildings		–	–	4 087	–	10 200	10 200	–	–	–
Other Assets		–	–	4 087	–	10 200	10 200	–	–	–
Licences and Rights		–	365	2 300	10 000	10 000	10 000	5 000	5 000	5 000
Intangible Assets		–	365	2 300	10 000	10 000	10 000	5 000	5 000	5 000
Computer Equipment		1 403	712	861	–	852	852	–	–	–
Furniture and Office Equipment		2 251	1 508	2 663	–	327	327	–	–	–
Machinery and Equipment		246	740	12 110	–	230	230	–	–	–
Transport Assets		39 648	17 627	39 944	5 000	1 900	1 900	8 500	8 713	8 925
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>		345 397	313 710	407 359	373 906	461 434	461 434	376 631	408 734	426 551
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	4 740 959	4 677 781	4 855 520	5 692 733	5 780 261	5 780 261	5 895 458	6 029 686	6 226 551
Roads Infrastructure		909 989	977 060	992 167	89 533	170 207	170 207	97 006	99 431	101 856
Storm water Infrastructure		35 023	35 023	37 195	10 000	5 000	5 000	–	–	–
Electrical Infrastructure		1 491 682	1 238 179	1 240 502	5 343 354	5 366 552	5 366 552	5 507 728	5 597 388	66 682
Water Supply Infrastructure		723 734	754 026	748 393	72 000	52 750	52 750	116 220	142 083	140 210
Sanitation Infrastructure		168 781	220 297	328 944	31 000	62 369	62 369	33 000	36 750	40 500
Solid Waste Infrastructure		290	290	4 650	20 630	1 500	1 500	–	–	–
Rail Infrastructure		2 575	2 575	2 567	–	–	–	–	–	–
Infrastructure		3 332 073	3 227 451	3 352 418	5 566 517	5 658 378	5 658 378	5 753 854	5 875 652	549 248
Community Assets		248 258	246 187	264 562	36 206	23 364	23 364	47 994	58 186	68 378
Heritage Assets		10	10	10	10	10	10	10	10	10
Investment properties		99 655	140 398	143 127	85 000	85 000	85 000	85 000	87 125	–
Other Assets		(42 514)	(61 135)	(84 055)	–	10 200	10 200	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Intangible Assets		0	362	289	–	–	–	–	–	–
Computer Equipment		(3 948)	(3 178)	(1 889)	–	852	852	–	–	–
Furniture and Office Equipment		32 016	33 999	36 217	–	327	327	–	–	–
Machinery and Equipment		14 933	15 585	27 695	–	230	230	–	–	–
Transport Assets		112 481	130 107	169 151	5 000	1 900	1 900	8 500	8 713	8 925
Land		947 996	947 996	947 996	–	–	–	–	–	–
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	4 740 959	4 677 781	4 855 520	5 692 733	5 780 261	5 780 261	5 895 458	6 029 686	6 226 551
<b>EXPENDITURE OTHER ITEMS</b>		443 502	443 451	494 383	416 060	406 470	406 470	355 303	372 193	384 104
Depreciation	7	316 128	304 046	245 628	317 075	317 075	317 075	247 085	255 239	283 406
<b>Repairs and Maintenance by Asset Class</b>	3	127 374	139 404	248 755	98 985	89 396	89 396	108 218	116 955	120 697
Roads Infrastructure		6 875	5 638	5 880	4 866	4 788	4 788	7 000	9 297	9 595
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		43 874	34 801	56 042	40 000	28 075	28 075	40 000	41 320	42 642
Water Supply Infrastructure		42 656	49 287	147 265	29 243	30 374	30 374	34 500	35 639	36 779
Sanitation Infrastructure		21 791	36 490	14 064	13 644	13 614	13 614	15 000	15 495	15 991
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		458	2	13	30	30	30	50	52	53
Infrastructure		115 812	126 219	223 263	87 782	78 891	78 891	96 550	101 802	105 000
Community Facilities		2 439	1 623	1 388	2 243	2 743	2 743	3 000	3 099	3 198
Sport and Recreation Facilities		–	(3)	–	–	–	–	–	–	–
Community Assets		2 439	1 620	1 388	2 243	2 743	2 743	3 000	3 099	3 198
Machinery and Equipment		4 037	3 844	674	2 960	2 800	2 800	1 600	1 724	1 779
Transport Assets		5 086	7 922	23 430	6 000	6 972	6 972	7 000	10 330	10 661
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		443 502	443 451	494 383	416 060	406 470	406 470	355 303	372 193	384 104
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		57.7%	48.7%	48.6%	45.7%	41.4%	41.4%	39.3%	38.6%	39.3%
<i>Renewal and upgrading of Existing Assets as % of deprec</i>		63.1%	50.2%	60.6%	53.9%	60.3%	60.3%	59.3%	61.8%	63.6%
<i>R&amp;M as a % of PPE &amp; Investment Property</i>		2.7%	3.0%	5.1%	1.7%	1.5%	1.5%	1.9%	1.9%	2.8%
<i>Renewal and upgrading and R&amp;M as a % of PPE and Investment Property</i>		6.0%	6.2%	9.2%	4.7%	4.2%	4.2%	4.3%	4.6%	6.7%

**5.1. VISION**

To be the prosperous platinum and green tourism city.

The vision building blocks are as follows:

<b>Prosperous</b>	economically healthy and growing
<b>Platinum</b>	high value resource; mining
<b>Green</b>	agriculture; natural beauty; water

**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**

<b>Transparency</b>	Openness, honesty; information sharing and availability; clarity
<b>Discipline</b>	Legal, moral and ethical self-control; accountability for responsibilities
<b>Integrity</b>	Commitment, respect, true to self and even in absence of others
<b>Accessibility</b>	To councilors, managers, facilities, services and information
<b>Accountability</b>	Responsibility
<b>Professionalism</b>	Time management, image and conduct
<b>Value for money</b>	Worthwhile; fair exchange
<b>Communication</b>	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 dorpies.

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

Mmakau Tribal Office, Mmakau  
 Bapo ba Mogale Tribal Office, Bapong  
 Bakwena ba Mogopa, Jericho  
 Bakwena Ba Mogopa Tribal Office, Hebron  
 Batung Ba Hlalele 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 <sup>rd</sup> 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.

### 2026/27 IDP Review Process Plan

The 2026/27 IDP Review Process Plan was adopted by Council on 30 August 2025.

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 2025.

#### **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 7<sup>th</sup> of October 2024 and ends on the 19<sup>th</sup> of October 2025.

#### **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 Brits Pos Newspaper.

#### **Wards Public Participations**

The municipality conducted the ward level public participation meetings in all 41 wards from 07<sup>th</sup> October 2025 to 19<sup>th</sup> October 2025. Municipality consist of 41 wards and 36 (90%) wards managed to succesfully held meetings while 5 (10%) wards failed.

#### **IDP Representative Forum**

The municipality held the successful IDP Representative Forum on the 03 December 2025 where the outcome of the public participation meetings was discussed and municipal wide needs were determined. The 2026-2027 Municipal Wide Needs were as follows;

Priority 1	:	Water and Sanitation
Priority 2	:	Roads and stormwater
Priority 3	:	Land and Housing
Priority 4	:	Electricity
Priority 5	:	Social Services

#### **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 20<sup>th</sup> January 2026 that informed the IDP and the mid-term assessment was also deliberated on.

The municipal departments were further engaged more particularly service delivery department to draft proposed projects, guided by the community-identified projects.

### **5.7. PRIORITISED WARD NEEDS AND PROJECTS:**

Ward 01				
No.	Needs	Projects	Areas	COMPLETED PROJECTS
1.	Water and sanitation	1.Rehabilitation of boreholes 2.Maintenance of boreholes (plan) 3.Bulk water borne toilets 4.Water borne toilets 5. VIP toilets 6. Yard connections 7. Development of village dams	Legonyane, Sephai, Fafung, Rasai, Klipvoor, Vaalboschloot, Rooivaal Mmasebolana, Kwarikraal  All areas  Legonyane,Fafung, Rasai, Klipvoor, Vaalboschloot, Rooivaal Mmasebolana,  All Areas ( Rooival, Vaalboschloot,klipvoor,Kwarriekraal, Mmupudung)	Water supply augmentation: Boreholes  1.Refurbishment of existing Borehole (Jericho Moiletswane road)  2.Garasai Pump-house. Commissioned/Active  3. Refurbishment of Garasai Plant.  4.Drilling equipping and installing steel tanks storage – Borehole 1,2, and  3 (Legonyane) Commissioned/Active  5. Drilling, Equipping JOJO Tank  Storage Provision (Kwariikraal Site 2)- Fully Commissioned  6. Drilling, Equipping JOJO Tank Storage Provision x 3 ( Kwariikraal Site 1)- Fully Commissioned  7.VIP Toilets  Sephai 75  Fafung 433  Legonyane 466  Mmupudung 186  Rooival 77  Klipvoor 56  Kwarriekraal 62  Masebolane 42  Rasai 186  Valboschsloot 57\

2.	Roads and stormwater	<p>1.Upgrading of tarred roads</p> <p>2.Gravelling/paving of internal roads</p> <p>3.Storm water drainage</p> <p>4.Upgrading of bridges and culverts</p> <p>5.Road signs and road fencing in all main</p>	<p>1. Upgrading of Legonyane: Mamelodi to Letlhabile (Mabosebolane road)</p> <p>2. Upgrading of Fafung: Masilo road to Bus sleeping ground via Molopyane to Roma and Mmotong graveyard</p> <p>3. Upgrading of Vaalboschloot bus road cuts across three villages</p> <p>4. Upgrading of Kwarriekraal main road</p> <p>5. Upgrading of Sephai road</p> <p>In all main roads</p>	<p>1.Upgrading of Legonyane cemetery road-contractor on site and project is at 9%</p> <p>2.Legonyane internal road – budgeted for 2025/26</p> <p>3.Upgrading of internal roads of cluster 6 (rasai)- project complete</p> <p>4.Upgrading of fafung internal bus route-)- project planned and design drawing received</p> <p>5.Upgrading of internal roads of cluster 6 ( legonyane taxi route)- contractor on site , progress is at 48,5%</p> <p>6.Rooiwal cemetery road upgrade-consultant appointed</p> <p>7.Upgrading of internal roads of cluster 6 (Rasai)- project complete</p>
3.	Electricity	<p>1.Extension to other areas</p> <p>2.Maintenance of Apollo lights (energised)</p> <p>3.Additional Apollo lights</p> <p>4.Post connection</p>	All areas	Highmast light (solar energised) phase 1b (6 highmast light per ward @ R625 per mast- 16 installed
4.	Land and housing	<p>1.PHP Houses</p> <p>2.RDP Houses</p>	Fafung, Sephai, Rasai, Legonyane, Mmasebolana, Rooival and Mmupudung	
5.	Social Services	<p>1.Development of Clinic 24 hrs operation</p> <p>2.Mobile clinic and multi-purpose centre</p> <p>3.Development of waste disposal</p> <p>4.Development of community halls</p>	<p>Fafung and Legonyane</p> <p>Rooival and Kwarriekraal</p>	
6.	LED	1.Creation of job opportunities		Jobs creation through CWP.

		2. SMME development 3. Backyard Gardens 4. livestock farming(Agriculture) 5. Tourism attraction-Fencing of mountain 6. Development of parks	Borakalalo National park	Latlha Patla Bakery building, borehole drilled, bakery equipment and start up stock.  Cooperatives development workshops  Nguni Cattle projects established  PPC Mine Community water supply projects
Ward 02				
No.	Needs	Projects	Areas	COMPLETED PROJECTS
1.	Water and Sanitation	1. Water supply (30 years without Water) 2. Borehole and tanks/sewage 3. Extension of water pipes 4. New yard pipes connection 5. Reservoir to be installed to cater cluster	Jericho Jericho Jericho Jericho Jericho	Water supply augmentation: boreholes  1. Refurbishment of existing borehole 1 (Jericho-Moiletswane road)  2. Refurbishment of borehole 2 & 4 (Jericho)  3. Refurbishment of borehole 3 (Jericho feedlot)  4. Refurbishment of existing borehole 5 (Dikolobeng section Jericho)- commissioned /active  refurbishment of existing borehole 6 (Dikolobeng section Jericho)
2.	Roads and storm water	1. Resealling-Jericho to Rashoop and Mmupudung 2. Paving 3. Internal roads	1. Upgrading of Jericho to Mmupudung road  2. Upgrading of Malatlheng Section to Morokwaneng section  3. Upgrading of Jericho to Roman Catholic church road	Upgrading of internal roads of cluster 6 (Jericho taxi road))- project complete
3.	Electricity	1. High mast lights 2. Streets lights 3. Power Station		Highmast light (solar energised) phase 1b (6 highmast light per ward @ R625 per mast- 4 installed
4.	Land and Housing	1. RDP Houses/houses Inspection before building	Jericho	

		2. Follow-up on outstanding RDP houses		
5.	LED	<ul style="list-style-type: none"> <li>1. Tourism</li> <li>2. Arts and culture</li> <li>3. Agricultural development</li> <li>4. 12 million project of goat farming headed by woman (100 million injection, 20 million per annum)</li> <li>5. Sports field and multi-skill centre</li> <li>6. Infrastructure</li> </ul>	All areas	<ul style="list-style-type: none"> <li>Jericho Cattle Feedlot renovation and access road Construction.</li> <li>SMME's training</li> <li>3. Ramodise Bakery establishment with borehole drilling</li> </ul>
6.	Social Service	<ul style="list-style-type: none"> <li>1. Need 24hrs operational clinic with sufficient medication</li> <li>2. Art and culture</li> <li>3. Internship for youth at local schools</li> <li>4. Renovation of preschools</li> <li>5. Primary schools are overcrowded</li> </ul>	All areas	
Ward 03				
No.	Needs	Projects	Areas	COMPLETED PROJECTS
1.	Water and sanitation	<ul style="list-style-type: none"> <li>1. Yard connections</li> <li>2. Boreholes to be fixed and to increase in number (municipality to equip the existing 3 000 000 litre reservoir with Boreholes)</li> <li>3. Addition of water tankers</li> <li>4. Stands pipes</li> </ul>	<ul style="list-style-type: none"> <li>All areas</li> <li>All areas</li> <li>All areas</li> <li>Dikampeng</li> </ul>	<ul style="list-style-type: none"> <li>1. Drilling and equipping borehole (Madidi) - good working conditions</li> <li>2. Storage jojo tanks – 6x 10000l jojo tanks (Madidi)- good condition</li> </ul>

2.	Social services	<ol style="list-style-type: none"> <li>1. Permanent clinic 24 hrs</li> <li>2. Multi-purpose and skills development centre (urgent as per Council Resolution on next budget)</li> <li>3. EMS</li> <li>4. Maintenance of cemetery (Provided Madidi people work in the cemetery)</li> <li>5. Food parcel</li> <li>6. Outreach program</li> <li>7. Enforcement of law and order</li> <li>8. SNAP</li> <li>9. Rehabilitation Centre</li> </ol>	<p>Block C</p> <p>Dikampeng</p> <p>ALL AREAS</p>	
3	Roads and Storm water	<ol style="list-style-type: none"> <li>1. Tarring/Resealing of Provincial road (from Letlapeng to Moonlight)</li> <li>2. New road to Block D</li> <li>3. Stormwater drainage</li> <li>4. Speed humps- Lethlapa road and the rest of the road</li> <li>5. Pedestrian bridge</li> <li>6. Road signs</li> <li>7. Pavement</li> <li>8. Regravelling</li> </ol>	<ol style="list-style-type: none"> <li>1. Upgrading of Mokgoko pass Boikhutso General to Ntolo road</li> <li>Block D</li> <li>2. Upgrading of Malatljheng to Botlana Botlle store road</li> <li>3. Upgrading of Botlana to Moonlight road</li> <li>4. Dikampeng</li> <li>5. Phase 2 Dikampeng Pavement</li> <li>6. Old Road cemetery Pavement</li> <li>7. Bara or Clinic Road Pavement</li> <li>8. all 7 Sections</li> </ol>	Upgrading of internal roads of cluster 4 (Madibeng Hills ext of taxi road)- contractor on site , progress is at 100
4	Electricity	<ol style="list-style-type: none"> <li>1. High mast lights (increase)</li> <li>2. Solar geysers</li> <li>3. Upgrade of network (Household that have no electricity)</li> <li>4. Installation of streets lights</li> <li>5. Yard connections</li> </ol>	<p>All areas (Dikampeng)</p> <p>All areas</p> <p>All areas</p> <p>All areas</p> <p>All areas</p>	Highmast light (solar energised) phase 1b (6 highmast light per ward @ r625 per mast- 4 installed
5	LED	<ol style="list-style-type: none"> <li>1. Agriculture</li> <li>2. WI-FI</li> <li>3. Porvety alleviation programme and EPWP</li> </ol>	Ward 3 Sections, Dikampeng	<p>Jobs creation through CWP</p> <p>SMME's training</p> <p>Simthande Poultry Project</p>

		<ul style="list-style-type: none"> <li>4.Skills developments</li> <li>5.Car wash</li> <li>6.Rehabilitation centre</li> <li>7.Mobile police station</li> <li>8.CPF</li> <li>9. Permanent Job creation</li> <li>10 5G Plant of Ashveld</li> <li>11. Fibre Network</li> </ul>		
6	Land and housing	<ul style="list-style-type: none"> <li>1.Formalization of rural areas</li> <li>2.RDP Houses</li> <li>3. Rural Subsidy Houses/ Low cost housing</li> </ul>	All areas , Dikampeng	
Ward 04				
No.	Needs	Projects	Areas	COMPLETED PROJECTS
1.	Roads and stormwater	<ul style="list-style-type: none"> <li>1. Paving of provincial road – from Z606 To Z608</li> <li>2. Paving internal road</li> <li>3. Construction of bridges</li> <li>4. Café 2000 bridge stormwater channel( stormwater that comes from Lethlabile Block I is taking water into Maboloka which causes problems to residents)</li> </ul>	<ul style="list-style-type: none"> <li>1.Upgrading of Corner Makeki road to Doornkop road (Z608)</li> <li>2.Upgrading From Café 2000 bridge to Maboloka bar</li> <li>3.Upgrading of Khothoalo road to Old age, Silomo road (The road has underground water) and Brazil road</li> </ul>	Upgrading of Maboloka tarred access road (bp to circle)- budget reviewed
2.	Water and Sanitation	<ul style="list-style-type: none"> <li>1. Water supply</li> <li>2. Boreholes</li> <li>3. Bulk pipeline from purification plant to Maboloka reservoir</li> <li>4. VIP toilets</li> </ul>	All areas	
3.	Social services	<ul style="list-style-type: none"> <li>1. Clinics and equipment staff</li> <li>2. Library</li> <li>3. Police station</li> <li>4. Fencing of cemetery</li> <li>5. Disability centre</li> </ul>	All areas	

		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 plant and mini sub-station		Highmast light (solar energised) phase 1b (6 highmast light per ward @ R625 per mast- 4 installed
6.	LED	1. Agriculture 2. Job in mines 3. Cultural village 4. Business in mines 5. Skills development centre 6. Poverty relieve programme 7. SMME/Cooperatives 8. Food Security Programme	All sections	Cooperatives & SMME's training  Ntika Lebogo Primary Coop equipment supply for crafters.
Ward 05				
No.	Needs	Projects	Areas	COMPLETED PROJECTS
1.	Roads and stormwater	1. Paving 2. Upgrading of gravel and internal roads 3. Tarring/ Paving of bus roads	All areas: 1. Upgrading of Komane road 2. Upgrading of Bafokeng road 3. Upgrading of Selomo road 4. Upgrading of Cafe 2000 road 5. Upgrading of Mphekwane road 6. Upgrading of Jake's road 7. Upgrading of Maripa's road	Lethabong internal taxi route- ward 5-completed  Upgrading of Maboloka tarred access road (bp to circle)- budget reviewed
2.	Water and sanitation	1. Sewer connection 2. Bulk water supply 3. Energising of Boreholes incomplete	All Sections  Maboloka, Lethabong section, Section D  All Sections	Drilling& equipping one additional borehole, pumping into an existing steel storage tank- borehole 1 (Maboloka)- fully equipped and commissioned

				Drilling& equipping one additional borehole, pumping into an existing steel storage tank- borehole 2 (Maboloka-)
3.	Social services	<ol style="list-style-type: none"> <li>1. Clinic</li> <li>2. Police station</li> <li>3. Fencing of cemeteries</li> <li>4. Secondary school /high school</li> <li>5. Old age home and orphanage home</li> <li>6. Multi-purpose centre-Not Complete</li> <li>7. Sports centre</li> </ol>	<p>Bafokeng, Lethabong</p> <p>All sections</p>	Maboloka sports facility- budget review
4.	Land and housing	<ol style="list-style-type: none"> <li>1. PHP houses</li> <li>2. RDP houses</li> </ol>	<p>Bafokeng, Lethabong</p> <p>All sections( 1, 2, 3 and 4)</p>	
5.	LED	<ol style="list-style-type: none"> <li>1. Agriculture, Poultry and Piggery</li> <li>2. Agriculture Enterprise Development</li> </ol>	<p>Lethabong</p> <p>All sections</p>	<p>Boiketlo Bakery</p> <p>Agriculture Learnership program</p> <p>Itireleng Poultry project</p> <p>Dijo Mmung ke Bophelo project</p>
6.	Electricity	<ol style="list-style-type: none"> <li>1. High mast lights/street lights and Solar system for back-up and Maintainance</li> <li>2. Fibre connection</li> </ol>	<p>Lethabong (all Section)</p> <p>All sections and (section 2)</p>	
Ward 06				
No.	Needs	Projects	Areas	COMPLETED PROJECTS
1	Water and sanitation	<ol style="list-style-type: none"> <li>1. Water connections</li> <li>2. Sewerage Installation</li> </ol>	The Entire Ward	<p>Drilling&amp; equipping one additional borehole, pumping into an existing steel storage tank- borehole 1( Maboloka)</p> <p>Drilling&amp; equipping and storage provision (Maboloka New Line)(Liverpool) – fully equipped and commissioned</p> <p>Drilling, equipping and provision of JoJostorage tanks with stands (Maboloka New</p>

				ILne)(New Line section)- fully equipped and commissioned  Drilling& equipping two additional boreholes,pumping to an existing steel storage tank (Maboloka-Rovers)- fully equipped and commissioned.
2	Roads and Stormwater	1.Construction of tarred road from KL 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	Upgrading of KL to Checkers road Maboloka ward 6 (contractor on site progress at 90%)  Upgrading of Maboloka tarred access road (bp to circle)- budget reviewed
3	Social services	1. 24 hrs clinic 2. Police station or Mobile Police Station for temporary measures 3. Multi-purpose centre 4. Schools (technical and agricultural) 5. Fencing of cemetery and need for cemetery 6. Waste bins	The Entire Ward	
4	Electricity	1. Extension at Thambo section 2. Installation of High mast lights	Bridging section	Highmast Light (Solar Energised) Phase 1b (6 Highmast Light Per Ward @ R625 Per Mast- 4 Installed
5	Land and housing	1. Formalisation of PHP housing	Thambo Section	
Ward 07				
No.	Needs	Projects	Areas	COMPLETED PROJECTS
1	Water and sanitation	1. Increase water capacity 2. Yard connection 3. Purified water 4. Sewerage connection	The whole ward	

2	Roads and Storm water	1. Upgrading of roads	1.Sgodiphola 2.Hekpoort Road 3.Soshanguve Road 4.Mountain View	
3	Electricity	1.Indigent registration 2.Highmast light 3.Post connection	The whole ward 07 Majakaneng	Highmast Light (Solar Energised) Phase 1b (6 Highmast Light Per Ward @ R625 Per Mast- 4 Installed
4	Land and housing	1.Distribution of land 2.RDP houses 3.Formalise informal settlement 4.Low cost housing 5.Affordable houses	The whole of ward 07 Majakaneng	Township Establishment of Majakaneng ext. 1
5	LED	1. Majakaneng hiking trails 2.FET College 3.Hawkers stalls 4.Training of SMME's 5.Mini industry for manufacturing	The whole of Ward 07 Majakaneng	SLP Projects : School buildings construction, internal roads and High Mast Lights
6	Social services	1.Extension of clinic and to operate 24 hours 2.Satelite Police Station to operate 24 hours 3.Multi-purpose centre 4.Community early learning centre 5.Development of new cemetery 6.Waste bins	The whole of ward 07 Majakaneng	
Ward 08				
No.	Needs	Projects	Areas	COMPLETED PROJECTS
1.	Water and sanitation	1. Water reticulation and Yard connections	All areas	1.Klipgat Extention Water Supply- Project- Phase 7,8 and 9A completed

		<ol style="list-style-type: none"> <li>2. Rehabilitation of boreholes</li> <li>3. Sewerage system and VIP toilets</li> </ol>		2.Klipgat Sanitation Project-Phase 7,8 and 9A completed
2.	Land and housing	<ol style="list-style-type: none"> <li>1. Expropriation of land/Tittle deeds</li> <li>2. RDP house</li> <li>3. Land turner</li> <li>4. PHP houses</li> </ol>	<p>Ngobeni stand and Mashimong</p> <p>All areas</p>	
3.	Electricity	<ol style="list-style-type: none"> <li>1.Electrification (To remove old electricity and install new one</li> <li>2. High mast lights</li> <li>3. Post connections</li> <li>4. Upgrading of sub-station</li> </ol>	<p>Klipgat C. Madibeng Hills and Ngobeni Stand</p> <p>All areas</p>	
4.	Roads and stormwater	<ol style="list-style-type: none"> <li>1.Tarring of main roads</li> <li>2. Storm water drainage</li> <li>3.Re-gravelling of roads</li> <li>4.Speed humps</li> <li>5.Toloane bridge</li> </ol>	<ol style="list-style-type: none"> <li>1.Upgrading of Phasha Maloka – Bus road</li> <li>2.Upgrading of Jakkalsdans – Outline Main road</li> <li>3.Upgrading of Ndlalane Manamela – Bus road</li> <li>4.Upgrading of Ngobeni, Klipgat and Kganya Main road</li> <li>5. Madibeng Hills to Klipgat</li> </ol>	Upgrading Of Internal Roads Of Cluster 4 (Madibeng Hills Ext Of Taxi Road)- Contractor On Site , Progress Is At 100%
5	Social Services	<ol style="list-style-type: none"> <li>1. Graveyard (Needed urgently)</li> <li>2.Park</li> <li>3.Satellite police station</li> <li>4.Mobile clinic</li> <li>5.Library and community hall</li> <li>6.Upgrading of clinic to operate 24hrs</li> <li>7.Sports Facilities- Request to be catered when it comes to General Workers at Madibeng</li> <li>8. Multi-purpose Centre</li> </ol>	<p>Ward 8</p> <p>Klipgat C</p> <p>All areas</p>	
6.	LED	<ol style="list-style-type: none"> <li>1.Tourism and agricultural projects Matebeleng Cultural village to be revamped</li> <li>2. Youth projects</li> <li>3. Emerging famers</li> </ol>	All areas	

		4. Poverty alleviation projects 5. Job creation 6. Multi-Purpose centre		
Ward 09				
No.	Needs	Projects	Areas	COMPLETED PROJECTS
1.	Land and housing	1. Formalization 2. RDP houses (5000-6000 RDP'S) 3. 2500 vacant stands 4. PHP houses – 3000 houses 5. Affordable houses	Block B, C and part of Block H WARD 9 All areas Block C extension and Block H WARD 9	
2.	Roads and storm water	1. Paving of internal roads and storm water 2. Expansion of road 3. Smooth speedhumps	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 5. Upgrading of Post Office road – Block C 6. Upgrading of Lucky seven road – Block B	Block B Tlhoafalo Primary School Road Upgrade- Contractor On Site, Progress On 1%
3.	Water And Sanitation	1. Boreholes Reconnection 2. Water pipe supply (water reticulation) 3. Water purification plant in Lethabile	Block B, C Block H Block H and Block C extension	Drilling, Equipping and Steel Tanks Storage Installation (Lethabile- Block C- Fully Equipped And Commissioned)
4.	Electricity	1. Extension of house connection 2. Maintenance of existing High mast lights 3. Additional 8 – 14 high mast lights 4. Upgrading of substation 5. Installation street lights	Block H and Block C extension All sections All sections Block C All sections	

5.	Social services	1.Clinic 24/7 2.High school 3.Technical college 4.Multi – purpose community and crisis centre 5.Police station satellite office 6.Food service school (Disabled people and slow learners) 7.Rehab / crisis and development centre 8.Parks 9.Primary school 10.Sports Facility	Block C, Block C Extension, Block B and Block I	
6.	LED	1.Agricultural land and programme 2.Sewing, Facilities and training skills Centre(Job creation) 3.Formalization of local business shop 4.Car wash	Block C, Block C Extension, Block B and Block I	SMME's Training

Ward 10

No.	Needs	Projects	Areas	COMPLETED PROJECTS
1	Water and sanitation	1.No access of water thus water project should continue to be implemented (water supply) 2.Yard connection 3. Bulk line connection 4. Boreholes	Ward 10  Kagisanong, Phiring, Kgola, Phuting , Morolong/Nkandla  All areas	Hebron/ Kgabalatsane/ Rockvil/Itsoseng-
2	Electricity	1.House connections 2.High mast lights and energizing of the existing 3.Colossal number of houses are connecting illegal 4.Require electricity capacity 5. Sub-station	All sections  Micha-view, Itireleng, Kagisanong, Phiring, Kgola, Phuting, Greenside, Morolong/Nkandla  Itireleng Kagisanong View	
3	Road and stormwater	1.Stormwater		Upgrading Of Kgabalatsane Internal Road: Freedom Road-

		<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 Nkandla</p> <p>3. Upgrading of Mthimkhulu Micha-view road</p> <p>4.Leopard sports ground, Kgalalatsane to industrial road, Kagisanong</p> <p>5. Phase 2 Freedom Road</p>	
4	Social services	<p>1.Primary and secondary schools</p> <p>2.24-hour clinic and extension of mobile clinic and resident ambulance</p> <p>3.Library</p> <p>4.Cemetery</p> <p>5.Recreational park and sports facilities</p> <p>6.Mobile police station / satellite police station</p> <p>7.Scholar patrol and transport</p> <p>8.Assistance of NPO's</p> <p>9. waste removal</p> <p>10. Network towers</p>	<p>All sections</p> <p>Micha-view, Itireleng, Mmotong, Kagisanong, Phiring, Kgola, Phuting, Greenside, Magaseng, Morolong/Nkandla</p> <p>Ward 10</p>	
5	Land and housing	<p>1.PHP housing/ RDP</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>	

6.	LED	<ol style="list-style-type: none"> <li>1.Fencing of the crop farming place of Agricultural Projects</li> <li>2.Debushing for small and Large crop farming</li> <li>3.Creating and opening road to access farms</li> <li>4.Solar operated boreholes for farms</li> <li>5.Boreholes and water points for livestock farmers</li> <li>6.Fencing off a land reserve in Morolong section</li> <li>7.Green market infrastructure</li> <li>8.Pig farming and production infrastructure</li> <li>9.Chicken run for cooperative and beneficiaries of the poultry learnership</li> <li>10. Agricultural projects</li> <li>11.Skills centre</li> <li>12.SMME Hub</li> </ol>	<p>All sections</p> <p>Micha-view, Itireleng, Mmotong, Kagisanong, Phiring, Kgola, Phuting, Greenside, Magaseng, Morolong/Nkandla,</p>	<p>Ba Manyane Sewing Cooperative</p> <p>Balemi ba di nuts Coop</p> <p>Motlapele Vegetables Kgabalatsane Coop Packhouse</p> <p>4.Tsholofelo Basadi ba Kgabalatsane Poultry Coop</p>
----	-----	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Ward 11

No.	Needs	Projects	Areas	COMPLETED PROJECTS
1	water	<ol style="list-style-type: none"> <li>1.The need for more boreholes</li> <li>2.Rehabilitation of boreholes</li> </ol>	<p>All areas</p> <p>Block G</p>	
2	Roads and stormwater	<ol style="list-style-type: none"> <li>1.Roads and Stormwater, paving according to the phases agreed on</li> <li>2. Stormwater , Paving</li> <li>3. All internal roads to be fixed</li> </ol>	<p>Block I, G</p> <p>Ext 2</p> <p>All area</p>	<p>1. Upgrading of internal roads of cluster 5 ( Mapantsoleng road)- project is on practical completed.</p>
3	Land and housing	<ol style="list-style-type: none"> <li>1.Unfinished RDP/PHP Houses</li> <li>2.Formalization of informal Settlement</li> <li>3.Removal of Informal Settlement</li> </ol>	<p>Block I,G and Ext 2</p> <p>Block I Ext 2</p> <p>Block B Mapantsoleng</p>	
4	Electricity	<ol style="list-style-type: none"> <li>1. Upgrade the installation of Sub-station</li> </ol>		<p>1.Lethlabile C substation – contractor on site</p>

				2.Lethlabile Block I electrification 2000h/h- designs completed
5	Social services	1. Primary School 2. Technical college and training centre 3. Fire station 4. Community park 5. Public Wi-Fi 6. Taxi rank (Request by LEBULLDTA 09.05.2023)	Block I and G	
6.	LED	1. Flea market 2. Agricultural sides for employment and revenue purposes	All Sections	1.SMIME's training
Ward 12				
No.	Needs	Projects	Areas	COMPLETED PROJECTS
1.	Water and sanitation	1. Bulk water 2. Replacement of water meters	All areas/sections	Drilling, equipping JoJo tank storage( Lethabile- Block A- Zone 4)- drilled not yet equipped
2.	Roads and stormwater	1. Storm water drainage 2. Upgrading of internal roads 3. Side walk paving 4. Expansion of Provincial roads 5. Bridge behind Letlhabile Community Hall	T Junction Roma Road  1. Upgrading of Internal Road Zone 14 2. 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.	Social services	1.Fire Station 2.FET college 3.Court 4.Multi-purpose Centre 5.Police Station-structure to be built 6.Sports Field 7.Community Parks 8.Orphanage 9.Taxi Rank 10. Clinic	Zone 4, 7, 8, 2,5 (ALL WARD 12)  Zone 15	1. Letlhabile sport facility upgrade -budget review
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	Completed projects
1	Land and Housing	1.Formalization of informal settlements 2.Acquisition of land for communities, churches and businesses 3.RDP Houses	All sections  Block 6,Phase 1, Phase 3 and Phase 4, Block F , Wonderpark	
2	Roads and stormwater	1.Tarring/Paving of internal roads and Stormwater 2.Speed humps and Stormwater 3. Regravelling	1. Phase 1A: Upgrading of Oukasie Primary section roads 2. Phase 1B: Upgrading of Mzilikazi section roads, Phase1 and 1B 3. Upgrading of Extension 5A roads 4. Upgrading of 5B Roads	1.Rehabilitation and resealing of taxi route- Oukasie (phase completed and phase 2 at 60%)  2.Oukasie phase 5 road_ budget for 2024/25

3	Water and sanitation	1.Connection of sewer and upgrading	Oukasie Ward 13 and Ext5	Upgrading Oukasies outfall sewer- contractor on site and progress at 5%
4	Social Services	1.Extension of Clinic and to operate 24 Hours 2.High School Needed x2 3.Upgrading of cemeteries 4.Sports Facilities 5.Old Age and disability home 6.Multipurpose centre	Oukasie Ward 13	1.New Oukasie cemetery- contractor on site progress at 70%
5	LED	1.Youth Employment to maintain storm water 2.Agriculture 3.Market 4.Heritage site	Oukasie ward 13	
6	Electricity	1.Solar lights needed(High mast light not working properly and old one need repair)	Oukasie Ward 13	

**WARD 14**

No.	Needs	Projects	Areas	Completed projects
1	Land and housing	1.Formalisation of informal Settlements 2.Acquisition of land for housing 3.RDP houses( land for stand in Beestkraal) 4.Tittle deeds	Rankotea (Ntsopilong, Merakaneng & Tsetse); Roodekoppies; Lindelani; Kleifontein; Sandrift ( Klipkop & Chechella); Beestekraal; Kammeldrift ( Masholosi); Rashoop & Rampa - Ramohaudi	
2	Electricity	1.Farm reticulation programme 2.High mast lights 3.House connection ( in – service)	Rankotea, (Ntsopilong, Merakaneng & Tsetse); Roodekoppies; Lindelani; Kleifontein; 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	All areas 1. Upgrading of Roodekoppies, Lindelani,Sandrif, Klipkop, Chechella, Beestekraal, Kammeldrift and Rashoop 2.Upgrading of Ntsopilong cemetery road	Rehabilitation and resealing of taxi route- Oukasie(phase completed and phase 2 at 60%)  Oukasie phase 5 road_ budget for 2024/25

		4.Re-gravelling & Blading of access roads	3.Upgrading of Tsetse and Merakaneng road: Rankotea shop road towards Mohajane and New stand access road  4.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 and Install water taps 5. Provision of Boreholes	Rankotea, (Ntsopilong, Merakaneng & Tsetse); Roodekoppies; Lindelani; Kleinfontein; Sandrift (Chechella & Klipkop); Beestekraal; Kammeldrift (Msholosi) Rashoop & Rampa - Ramohaudi	1.Drilling, equipping and JoJo tank storage provisions – boreholes 1,3, & 4 (Degreens) –commission/ active  2.Drilling, equipping and JoJo tank storage provisions – boreholes 2 (Degreens) – active depth needs to be increase
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	Agriculture:  Mavhula Cooperative earthen dam dev.  McCarthy Coop assisted with lucerne machinery  Garmen Coop assisted with Citrus trees and irrigation system  Treasure Trove Coop, Coolroom truck, net-shade, centre pivot  Bathlako Coop packhouse , tractor & equipment  Mmemme Coop , tractor Inyama Yethu Piigerry
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	Completed projects
1	Roads and stormwater	<p>1. Roads</p> <p>2. Stormwater Drainage</p> <p>3. Internal roads, drain and main road to be a priority and resealing of main road</p> <p>4. Paving and storm drainage</p> <p>5. Proper sewerage</p> <p>6. Speedhumps and road markings</p>	<p>1. Upgrading of Royal new stand road via old cemetery to Jakes Tavern Via Setswiritswiri</p> <p>2. Upgrading of Hebron Mall via Mogole's tavern to Itsoseng (luks) Community hall road</p> <p>3. Upgrading of Bakwena ba Mogopa store Via Billyboy to Hebron police station road</p> <p>4. Upgrading of Rufus tavern Phase 1 road to Itsoseng community hall road</p> <p>5. Upgrading of Bakwena Store Road Via Billyboy Tarven to Hebron Internal road</p> <p>1. Itsoseng Phase 1 via Range Rover and the new stand straight to the stream</p> <p>2. From Y-Point Itsoseng Phase 2 via Roma behind ZCC church straight to the Stream.</p>	<p>1. Hebron old cemetery road upgrade- budget reviewed</p> <p>2. Fanyane to Manotshe Moduane road upgrade- contractor on site, progress at 23 %</p> <p>3. Formalisation of Hebron stream and stormwater- design completed</p>
2	Electricity	<p>1. Solar street light on paved road</p> <p>2. House connection</p>	<p>1. Manotshi view, New Stand, Moagi section and Phase 2, Motseng( all Sections)</p> <p>2. Teachers View(Motseng), Phase 2 Itsoseng( behind Hebron Mall)</p>	
3	LED	<p>1. Skills development centre</p> <p>2. Fresh produce market</p>	<p>Itsoseng and Hebron</p> <p>Hebron</p>	
4	Social services	<p>1. Multipurpose centre</p> <p>2. Recreational facilities</p> <p>3. Clinic</p>	<p>Itsoseng and Hebron</p> <p>Hebron</p>	

5	Land and housing	1. Formalization 2. PHP housing	Itsoseng, Phase 1 and Phase 2 All section	
6	Water and sanitation	1. Household connections 2. Sewage Systems 3. Sewage from GP (Gauteng)	Mmanotshe view and Phase 2, Itsoseng	1. Hebron/ Kgabalatsane/ Rockvil/Itsoseng- completed
WARD 16				
No.	Needs	Projects	Areas	Completed projects
1	Water and sanitation	1. Increasing water capacity 2. Yard connection 3. Purified water 4. Sewage connection 5. Water pay point 6. Equipping existing boreholes with steel tanks	All Sections Phase 3, Ext 3,4,5 and Matshelapata section	1. Hebron/ Kgabalatsane/ Rockvil/itsoseng- completed
2	Land and housing	1. Land for cemetery 2. RDP Houses to be completed 3. Tittle deeds 4. PHP Houses 5. Land for Clinic	All areas Phase 3, Ext 3,4,5 and Matshelapata section	
3	Electricity	1. 50 High mast lights(10 per section) 2. Infills	All section Phase 3, Ext 3,4,5 and Matshelapata section	High mast light (solar energy) phase 2 (4 highmast light per ward @r568 per mast - 4 installed
4	Roads and stormwater	1. Paving of Roads and Re-gravelling of all internal roads 2. Stormwater Drainage	1. Upgrading of Bokaba to CPF office 2. Upgrading of Roman Catholic Church to Madiba Utlwa primary school 3. Upgrading of Trendy Chillas to Apollo section (Matshelapata Section) 4. Upgrading of Mogakane to Hillview 5. Upgrading of Ontlametse road 6. Upgrading Snakepark road Matshelapata section 7. Snakepark road to Odi and Morula Sun 8. all sections 9. Phase 3, Ext 3,4,5 and Matshelapata section	1. Upgrading of Itsoseng cemetery road-completed 2. Formalisation of hebron stream and stormwater-design completed

5	Social services	<ol style="list-style-type: none"> <li>1. Community health centre(clinic)</li> <li>2. Library</li> <li>3. Cemetery fence</li> <li>4. Sports ground</li> <li>5. Parks</li> <li>6. Cemetery</li> <li>7. Satellite Police station</li> <li>8. Community Centre</li> </ol>	<p>All sections</p> <p>Phase 3, Ext 3,4,5 and Matshelapata section</p>	
6	LED	<ol style="list-style-type: none"> <li>1. Job Creation for youth</li> <li>2. Agricultural Projects</li> <li>3. SMME Development</li> <li>4. WI-FI Connections</li> </ol>	<p>All Sections</p> <p>Phase 3, Ext 3,4,5 and Matshelapata section</p>	<p>Letlhakoleng la bomme piggery</p> <p>Gents &amp; Debs Clothing – Sewing Machinery &amp; Solar system</p> <p>Los my kos Catering equipment and mobile kitchen</p>
WARD 17				
No.	Needs	Projects	Areas	Completed projects
1	Water and sanitation	<ol style="list-style-type: none"> <li>1.Extension of water reticulation system to Mapetla</li> <li>2.Sewerage system</li> <li>3.Drilling and equipping boreholes</li> </ol>	<p>Mapetla</p> <p>All areas</p>	<ol style="list-style-type: none"> <li>1.Existing Tshwara boreholes (Mmakau)- commissioned/ active</li> <li>2.Refurbishment of borehole 2 (Mmakau)</li> <li>3.Drilling and equipping of borehole 3 (Mmakau next to Roma)</li> </ol>
2	Roads and stormwater	<ol style="list-style-type: none"> <li>1.Stormwater drainage, Opening of existing culverts</li> <li>2. Tarring of main roads</li> <li>3.Re-gravelling of access roads and all internal roads around the ward</li> <li>4.Speedhumps</li> <li>5. Paving of Ramogodi Community Hall</li> <li>6. Stormwater Drainage</li> </ol>	<ol style="list-style-type: none"> <li>1.Upgrading of Mapetla internal roads next to Mmakau/Mothotlung Main road</li> <li>2.Upgrading of Ramogodi road: From Ga-rankuwa Zone 4 to Spar road</li> <li>3.Upgrading of Mapetla to Ga-rankuwa Zone 20 road</li> <li>4.Upgrading of Madingoana main road from Ga-Rankuwa Zone 1 boundary Zone 1 to Tsakane(Whole Tsakane street)</li> </ol>	<ol style="list-style-type: none"> <li>1.Mmakau ward 17 Polonia internal road-completed</li> </ol>

3	Electricity	<ol style="list-style-type: none"> <li>1.High mast lights 4 needed (Electricity not solar)</li> <li>2.House connections</li> <li>3.Fixing of existing high mast lights</li> <li>4.Solar geyser and solar high mast lights</li> </ol>		1.High mast light (solar energy) phase 2 ( 4 highmast light per ward @r568 per mast)- 2 installed
4	Land and housing	<ol style="list-style-type: none"> <li>1.RDP Houses</li> <li>2.PHP houses</li> <li>3.Formalization of rural areas</li> <li>4.Opening of stormwater drainage</li> <li>5. Formalization of Informal Settlement</li> </ol>	<p>Mapetla, Ramogodi, Polonia, Mangopeng, Newtown</p> <p>Rebbeca View</p>	1.Mmakau- 35 foundation , 25 wall plates ( was shared amongst the wards )
5	Social services	<ol style="list-style-type: none"> <li>1.Satellite – Fire station</li> <li>2.Mobile clinic</li> <li>3.Sports facilities – upgrading all facilities in ward</li> <li>4.Disability centre</li> <li>5.Middle and high schools</li> <li>6. Rehabilitation centre</li> </ol>	<p>Ramogodi</p> <p>Mapetla, Ramogodi, Polonia, Mangopeng, Newtown(blue birds)</p> <p>Ramogodi</p>	
6	LED	<ol style="list-style-type: none"> <li>1.Skills Development centre</li> <li>2.Nursery</li> <li>3.Pig farming and poultry</li> <li>4.Car wash</li> <li>5.Coorparative Registration</li> <li>6. Establishment of Eco-Park</li> </ol>	Tsakane Area	<p>Letlhakoleng la bomme piggery</p> <p>Gents &amp; Debs Clothing – Sewing Machinery &amp; Solar system</p> <p>Los my kos Catering equipment and mobile kitchen</p>

WARD 18

No.	Needs	Projects	Areas	Completed projects
1	Water and sanitation	<ol style="list-style-type: none"> <li>1.Water</li> <li>2. Maintenance of Boreholes and water pipes</li> <li>3. Split meters for water</li> </ol>	<p>All areas</p> <p>All section</p>	
2	Roads and stormwater	<ol style="list-style-type: none"> <li>1.Stormwater</li> <li>2.Drainage system</li> </ol>	All areas	1.Mmakau ward 18 clinic road contractor on site progress at 51%

		<p>3.Pavement</p> <p>4.Roads:</p>	<p>1.Upgrading of Mmakau police station road</p> <p>2.Upgrading of Mangopeng road</p> <p>3.Upgrading of Newtown road</p> <p>4.Upgrading of Springs road, Tshwara, Block 7, Roma, Fota, Naledi,Ramolapong, Ivory Park and Niniva</p> <p>5. Upgrading of Silverhouse</p>	
3	Social services	<p>1.Clinic 24 hours</p> <p>2.Maintenance of recreational facilities</p> <p>3.Upgrading of all sports ground</p> <p>4.Skills Centre</p> <p>5.Disability Centre</p> <p>6Maintenance of community Hall</p> <p>7.High school</p>	All areas	1.Mmakau community library- complete awaiting handover
4	Electricity	<p>1.Yard connection</p> <p>2.High mast lights(9) and more</p> <p>3.High mast light to be maintained that are already available (6)</p> <p>4. Maintenance</p>	<p>All areas, Selosesha, Tshwara, Block 7 and Roma to be first priority</p> <p>Fota Section, Naledi Section, Springs Section, Mangopeng Section</p> <p>All areas</p>	High mast light (solar energy) phase 2 ( 4 highmast light per ward @r568 per mast ) - 2 installed
5	Land and housing	<p>1.RDP houses 1000</p> <p>2.PHP houses to be bigger</p> <p>3.Formalisation of areas</p> <p>4. tittle deeds</p>	<p>Mmakau, Mangopeng, Selosesha, New town, Mashiapere, Block 7, Tlhopane</p> <p>All areas</p>	1.Mmakau- 35 foundation , 25 wall plates ( was shared amongst the wards )
6	LED	<p>1.Skills development centre</p> <p>2.Industrial Park</p> <p>3.Car wash</p> <p>4.Industrial area</p>		1.Meriting Coop sewing material

WARD 19				
No.	Needs	Projects	Areas	Completed projects
1	Water and Sanitation	1.Maintenance of existing boreholes 2.Bulk water supply 3.Sewerage 4.Rehabilitation of sewer plant (in Thetele)	All sections All sections All sections Thetele	
2	Roads & Storm water	1.Paving of internal Roads 2.Gravelling of access roads 3.Stormwater drainage 4.Opening of culverts 5.Spedhumps	1.All Sections 2. Upgrading of Newtown road 3. Upgrading of Channel View 2 road 4. Upgrading of Mathathaneng road	1.Upgrading of Mothotlung phase 2 road ( ext 2 to thari) consultant appointed
3	Electricity	1.Household Connections 2.Highm mast lights X 17 3.Fixing and Maintenance of existing Highmast light 4. maintenance of Transformer	Dekroon, Channel view, De wildt All Sections	-.High mast light (solar energy) phase 2 ( 4 highmast light per ward @r568 per mast) )- 2 installed
4	Land & Housing	1.RDP, PHP Housing 2.Formalization of new settlement	All Sections All sections ,De – wildt, Dekroon	-Mmakau- 35 foundation , 25 wall plates ( was shared amongst the wards )
5	Social Services	1.Mobile Clinic 2.Sports Facilities 3.Clearing of all sports grounds 4.Satelite fire station 5.Ambulance 6. New site for Cemetery	All areas	
6	LED	1.Skills development centre 2.Industrial Park 3.Agriculture Projects 4.EPWP/CWP	All sections WARD 19	SMME's training Moumong Bakery Moagi Women Dev Brick Laying Manyike Bakery Aganang Bomme Bakery Botalana Cooperative

WARD 20				
No.	Needs	Projects	Areas	Completed projects
1	Water and sanitation	<ol style="list-style-type: none"> <li>1. Additional reservoir</li> <li>2. Water installation pipe line to cemetery</li> <li>3. Cement portable toilets at cemetery</li> <li>4. New water and sanitation network</li> <li>5. Ablution block at cemetery</li> <li>6. Replacement of old water pipeline</li> <li>7. Replacement of old sewage pipeline</li> </ol>	Mothotlung	<p>- Upgrading of Mothotlung outfall sewer- main contractor appointed specialized on pump stations progress at</p> <p>65 %</p>
2	Roads and storm water	<ol style="list-style-type: none"> <li>1. Tarring/ paving of main internal roads</li> <li>2. Proper storm water drainage water network</li> <li>3. Speed-humps</li> <li>4. Street names</li> <li>5. Grading, re-gravelling, upgrading</li> <li>6. Sidewalks</li> </ol>	<ol style="list-style-type: none"> <li>1. Upgrading of Dutch Reformed church section roads</li> <li>2. Upgrading of Police Station section roads (incompleted roads)</li> <li>3. Upgrading of Domhuis internal roads (incompleted roads) and church street roads</li> <li>4. Upgrading of Disteneng section roads (incompleted roads)</li> <li>5. Upgrading of industrial road (From industrial towards extension 1)</li> </ol>	<p>Upgrading of Mothotlung Roman Church section internal roads-completed</p> <p>Rehabilitation of taxi route- Mothotlung- progress is at 62,5 %</p> <p>Upgrading of Mothotlung phase 2 road ( ext 2 to thari) consultant appointed</p>
3	Land and housing	<ol style="list-style-type: none"> <li>1. Land (RDP and New Stand)</li> <li>2. Tittle deeds</li> <li>3. Infrastructure (2500)</li> <li>4. Land for property development site</li> <li>5. Assessment of RDP</li> <li>6. Removal of Asbestos Roof</li> </ol>	Mothotlung	
4	Electricity	<ol style="list-style-type: none"> <li>1. Street lights</li> <li>2. Additional high mast lights</li> <li>3. Solar geysers</li> </ol>	Mothotlung	

		<ul style="list-style-type: none"> <li>4. Uplifting of crossing electric-on process</li> <li>5. Electric network upgrading</li> </ul>		
5	Social services	<ul style="list-style-type: none"> <li>1. Police station (in Progress)</li> <li>2. Cement palisade fence at cemetery</li> <li>3. Old age home</li> <li>4. Sports grounds</li> <li>5. Development of 24/7 clinic</li> <li>6. Youth centre</li> <li>7. Multi – purpose sports ground</li> <li>8. New High School</li> </ul>	Mothotlung	- Mothotlung sport facility upgrade- budget review
6	LED	<ul style="list-style-type: none"> <li>1.SMME''s skills development</li> <li>2. Cooperative, NGO , Youth and Women free registration of SMME's</li> <li>3.SMME SEDA training as per 6.2(Grants available from Department of Cooperatives)</li> </ul>	Mothotlung	Agriculture Learnership
WARD 21				
No.	Needs	Projects	Areas	Completed projects
1	Land and housing	<ul style="list-style-type: none"> <li>1.Formalization of informal settlements</li> <li>2.Land</li> <li>3.Title deeds</li> <li>4.RDP Houses</li> <li>5.PHP House</li> </ul>	<p>Damonsville, Mothotlung Ext 1, &amp; 2, Legapane, Nkandla, Tlapalawa, Elandsview</p> <p>Damonsville &amp; Mothotlung Ext 1 &amp; 2</p> <p>Damonsville, Mothotlung Ext 1 &amp; 2</p> <p>Damonsville,Extension 1 &amp; 2</p> <p>Damonsville</p>	<p>Damonsville, Mothotlung Ext 1, &amp; 2, Legapane, Nkandla, Tlapalawa, Elandsview</p> <p>Damonsville &amp; Mothotlung Ext 1 &amp; 2</p> <p>Damonsville, Mothotlung Ext 1 &amp; 2</p> <p>Damonsville,Extension 1 &amp; 2</p> <p>Damonsville</p>
2	Electricity	<ul style="list-style-type: none"> <li>1.Replacement underground cable with overhead line</li> <li>2 Network upgrading/Electrification of Elandsview and Legapane</li> <li>3. Yard connections</li> </ul>	<p>Damonsville</p> <p>Mothotlung Ext. 1 &amp; 2</p> <p>Damonsville</p> <p>Damonsville, Ext 1 &amp; 2 &amp; Elandsrand</p>	

		4.Streets lights maintenance 5.Additional high mast lights	Damonsville & Mothotlung Extension 1 & 2	
3	Water and Sanitation	1. Additional water reservoir 2. Upgrading of sewerage	Damonsville, Ext. 1 & 2 Nkandla, Tlaplawa and Legapane  Damonsville, Extension 1 & 2  Nkandla, Tlapalawa and Legapane	
4	Roads and stormwater	1.Pavement Roads & Main Roads 2. Proper stormwater Drainage network 3. Re-graveling of Internal roads 4. Speedhumps 5. Road signs and road markings	1.Tlapaleawa ,Nkandla, Elandsview,Extension 1 Mothotlung Ext 2 from Kgomong to Thari road  All Wards  2.Paving main internal roads (from stand 863 to stand 888) of (from stand 567 to stand 475) and (from stand 847 to stand 841)  3.Pavement road [ from Lebyaeng (Ext 2) to ZCC road (white city)] (Including stormwater drainage)  4.Regravelling of Damonsville, Extension 1 & 2 internal roads  5. Resealing of Elandsrand road	1.Rehabilitation of taxi route- Mothotlung- progress is at 62,5 %  2.Damonsville ext.2 internal road- budget reviewed  3.Rehabilitation and resealing of taxi route- Damonsville- contractor on site , progress at 95%
5	LED	1. Youth skills development centre 2. Hawker facilities 3.Agricultural development	all areas	Agric Learnership program
6	Social services	1. Primary and High schools 2. Sport Centre (no outdoor gym and upgrading of sports centre) 3.Taxi Rank 4.Library 5. New Clinic 6. CCTV Camera 7.Graveyard (maintenance)	Mothotlung Ext 1 & 2 & Damonsville  Elandsview & Damonsville  Damonsville  Damonsville  Damonsville  Mothotlung Ext 1 & 2  Damonsville	
WARD 22				
No.	Needs	Projects	Areas	Completed projects

1	Land and housing	<ol style="list-style-type: none"> <li>1. Provide housing</li> <li>2. Acquisition of land for business sites and housing</li> <li>3. Affordable housing</li> <li>4. Formalization of informal settlements</li> <li>5. Title deeds for informal settlements</li> <li>6. Land availability for cemeteries</li> <li>7. Completion of RDP projects in Oukasie</li> <li>8. High school</li> <li>9. Gravel at current cemetery</li> </ol>	<p>Corrie Sanders</p> <p>Siyahlala</p> <p>Malerato</p> <p>Phase 2 informal</p>	
2	Roads and storm water	<ol style="list-style-type: none"> <li>1. Paving of internal roads</li> <li>2. Construction of all access roads (rail roads)</li> <li>3. Upgrading of existing roads</li> <li>4. Speedhumps and rumble collection</li> <li>5. Re-upgrading stormwater</li> </ol>	<ol style="list-style-type: none"> <li>1. Phase 2: Upgrading of Old Bus road from main road to Kutlwano Primary School</li> <li>2. Phase 2: Upgrading of Tlaila road from entrance to main Taxi road</li> <li>3. Upgrading of Siyahlala and Corrie Sanders roads</li> </ol>	<ol style="list-style-type: none"> <li>1. Rehabilitation and resealing of taxi route- Oukasie (phase completed and phase 2 at 60%)</li> <li>2. Oukasie phase 5 road_ budget for 2024/25</li> </ol>
3	Electricity	<ol style="list-style-type: none"> <li>1. High mast lights</li> <li>2. Replacement of corroded electricity poles</li> <li>3. Replacement of electric boxes</li> <li>4. Maintenance of electricity utilities in Oukasie</li> <li>5. Install temporary electricity in all informal settlements and electricity of all informal settlements be speedily done</li> <li>6. Power Station</li> <li>7. Increase electricity voltage (Power station)</li> <li>8. Street lights</li> </ol>	<p>Corrie Sanders</p> <p>Siyahlala</p> <p>Green site</p> <p>Malerato</p> <p>Phase 2 informal settlements</p>	<ol style="list-style-type: none"> <li>1. Electrification projects</li> <li>2. Oukasie phase 2 (infills)- 18 households</li> <li>3. Siyahlala- 263 households</li> </ol>

4	Water and sanitation	<ol style="list-style-type: none"> <li>1.Rehabilitation of existing sewerage system</li> <li>2.Yard connections</li> <li>3.Water tanks</li> <li>4.Sewerage pumps and Connection</li> <li>5.Mobile toilets</li> </ol>	<p>Oukasie</p> <p>Green site</p> <p>Masenkeng</p> <p>Corrie sanders</p> <p>Siyahlala</p>	
5	Social services	<ol style="list-style-type: none"> <li>1.Police station and CPF centre</li> <li>2.Mobile clinic/second clinic in Oukasie</li> <li>3.Rehabilitation centre</li> <li>4.Centre for disabled people</li> <li>5.NGO centre/offices</li> <li>6.Day care centre and Youth development centre</li> <li>7.Rehabilitation of Oukasie park/Outdoor gym</li> </ol>	<p>Oukasie</p> <p>Green site</p> <p>Masenkeng</p> <p>Corrie sanders</p> <p>Siyahlala</p> <p>Phase 2</p>	
6	LED	<ol style="list-style-type: none"> <li>1.Agricultural projects (Poultry farming)</li> <li>2.Cultural village</li> <li>3.Recycling hub</li> <li>4. 3 X Car washes must be build</li> </ol>	<p>Oukasie, Green site</p> <p>Masenkeng</p> <p>North camp, Corrie sanders, Siyahlala, Phase 2</p> <p>Lindelani</p> <p>Masenkeng Section, Greenside Section, Phase 2 Section</p>	<ol style="list-style-type: none"> <li>1. Agricultural Leadership Programme</li> </ol>
WARD 23				
No.	Needs	Projects	Areas	Completed projects
1	Roads and stormwater	<ol style="list-style-type: none"> <li>1.Robots turned into circles</li> <li>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</li> <li>3.Close stofberg exit to exner street</li> <li>4.Street signs</li> <li>5.Stormwater drains</li> <li>6.Painting of all humps and Stop sign to be visible</li> <li>7. 2 X Speedhumps</li> </ol>	<ol style="list-style-type: none"> <li>1.Carel de Wet and Schute avenue</li> <li>2.Carel de Wet and Vleilaan</li> <li>3.Pick ´n Pay and Kremetart</li> <li>4.Stofberg and Exner Street</li> <li>5.Marula(school)</li> <li>6.Ludorf street</li> </ol>	<p>Rehabilitation and resealing of Taxi route- Brits- contractor on site , progress is at 22,5%</p>

2	Electricity	<ol style="list-style-type: none"> <li>1. Street lights</li> <li>2. All rusted mini subs to be replaced</li> <li>3. Upgrading of mini sub at Marula</li> <li>4. Secure all mini subs</li> </ol>	<p>Hendrik Verwoerd, Marula and Spoortweg str</p> <p>Brits</p> <p>Marula, Raasblaar &amp; vleilaan</p>	<p>High Mast Light (Solar Energy) Phase 3 (4 Highmast Light Per Ward @ R580 Per Mast)-- Planned For Outer Year</p>
3	Social Services	<ol style="list-style-type: none"> <li>1. Upgrade of Brits Clinic (toilets to be fixed)</li> <li>2. Shelter for the Homeless (Primedia side)</li> <li>3. Paint and upgrade Town Hall</li> <li>4. Internal road at Sport ground to be maintained/tarred ASAP</li> <li>5. DLTC Upgrade/shelter for rainy times</li> </ol>	<p>Brits Van Velden Street</p> <p>39 Raasblaar str</p> <p>Brits</p> <p>Keepersoner/ Olienhoud</p>	<ol style="list-style-type: none"> <li>1. Refurbishment of Brits fire station- contractor on site progress at 45%</li> <li>2. DLTC upgrade- budget review</li> </ol>
4	Water and sanitation	<ol style="list-style-type: none"> <li>1. Upgrade of reservoir and get the telematrix in working condition</li> <li>2. Fencing of reservoir corner Van Der Walt and Karel de Wet</li> <li>3. Upgrade current pipelines with PVC pipes and replace all PRV pipes</li> </ol>	<p>Van der Walt avenue</p> <p>Magalies</p>	
5	LED	<ol style="list-style-type: none"> <li>1. Upgrade taxi rank</li> <li>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</li> <li>3. Brits fresh produce market</li> <li>4. Erection of information and tourism sites/signs</li> <li>5. Emerging farmers auction stalls</li> </ol>	<p>Next to Krishna – De Wits avenue</p>	<ol style="list-style-type: none"> <li>1. Madibeng SMME development hub- contractor on site progress at 90%</li> <li>2. Brits fresh produce market- budget reviewed</li> <li>3. Tourism learnerships had learners from all wards</li> </ol> <ol style="list-style-type: none"> <li>1. Food safety</li> <li>2. Cookery</li> <li>3. Tourism safety monitors</li> <li>4. Food &amp; beverage course</li> </ol> <p>Jobs created through EPWP is also from all wards</p>
WARD 24				
No.	Needs	Projects	Areas	Completed projects

1	Water and Sanitation	<ol style="list-style-type: none"> <li>1. Yard connections</li> <li>2. Sewerage system</li> <li>3. Stand pipes</li> <li>4. Boreholes</li> <li>5. Addition of water tankers</li> </ol>	<p>Areas (All Ward 24 sections = Mashamplane, Lethabong, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng)</p> <ol style="list-style-type: none"> <li>1. Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> <li>2. Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> <li>3. Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> <li>4. Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> <li>5. Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> </ol>	1. Klipgat extension water supply- Phase 7,8 and 9A completed
2	Land and housing	<ol style="list-style-type: none"> <li>1. Acquisition of land for tenants and formalization process and title deeds</li> <li>2. RDP houses</li> <li>3. Rural subsidy houses</li> <li>4. Industrial site</li> </ol>	<ol style="list-style-type: none"> <li>1. Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> <li>2. Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> <li>3. Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> <li>4. Sofasonke</li> </ol>	<p>Madidi – 308 completed</p> <p>Madidi – 517 wall plates completed</p>
3	Roads and stormwater	<ol style="list-style-type: none"> <li>1. Stormwater drainage</li> <li>2. Bus route</li> <li>3. Construction of a bridge</li> <li>4. Re-construction of provincial road (Oskraal to Klipgat)</li> <li>5. Speed humps to be added</li> <li>6. Road markings and Signs</li> <li>7. Pavement</li> </ol>	<p>1.8km gravel road from Klipgat Police Station to Matseke</p> <ol style="list-style-type: none"> <li>a) Sofasonke – From Reikhuditse down to river road</li> <li>b) Sofasonke – Rakobela street</li> <li>c) Lethabong road – From Mmaditaba down to Chauke church</li> <li>d) Mashamplane – D636 road – From Sofasonke entrance to down the bridge and from Letsoalo down to the bridge</li> <li>e) Sofasonke – From Rametsi to down the river Lekgema old road</li> </ol> <p>2. Mashamplane - Road towards Makanyaneng cemetery, and all these bus routes in Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</p> <ol style="list-style-type: none"> <li>3.a) Reconstruction of Mashamplane old Bridge near old cemetery</li> <li>b) <u>PEDESTRIAN BRIDGES</u></li> </ol>	Upgrading of internal roads of cluster 4 (Madibeng Hills ext of Taxi road)- contractor on site , progress is at 100%

			<p>1)Sofasonke (Ramashala crossing)</p> <p>2)Chauke church crossing</p> <p>3)Mashamplane (Dilebo Crossing from Sofasonke entrance)</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 road</p> <p>7.All Mashamplane and Sofasonke Extension 3, Ndlovu , Lekgema and Dikampaneng</p> <p>1.Klipgat B, Sofasonke, (Cry Tarven towards the river and From Lethabong road towards Bundi Chauke church), Phasha</p> <p>2.Klipgat B(Mashamplane road towards Makanyaneng Cemetery), Sofasonke Extension 3, Lethabong near Police Station road, Main road Dikampaneng Bus Road</p> <p>Diphetogo Secondary school to white house and all the internal roads</p>	
4	Electricity	<p>1.Yard connections</p> <p>2.Addition of Four(4) 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, Mabena and Dikampaneng. Ext 4-Kgeilaborukhu</p> <p>2.Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng.</p>	
5	Social services	<p>1.Hospital</p> <p>2.Cemetery with wall fencing</p> <p>3.Multi-purpose centre with library</p> <p>4.Taxi rank</p> <p>5.Park</p> <p>6.Secondary School</p>	<p>1.Sofasonke</p> <p>2.All Mashamplane, Sofasonke, SofasonkeExt 3, Ndlovu, Lekgema, Mabena and Dikampaneng</p> <p>3.Mashamplane</p> <p>4.Sofasonke</p> <p>5.Mashamplane and Sofasonke</p> <p>6.Sofasonke</p>	<p>Klipgat fire station- contractor on site progress at 79%</p>

6	LED	<ol style="list-style-type: none"> <li>1. Skills development</li> <li>2. Poverty alleviation programme and EPWP</li> <li>3. Food parcels for orphans/pensioner</li> <li>4. Agriculture</li> <li>5. WI-FI</li> <li>6. Car wash</li> <li>7. Rehabilitation Centre</li> <li>8. Request to have a Shopping Mall and a Sports Complex</li> </ol>	<ol style="list-style-type: none"> <li>1. All Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> <li>2. All Mashamplane, Lethabong, Sofasonke Ext 3, Lekgema, Mabena and Dikampaneng</li> <li>3. All Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema and Dikampaneng.</li> <li>4. All Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> <li>5. All Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> <li>6. All Mashamplane</li> <li>7. All Mashamplane, Sofasonke, Sofasonke Ext 3, Ndlovu, Lekgema, Mabena and Dikampaneng</li> </ol>	<ol style="list-style-type: none"> <li>1. A re jeng ditswammung Coop</li> <li>2. Agric Learnership</li> <li>3. SMME's training</li> </ol>
---	-----	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------

WARD 25

No.	Needs	Projects	Areas	Completed projects
1	Land and housing	<ol style="list-style-type: none"> <li>1. Acquisition of land</li> <li>2. Formalization of uniformalised areas</li> <li>3. RDP houses</li> <li>4. Rural subsidy houses</li> <li>5. Maintenance of cemeteries and toilets, upgrade Cemeteries and Create cemeteries</li> </ol>	<p>Zandfontein</p> <p>Bokfontein</p>	<p>Formalisation of Bokfontein ext 4</p> <p>Formalisation of Bokfontein ext 5</p> <p>Relocation of DeKroon to Bokfontein</p>
2	Water and sanitation	<ol style="list-style-type: none"> <li>1. Boreholes and Tanks</li> <li>2. Water reticulation</li> <li>3. Yard connection</li> </ol>	<p>Legalopeng, Zandfontein, Skoolplaas, Riverside, Oudstad</p> <p>Bokfontein, Newtown</p>	Water supply augmentation: boreholes
3	Electricity	<ol style="list-style-type: none"> <li>1. Yard connections</li> <li>2. High-mast lights</li> <li>3. Solar geysers</li> <li>4. Upgrade of Network</li> <li>5. Street lights</li> </ol>	All sections in Ward 25	Highmast light (solar energised) phase 1b (6 highmast light per ward at R625 per mast- (Bokfontein 4 installed and Leokeng to installed )
4	Roads and Stormwater	<ol style="list-style-type: none"> <li>1. Storm water</li> <li>2. Paving roads</li> <li>3. Re-gravelling of internal roads (Roads not accessible)</li> </ol>	All sections in Ward 25	

5	LED	1.Computer centre 2.Skills development 3.Agriculture	All sections in Ward 25	1. Bokfontein Vegetable Tunnels
6	Social services	1.Clinic 2.Police station 3.Schools building	All sections in Ward 25	
WARD 26				
No.	Needs	Projects	Areas	Completed projects
1	Social Services	1.24 Hour Clinic 2.Police Station 3.Taxi rank not completed 4.Library 5.Police Station 6.Fencing of cemetery 7.Security in Wonderkop Schools	All Sections	
2	Electricity	1.Energising Apollo lights 2.Apollo lights/Solar	All section Nkemeng	
3	Roads and stormwater	1.Repair of roads 2. Patching of potholes 3.Paving of internal roads 4.Storm water control	All Sections	Upgrading of Wonderkop Luthren road- progress at 26%
4	Water and Sanitation	1.Utilising mine water system 2.Boreholes 3.Bulk pipeline	Wonderkop and extension 2 All Sections	Water supply augmentation: boreholes
5	Land and Housing	1.RDP Housing 2.Acquisition of land	All sections	
6	LED	1.Skills development and training 2.Brick making projects 3.Agriculture Projects 4.Sewing Projects	Wonderkop All Sections	

WARD 27				
No.	Needs	Projects	Areas	Completed projects
1	Water and Sanitation	1. Water yard connections 2. VIP toilets	All areas All areas	Water supply augmentation: boreholes
2	Roads and stormwater	1.Paving of internal roads and side walks 2.Sealing of potholes 3.Access road (internal)	1.Upgrading of Sara Jeff cemetery road at Leokeng road 2.Upgrading of: From D12 access road to Bokamoso Community Hall road 3.Upgrading of Dithabane cemetery to Bokamoso community hall road	
3	Land and housing	1.Formalization 2.Speeding up development process 3.New township 4.Access to Land	Mashemong and Malema view Leokeng Mashemong	
4	Electricity	1.High mast lights 2.Street lights 3.Houses electrifications	All areas Malema view and Mashemong	Highmast Light (Solar Energised) Phase 1b (6 Highmast Light Per Ward @ R625 Per Mast- (Mooinooi) 4 Installed
5	Social Services	1.Cemetery 2.Clinic 24 hours 3.Schools 4.Library 5.Multi-purpose centre 6.Parks 7.Bus shelters 8.Fire Station 9.Social worker's Access 10.Home Affairs	Mooinooi All areas Mooinooi	
6	LED	1.Skills development centre 2.Agricultural projects 3.Market shelters 4.SMME Incubation Centre	All areas	1.Community Water Supply SLP project
WARD 28				

No.	Needs	Projects	Areas	Completed projects
1	Roads and Stormwater	<ol style="list-style-type: none"> <li>1.Tarring of Bus Road (Master ground Road)</li> <li>2.Upgrading of internal roads with speed humps and road signs</li> <li>3.Bridge and culvert on main roads</li> <li>4.Stormwater control N4</li> </ol>	<ol style="list-style-type: none"> <li>1.Upgrading of Masters ground road</li> <li>2.Upgrading of Ronnie's road</li> <li>3. Upgrading of ST Theresa road</li> <li>4.Upgrading of Mosifana road</li> <li>5.Upgrading of Mvalela road</li> <li>6.Nkoane road and two shaft</li> <li>7.Bus road</li> <li>8.Apollo road</li> <li>9.Chaplain road</li> </ol> <p>Legalaopeng,connector Mosethleng Road</p>	<p>Bapong Connector Road- Contractor On Site Progress At 80%</p> <p>Masters Sport Ground Road Upgrade- Contractor On Site, Project On 11%(Busy With Box Cutting)</p>
2	Land and Housing	<ol style="list-style-type: none"> <li>1.Land Acquisition</li> <li>2.Housing Formalisation</li> <li>3.RDP addition 100 Total (136)</li> <li>4.RDP houses (100)</li> <li>5.RDP houses (500)</li> </ol>	<p>Bapong, Sgandaf, Mosethleng, Mosifane and Legalaopeng</p> <p>Sgandaf</p> <p>Legalaopeng</p> <p>Ward 28</p>	<p>Majakaneng –45 Wall Plates, 12 Completion</p>
3	Water and sanitation	<ol style="list-style-type: none"> <li>1.Water Connections</li> <li>2.Toilets at Taxi Rank</li> <li>3.Water tanks</li> <li>4. Additional boreholes X15</li> </ol>	<p>Sgandaf, Legalaopeng and Mosethleng (Ward 28 as a whole)</p> <p>Segwaelane and Wonderkop</p> <p>In all affected sides</p>	
4	Electricity	<ol style="list-style-type: none"> <li>1. Addition of 14 High mast light (2 per section)</li> <li>2.House connections</li> </ol>	<p>Bapong, Sgandaf, Mosethleng, Motlhabeng and Legalaopeng,Tiisetso section and Mosifane</p>	
5	LED	<ol style="list-style-type: none"> <li>1.Job creation</li> <li>2.Agricultural Hub</li> <li>3.SMME's</li> <li>4.Youth Development</li> <li>5. Bee farming</li> <li>6. Water Purification Program</li> <li>7. Plumbing</li> <li>8.TVET college</li> <li>9. EPWP &amp; CPWP</li> </ol>	<p>Bapong, Sgandaf, Mosethleng, Mosifane and Legalaopeng</p>	<ol style="list-style-type: none"> <li>1.Hot Oven Bakery</li> <li>2.Livestock water supply</li> <li>3.Livestock handling facilities</li> <li>4.Kabelano Layers Poultry project</li> <li>5.Siyafisa Bricks</li> <li>6.Blossom detergents project</li> </ol>

6	Social Services	<ol style="list-style-type: none"> <li>1. Multi-purpose Centre</li> <li>2. Sports, Arts and Culture</li> <li>3. Library</li> <li>4. mobile clinic</li> <li>5. mobile Police station</li> <li>6. Soup kitchen</li> <li>7. Rehabilitation centre</li> <li>8. Old – age centre</li> </ol>	Bapong, Sgandaf, Mosetlheng, Mosifane and Legalaopeng	
WARD 29				
No.	Needs	Projects	Areas	Completed projects
1	Land and housing	<ol style="list-style-type: none"> <li>1. Updated special planning and land audit</li> <li>2. Land for residential</li> <li>3. Cemetery</li> <li>4. Land for farming and other businesses</li> </ol>	All areas	
2	Roads and stormwater	<ol style="list-style-type: none"> <li>1. Upgrade of road</li> <li>2. Speedhumps</li> <li>3. Regravelling of road</li> <li>4. Resealing of tarred roads</li> <li>5. Stormwater</li> </ol>	<ol style="list-style-type: none"> <li>1. Upgrading of Schumburg road</li> <li>2. Upgrading of Jalapor road</li> <li>3. Upgrading of Oberon street</li> <li>4. Upgrading of Poland roads</li> </ol>	
3	Water and sanitation	<ol style="list-style-type: none"> <li>1. Micro water solutions infrastructure</li> </ol>	All areas	
4	Electricity	<ol style="list-style-type: none"> <li>1. Upgrading of current infrastructure</li> <li>2. Apollo lights</li> <li>3. Electricity installation</li> </ol>	<p>All areas</p> <p>Shamburg and Poland</p> <p>Sangiro and Orange farm</p>	
5	Social services	<ol style="list-style-type: none"> <li>1. Clinic 24 hours</li> <li>2. Multi-purpose and Skills Development Centre</li> <li>3. Fire station</li> <li>4. EMS</li> </ol>	All areas	
6	LED	<ol style="list-style-type: none"> <li>1. Job creation</li> <li>2. Skills development</li> </ol>	All areas	1. Kutumela Piggery renovation

		3.Cheap labour to be dealt with		2.SMME's training 3.Hyamatla Dam Cleaning project created jobs
WARD 30				
No.	Needs	Projects	Areas	Completed projects
1	Water and Sanitation	<ol style="list-style-type: none"> <li>1.New Water &amp; Sanitation Master plans to be drawn up</li> <li>2.Upgrading of water reticulation pipelines according to masterplan</li> <li>3.Direct connection to the main Rand water pipeline</li> <li>4.Upgrading of sanitation pipelines according to masterplan</li> <li>5.Upgrade of Sewerage Plant Rietfontein</li> <li>6.Sewer reticulation to connect to upgraded Rietfontein plant</li> <li>7.Complete closure of Sewerage canal</li> <li>8.Upgrade of Sewerage line as per 2006 recommendation to ITS</li> <li>9.Upgrading of Sewer pumpstations to be fully operational</li> <li>10.Stop valves that was removed and not operational to be replaced according to specifications on Water reticulation plan</li> <li>11.Reinforced Concrete chamber roof for the valve chamber</li> </ol>	<ol style="list-style-type: none"> <li>1.Whole Ward</li> <li>2.Whole Ward</li> <li>3.To connect to Meerhof Reservoir line</li> <li>4.Whole Ward</li> <li>5.For benefit of Wards 30 &amp; 33</li> <li>6.Sunway village, Refentse &amp; Ten Rooms</li> <li>7.Sunway</li> <li>8.Between Melodie &amp; Ifafi pumpstation (Ou Wapad Rd)</li> <li>9.Whole Ward</li> <li>10.Whole Ward</li> <li>11.Between Rand Water PRV &amp; Ifafi PRV</li> </ol>	<p>Drilling, Equipping and Installation of 10 000l Jojo Storage Tanks- Boreholes 1&amp;2 (Sunway Village)- Fully Equipped and Commissioned</p> <p>Drilling, Equipping and Installation of 5 000l Jojo Storage Tanks-Borehole3 (Sunway Village-Ten Rooms)- Fully Equipped and Commissioned</p>
2	Land and housing	<ol style="list-style-type: none"> <li>1.formalization</li> <li>2.Phase 2 occupiers court case has been stopped, plots to be laid out and RDP house to be allocated to existing community living there</li> <li>3.Title Deeds to be issued</li> </ol>	<ol style="list-style-type: none"> <li>1.Sunway Village Phase 2 and Phase 3</li> <li>2.Sunway Village &amp; Refentse (Before Sunway Phase 2 commences)</li> </ol>	

		4.Land acquisition for cemetery		
3	Roads and stormwater	<p>1.New Road Master plan to be drawn up</p> <p>2.Upgrading, re-tarring, enrichment layer and crack sealing of all Municipality roads</p> <p>3.Upgrading &amp; filling of gravel roads</p> <p>4.Installation of Stormwater drainage to minimize damage caused by water especially in low lying areas where vehicles get stuck</p> <p>5.Installing litter traps in large storm water drains</p> <p>6.Replace completely blocked storm water drains</p> <p>7.Speedhumps</p> <p><b>Provincial road R514 (van der Hoff):</b></p> <p>1.Shoulders of roads to be redone</p>	<p>1.Whole Ward</p> <p>2.Whole Ward 30 incl. access roads between Meerhof &amp; Ifafi</p> <p>3.Sunway, Rietfontein A/H, Refentse,Syferfontein A/H, Melodie A/H &amp; Ten Rooms</p> <p>4.Rietfontein A/H, Melodie A/H &amp; Ten Rooms</p> <p>5.Where applicable Ward 30</p> <p>6.Where applicable Ward 30</p> <p>7.Ou Wapad Rd Ifafi</p> <p><b>Provincial road R514 (van der Hoff):</b></p> <p>1.Between Refentse &amp; Ten Rooms</p>	Refentse Access Road- Contractor Appointed And Site Establishment Concluded, Progress At 5%
4	Electricity	<p>1.New Master of Electricity to be drawn up in conjunction with a Power System Analyses</p> <p>2.Upgrade to be done as recommended by Power System Analyses</p> <p>3.Assess and increase capacity at Ifafi Substation according to output needs</p> <p>4.Upgrade of electrical infrastructure</p> <p>5.Erecting of high mast lights</p> <p>6.Upgrade of main line running between from Jasmyn and Meerhof as there are too many cable faults and joints</p> <p><b>Tshwane:</b></p>	<p>1.Whole Ward</p> <p>2.Refentse and Sunway</p> <p>3.Affecting Wards 30</p> <p>4.Melodie A/H</p> <p>5.Sunway, Refentse &amp; Ten Rooms</p> <p>6.Landsmeer Estate, Jasmyn Market, Kremetart Restaurant, Jacana Bay Estate, Glen Ivy Estate, Meerhof</p> <p>1.Rietfontein A/H (Section), Sunway, Refentse &amp; Ten Rooms</p> <p>2.Rietfontein A/H (Section), Sunway, Refentse &amp; Ten Rooms</p>	Highmast Light (Solar Energised) Phase 1b (6 Highmast Light Per Ward @ R625 Per Mast- (Meerhoof) 4 Installed

		<p>1.Power System Analyses to be facilitated by Madibeng with Tshwane</p> <p>2.Upgrade to be done as recommended by Power System Analyses</p>		
5	Social Services	<p>1.Evict unlawful occupier of Clinic built in Sunway Phase 1 &amp; have functional clinic 7 days a week</p> <p>2.Weekly refuse removal at designated points</p> <p>3.Refuse Skips to be placed and weekly removal</p> <p>4.Make community hall accessible to residents and not someone living inside the hall</p> <p>5.High school to be built (approved &amp; letter submitted to Dept. of Education)</p> <p>6.Learner Transport to be provided for kids attending secondary schools outside of Hartbeespoort</p> <p>7.Madibeng to provide Cllr with list of Ward 30 RDP houses of residents to confirm address for proof of residence to be issued</p> <p>8.Sunway Community Hall to be accessible for residents to use</p> <p>9.Sports Grounds to be upgraded (Tennis/Netball court &amp; Soccer field)</p>	<p>1.Sunway Village, Refentse &amp; Ten Rooms Refentse</p> <p>2.Refentse</p> <p>3.Ten Rooms</p> <p>4.Sunway Village</p> <p>5.Sunway Village</p> <p>6.Sunway, Refentse &amp; Ten Rooms</p> <p>7.Sunway, Refentse &amp; Ten Rooms</p> <p>8.Sunway, Refentse &amp; Ten Rooms</p> <p>9.Sunway</p>	
6	Public Safety & Facilities	<p>1.Fire station to be built &amp; operational</p> <p>2.Under-ground Fire Hydrants to be installed and fully operational (a. Installing of cameras on all main roads to assist curbing crime)</p> <p>3.Traffic controller at peak school hours</p> <p>4.Taxi Rank to be built</p>	<p>1.To service Wards 29, 30 &amp; 33 (Harbeespoort)</p> <p>2.Whole Ward</p> <p>3.Beethoven Road (Mount Cambridge School)</p> <p>4.Beethoven &amp; R511</p> <p>5.Sunway</p>	

		5.Stipend for residents patrolling areas at night		
7	LED	1.Local labour instead of labour from other areas 2.Big problem with illegal immigrants being used for cheap labour 3.Skills Development	1.Whole Ward 2.Whole Ward 3.Whole Ward	Hyamatla Dam Cleaning project created jobs.
WARD 31				
No.	Needs	Projects	Areas	Completed projects
1	Land and Housing	1.Land acquisition for housing and cemetery 2.PHP and RDP houses 3.Formalization of informal settlement	All areas All areas	
2	Electricity	1.Infrustructure development 2.House connections 3.High mast lights	Nkandla and Malema View All areas	Highmast Light (Solar Energised) Phase 1b (6 Highmast Light Per Ward @ R625 Per Mast- (Mooderspruit) 4 Installed
3	Water and sanitation	1.Boreholes need to be energised and installation of taps in yards 2.Infrustructure development 3.House connections 4.Proper sewage system	Places where boreholes are identified All areas All areas All areas	
4	Roads and stormwater	1.Paving of main internal roads 2.Regraveling of internal roads 3.Upgrading 4.Regravelling	1.Upgrading of Taxi rank to Nkandla Road and Sereophata section 2.Upgrading Community Office to Katlegong road 3.Upgrading Morige to Modikwe via Kgwanype Sports ground Road 4.Skierlike and Joes Tarven road where the main pavement ends.	Rehabilitation of Modderspruit Tarded Road- Planned for Implementation in the 3rd Quarter
5	Social services	1.Construction of new cemetery	Modderspruit Phase 2	

		2.Upgrading of Sports field 3. Fencing of existing Cemetery 4. Technical High School 5.Community Park 6.Multi-purpose centre 7.Proper rank with sanitation and shelter 8.Refurbishment of the original Community Hall 9.Fire Station		
6	LED	1.Skills development for youth 2.Entrepreneurial skills		1.Ithekgeng ka setena Basadi project 2.Ipopeng Wires project 3.School renovation project from SLP funds.

WARD 32

No.	Needs	Projects	Areas	Completed projects
1	Roads and stormwater	1.Main roads 2.Paving of internal roads 3.South side road of the cemetery of Segwaelane 4. Segwaelane Kareeport to Sonop D521	1.Upgrading of Dithabeng section – Outline to Marabi taxi rank road/from R556 to mortuary 2.Upgrading of Vienna butchery to Thabamorula high school road and Zion Christian Church road 3.Upgrading of Wonderkop road – From entrance of Wonderkop road to Maruatona Primary School Road	Segwaelane Upgrading of Internal Roads(Thabo Morula) – Contractor on Site at 16 %
2	Land and housing	1.Title deeds 2.RDP houses	Segwaelane and skoonplaas All sections	
3	Water and Sanitation	1.Flushing toilets 2.Upgrading of reservoir 3.Pressure Pumps	Segwaelane and Wonderkop	Drilling, Equipping & Provision of Jojo Tank Storage with the plan of installing Steel Tanks( Segwaelane- Taung/Rasekedi/ Western Ground& Marabastad)- Fully Equipped and Commissioned
4	Electricity	1.High mast lights 2.House connections	Segwaelane, Mshengu and Wonderkop	Highmast Light (Solar Energised) Phase 1b (6 Highmast Light Per Ward @ R625 Per Mast- (Segwaelane) 4 Installed
5	Social services	1.Clinic opening 24 hours 2.Taxi rank	Segwaelane, Mshengu and Wonderkop Segwaelane and Wonderkop	

		3. Police station	Wonderkop	
6	LED	1. EPWP 2. CWP	Segwaelane and Wonderkop	1. Cattle handling Facilities 2. Sisonke pig Master 3. SLP Project Upgrading of Segwaelane clinic
<b>WARD 33:</b>				
<b>CHECK BELOW</b>				
WARD 34				
No.	Needs	Projects	Areas	Completed projects
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 5. Paving and Stormwater  6. V Drain P63/1 7. Ongoing gravel at Malerato internal roads_ to be completed	Road D601, D602 and D606  1. Upgrading of Mmulakgoro to Moiletswane road 2. Upgrading of Letlhakaneng cemetery road 3. Madinyane main entrance road 4. Upgrading of Malerato to Rietview road – From Morula Tree P63/1 5. Rietview Letlhakaneng D617 6. Main street to cemetery to Shakunyaneng, Kuvuki land Taxi road, Rietview Street, Moruleng, Letlhakaneng cemetery road, Dipompong cemetery road and Mabala road in Madinyane, Upper cemetery and Moiletswane Extension  P63/1 Jericho road	
2	Water and sanitation	1. Sanitation 2. Prepaid water meter 3. Bulk pipe 4. Refurbishment boreholes 5. Reservoir and Connections of Water to yards	Shakung, Moiletswane, Madinyane, Baikagedi, Ramogatla, Letlhakaneng  Ramogatla, Malerato, Dipongpong, RietView, Shakung,  All areas	Water Supply Augmentation: Boreholes  Existing Boreholes (Shakunyaneng & Moiletswana)- Active

				Refurbishment of existing Boreholes 1,2,3,4&5 (Shakung Village)  Existing Borehole 6 (Shakung Village) – Commissioned
3	Electricity	1.Apollo lights (20) and Extra with (20) 2.Building and upgrading of new substation 3.Electricity extension 4.High mast light	All areas  Shakung, Ramogatla, Moiletswane, Dipongpong, , Moiletswane, Dipongpong, Rietview and Malerato, Letlhakaneng and Madinyane  Kuvuki land, Dipompong, Mmalerato and Madinyane Extension and SVV  All areas, Madinyane Primary School	Highmast Light (Solar Energised) Phase 1b (6 Highmast Light Per Ward @ R625 Per Mast- (Madinyane) 8 Installed
4	Land and housing	1.PHP Houses 2.Formalization 3.RDP houses Formalization and Electrified 4.Title Deeds	All areas  Malerato, Rietview, Madinyane, Shakung, Moiletswane  SVV  All areas	
5	Social services	1.24 Hours Clinic 2.Upgrading of cemeteries 3.Hospice with VIP toilets 4.Post office 5.Schools 6.Community Hall 7.Construction of Parks 9.Old Age Home 10.Disability Care Centre 11. Police Station	Letlhakaneng, Madinyane Extension, Dipongpong  Moiletswane, Ext Moiletswane, Letlhakaneng, Shakung, Dipongpong, Madinyane, Malerato and Rietview  Shakung, Moiletswane, Malerato and Rietview  All villages  Letlhakaneng  Letlhakaneng  Mmalerato, Rietview and Letlhakaneng  Area to be decided  Area to be decided  SVV and Red View	
6	LED	1.Farming activities 2.Unemployment 3.Skills Development 4.Bursury/Learnership and Apprenticeship  <u>EXCESS NEEDS: SCHOOLS</u>	All areas	1.Go tlabologa ke leungo Coop  2.Katlego Coop  3.SMME's training

		<ol style="list-style-type: none"> <li>1. Schools in Mmlerato and Moiletswane as two were closed</li> <li>2. Flower farming in Moiletswane.</li> <li>3. Preservation Park for animals in Moiletswane</li> <li>4. Recreational Facility in Mmlerato</li> <li>5. Build a school in Lethlakaneng</li> </ol>		
WARD 35				
No.	Needs	Projects	Areas	Completed projects
1	Water and sanitation	<ol style="list-style-type: none"> <li>1. Mini reservoir</li> <li>2. Yard connection</li> <li>3. Boreholes</li> <li>4. Jojo tanks</li> </ol>	<p>Rabokala</p> <p>Rabokala view &amp; Legae estate, Ipopeng &amp; Disco view</p> <p>Oskraal</p>	
2	Land and housing	<ol style="list-style-type: none"> <li>1. Formalization of rural areas</li> <li>2. PHP houses</li> <li>3. Land acquisition for housing and cemetery</li> <li>4. RDP house</li> <li>5. Land for affordable houses</li> <li>6. Land for Agricultural use and School</li> </ol>	All Areas	
3	Electricity	<ol style="list-style-type: none"> <li>1. Solar geysers upgrading of electricity</li> <li>2. House connections</li> <li>3. High mast lights</li> <li>4. Extensions</li> <li>5. Mini substation</li> </ol>	All Areas	Highmast Light (Solar Energised) Phase 1b (6 Highmast Light Per Ward @ R625 Per Mast- (Rabokala) 6 Installed
4	Roads and stormwater	<ol style="list-style-type: none"> <li>1. Upgrading of roads</li> <li>2. Stormwater drainage</li> <li>3. Re-tarring of main road</li> <li>4. Tarred link road</li> <li>5. Internal road</li> <li>6. Paving road</li> </ol>	<ol style="list-style-type: none"> <li>1. Upgrading of Montwedi Supermarket to Ipopeng Primary School</li> <li>2. Upgrading of Razwinane Shop to Oskraal (road connect Madidi road)</li> <li>3. Oskraal (From Oskraal to Rankotea)</li> </ol>	Upgrading of Montoedi to Ipopeng Road- Contractor on Site on 15 %

5	Social Services	<ol style="list-style-type: none"> <li>1. Clinic need upgrading and to open 24 hours</li> <li>2. Crime prevention</li> <li>3. Schools</li> <li>4. Library</li> <li>5. Crèche</li> <li>6. Youth development centre</li> <li>7. Park/sports ground</li> <li>8. Hall</li> </ol>	All Areas	
6	LED	<ol style="list-style-type: none"> <li>1. Vegetable gardens</li> <li>2. Cattle farming</li> <li>3. Chicken farming</li> <li>4. Goat farming</li> <li>5. Tourism site</li> <li>6. Shopping mall</li> <li>7. Irrigation systems</li> <li>8. Old age home</li> </ol>	All Areas	<ol style="list-style-type: none"> <li>1. Livestock handling facility.</li> <li>2. Reipoletse Bakery</li> </ol>
WARD 36				
No.	Needs	Projects	Areas	Completed projects
1	Water and sanitation	<ol style="list-style-type: none"> <li>1. Sewages to be fixed, incomplete sewage pipes follow-up on projects by municipality</li> <li>2. Water supply (Let the newly installed water supply infrastructure be utilized and maintained)</li> <li>3. Audit in all projects</li> <li>4. The water metres, which were installed, need to be replaced</li> </ol>	Klipgat	Klipgat Extension Water Supply Project- Phase 7,8 and 9A completed
2	Roads and stormwater	<ol style="list-style-type: none"> <li>1. Stormwater drainage</li> <li>2. Construction of bridge</li> <li>3. Pavement of internal roads</li> <li>4. Speed humps</li> </ol>	<ol style="list-style-type: none"> <li>1. Upgrading of Klipgat old cemetery road: From D636 to Cemetery Road (paving)</li> <li>2. Upgrading of Tsebe Primary School road: From Klipgat taxi rank to Tsewe Primary School</li> <li>3. Upgrading of Matanya Tarven road: From D636 to the last street( Water drainage)</li> </ol>	<p>Rehabilitation of Klipgat Circle Road- Budget Reviewed</p> <p>Upgrading of Internal Roads of Cluster 4 (Madibeng Hills Ext of Taxi Road</p>

			4. Upgrading of Merogong to Keitumetse road 5. Upgrading of Street beyond Lutheran Church 6. Upgrading of Ndlovu section Makua street 7.D636(Min road from Klipgat to Madidi)	
3	Electricity	1.High mast lights X 8 2. street lights on all streets 3. budget for maintenance	(2) Each Section For All sections, Phutha , Tsebe, Selborne side, Old stand, Matanya Section and Ndlovu Makuwa section	
4	Land and housing	1.Tittle deeds (are incorrect) 2.Audit of Stands 3. RDP houses (1500) 4. Street names to be added	Klipgat A Klipgat A Klipgat A	
5	Social services	1.Library 2.Parks 3.Youth programs to combat drugs abuse 4.Municipal service points 5.Internet Connection 6.Dumping Site 7.Pick 'n Pay and Boxer	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	SMME's training

WARD 37

No.	Needs	Projects	Areas	Completed projects
1	Water and Sanitation	1.Increase water capacity 2. Yard connections 3. Purified water 4.Sewage Connections 5.Sewer/sanitation system	All sections Klipgat, A, Newstands, Fumane section, Ikageng section, Hillside, Ikageng, John Langalibalele section	Upgrading of Internal Roads Of Cluster 4 (Madibeng Hills Ext of Taxi Road)

		6. Water reticulations 7. Boreholes		
2	Roads and Stormwater	1. Paving of internal roads 2. Regraveling of Roads 3. Stormwater roads 4. Potholes Patching 5. Maintenance of Existing Stormwater	All sections  Klipgat A, Newstands, Fumane section, Ikageng section, Hillside, Ikageng, Extension/2010, John Langalibalele section  All Sections	1. Klipgat Extension Water Supply Project- Phase 7,8 and 9A completed  Drilling, Equipping & Provision of 2x Jojo Storage Tanks (Klipgat)-Fully Equipped and Commissioned
3	Land and Housing	1. RDP houses 2. Formalization of Informal settlement 3. Low-cost housing 4. Affordable houses 5. PHP houses 6. Title deeds 7. Acquisition of Cemetery land	All section  Klipgat A, Newstand, Fumane section, Ikageng section, Hillside, Ikageng, Extension, John Langalibalele section	
4	Electricity	1. House connections 2. High mast lights minimum X 3 per section 3. Post connection 4. Maintenance of the existing high mast lights	All sections  Klipgat A, Newstand, Fumane section, Ikageng section, Hillside, Ikageng Extension, John Langalibalele section  All section	
5	Social Services	1. Community Health Centre 2. Library 3. Fire Station 4. Technical School 5. Sports facilities 6. Parks 7. Cemetery	All sections  Klipgat A, Hillside, Ikageng section, Hillside, Ikageng, Extension, John Langalibalele section	
6	LED	1. Job creation youth programme 2. Agriculture projects 3. Skills Centre and Skills development	All sections  Klipgat A, Newstands, Fumane section, Ikageng section, Hillside, Ikageng Extension/2010  All sections  All sections	

		4.SMME development and Funding 5.WI-FI connections	All sections	
WARD 38				
No.	Needs	Projects	Areas	Completed projects
1	Roads and stormwater	1.Upgrade of internal roads 2.Speed humps 3.Re-gravel roads 4.Stormwater 5.Pavement  6. Road Markings 7.Street names	1.Upgrading of Embros section, joining the paved road from Dichunga (Block F) 2.Upgrading of DOC road (Block E) 3.Upgrading of Disofeng road (Block E) 4.Upgrading of Berlin road, joining the tar road on both ends (Block F) 5.Road to Scrapyard from Cllr Murphy Ratloi, Mthombeni via skolo and Vulindlela internal roads.  Zone 6 Kutlwano Street Block F behind Moses Tarven Pavement Monzhelele road Zone 6  (All areas)	Rehabilitation and Resealing of Taxi Route- Lethabel- Completed  Lethabile Block F- Internal Road Upgrade
2	LED	1.Creation of employment, the employment through cleaning of manhole and street, youth projects to address drugs (Nyaope) 2. Youth Centre 3. Mining Sector	CS (Sport recreation centre)	
3	Electricity	1.Solar geysers 2.High mast lights 3.Streets lights	All section Block H No. 1	Lethabile Block H Electrification 1193 Erven- Contractor On Site
4	Land and housing	1.Finalizing of informal settlement 2. RDP houses 3. Affordable stands (5000 stands/Houses) 4. Township development of plots 5. Land to be allocated to local business people to empower themselves	Block H, F, E	

5	Water and Sanitation	<ol style="list-style-type: none"> <li>1. Boreholes</li> <li>2. JoJo tanks</li> <li>3. Reservoir/ mini plant</li> <li>4. Constant testing of water at the purification plant</li> </ol>	Block H, F, E, Zone 10 and 6, Vulindlela Section	<p>Drilling, Equipping and Steel Tanks Storage Installation(Lethlabile-Centreville)- Fully Equipped and Commissioned</p> <p>Drilling, Equipping and Jojo Tanks Storage Installation(Lethlabile-Block F)- Drilled</p>
6	Social Services	<ol style="list-style-type: none"> <li>1. Clinic and Request standby Ambulances at the clinic and a mobile clinic</li> <li>2. High school</li> <li>3. Sports facilities</li> <li>4. Community hall</li> <li>5. Multi- purpose centre</li> <li>6. Land be allocated for local business people to empower themselves</li> </ol>	Block E and F	
WARD 39				
No.	Needs	Projects	Areas	Completed projects
1	Land and housing	<ol style="list-style-type: none"> <li>1. Formalization of informal settlement</li> <li>2. RDP houses and Social housing</li> <li>3. Development and allocation of stands</li> <li>4. Land transfer and tittle deeds</li> <li>5. Allocation of church sites</li> </ol>	<p>All section</p> <p>Multi plant, Ratang, Noord Kamp, Green Side, De Kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tlhalampya, Elandsrands</p> <p>Elandsrand</p>	
2	Water and Sanitation	<ol style="list-style-type: none"> <li>1. Upgrading of sewerage/sanitation</li> <li>2. Supply of water</li> <li>3. New water infrastructure needed</li> </ol> <p>(Diseases are experienced by some member companies and water pressure is affected especially during fire incidents)</p>	<ol style="list-style-type: none"> <li>1. All sections including Elandsrand</li> <li>2. Multi plant, Ratang, Noord kamp, Green Side,</li> <li>3. Brits Industrial Site</li> </ol>	
3	Electricity	<ol style="list-style-type: none"> <li>1. Legal/overhead connections</li> <li>2. Replace underground cabling with overhead line</li> </ol>	All section	<p>Electrification:</p> <p>1. Mountain View- 585 Households</p>

		<p>3.Lighting of parks</p> <p>4.Additional lighting</p> <p>5.New electricity infrastructure needed (Disruption when it is raining which affects our ability to meet our customer obligations)</p> <p>6. Street lights needed</p>	<p>Multi plant, Ratanang, Noord kamp, Green side, Delanco, Sheleng, , Vuka, Tlhala mpya, Elansrands</p> <p>Brits Industrial Site</p>	<p>2. Powerstation- 10 Households</p> <p>3. Noord Kamp- 229 Households</p>
4	Roads and stormwater	<p>1.Building of roads and sidewalks</p> <p>2.Regravelling and paving of internal roads</p> <p>3.Buildings and service of stormwater drains</p> <p>4.Upgradng of existing roads</p> <p>5.Refurbishment of roads( Potholes)</p>	<p>All sections</p> <p>Multi plant, Ratanang, Noordkamp, Green side, Delanco, Sheleng, , Vuka,Elansdrand</p> <p>Elandsrands:</p> <p>1.Resealing of Tafelberg road</p> <p>Brits Industrial Site</p>	Upgrading of Oukasie Vuka Internal Roads
5	Social Service	<p>1.Secondary school</p> <p>2.Library</p> <p>3.Parks with Street light</p> <p>4 Clinic upgrade</p> <p>5 Environmental Projects</p>	<p>All sections</p> <p>Ratang, Noord Kamp, Green side,De kroon, Delabnco, Sheleng,</p> <p>Mountain view, Vuka, Elandsrands</p> <p>Oukasie</p> <p>All Sections</p>	Brits Landfill Site (Development of New Cell and Lagoon) - Awaiting Section 24G
6	LED	<p>1.Youth skills development</p> <p>2.Hawkers facilities</p> <p>3.Agricultural Activities</p>	<p>All sections</p> <p>Multi plant,Ratanang,Noord Kamp, Green side, Delanco, Sheleng, Mountain view, Vuka, Elandsrands</p>	

WARD 40

No.	Needs	Projects	Areas	Completed projects
1	Land and housing	<p>1.Formalization of informal settlement</p> <p>2. Upgrading of cemetery and Acquisition of land for cemetery</p> <p>3.RDP houses</p> <p>4. Acquisition and Relocation of Sonop to transfer from public works to Madibeng</p>	<p>Sonop, Khamtswana, Pansdrift, Geluk</p> <p>All areas of ward 40</p>	

2	Roads and storm water	<ol style="list-style-type: none"> <li>1.Paving of internal roads and storm water</li> <li>2.Regravelling</li> <li>3.Upgrade of storm water pipes and installation of new one's</li> <li>4.Traffic circle on narrow dual roads</li> <li>5. Speed humps with area intersections</li> </ol>	<p>Upgrading of Khayaletu road</p> <p>All areas</p>	
3	Water and sanitation	<ol style="list-style-type: none"> <li>1. Water reticulation and yard connections</li> <li>2. Installation of sewer system</li> <li>3. Flushable toilets</li> <li>4. VIP toilets</li> </ol>	<p>All areas</p> <p>All areas</p> <p>All areas</p> <p>All informal settlement in Ward 40</p>	
4	Electricity	<ol style="list-style-type: none"> <li>1. Household connections</li> <li>2. Maintenance of existing high mast light and installation of high mast light</li> </ol>	<p>Regorogile Phase,</p> <p>Pansdrift and farm area</p> <p>All areas</p>	<p>Highmast Light (Solar Energised) Phase 1b (6 Highmast Light Per Ward @ R625 Per Mast- (Sonop) 4 Installed</p>
5	Social service	<ol style="list-style-type: none"> <li>1.Clinic and to operate 24Hours</li> <li>2.Combined school</li> <li>3. Community Hall</li> <li>4.Sports facilities</li> <li>5. Library</li> <li>6. Waste bins</li> <li>7.Rehabilitation centre</li> <li>8.Police Station</li> <li>9.Cleaning of empty spaces</li> </ol>	<p>Ward 40</p>	
6	LED	<ol style="list-style-type: none"> <li>1. Skills development</li> <li>2. Job creation for disability</li> <li>3. Tourism side - Legae la rona - Apartheid Museum</li> <li>4. Incubation and funding equal inclusion of people who are living with disability of all business</li> </ol>	<p>Khalamtwana and Sonop</p>	<ol style="list-style-type: none"> <li>1.Autumn Harvest Coop Machinery</li> <li>2.Setshedi bull replacement</li> <li>3.Grain Combined harvester</li> </ol>

		5. Equal inclusion of all business		
WARD 41				
No.	Needs	Projects	Areas	Completed projects
1	Water and Sanitation	1.Yard connections-no water reticulation(no bulk supply) Tshwane has cut Supplies for Madibeng  2.No sewerage system is needed	Block A , Beverly hills and Snakepark  All areas	Hebron/ Kgabalatsane/ Rockvill/Itsoseng- Completed
2	Roads and stormwater	1.Regravelling and paving of internal roads  2. stormwater drainage and no water control	1.Masakhane road (Block E) in progress  2. Moseja 1 Road to Lots Phalatse Primary School  3. Moseja 2 road to Silence  4. Rockville Road  5. Snake Park road  All Areas	Block E Cemetery Road-
3	Land and housing	1.PHP/ RDP Housing 30 RDP not completed since 2018  2.Fencing of cemetery	All sections  Block E	Hebron- Wall Plates 72  Hebron – Foundation 85  Hebron- Roofing 38  Hebron- Completed 38
4	Electricity	1.Household connection( new electrification needed)  2.High mast lights (increase) (4)	All section  Block A, E  Rockville, Midas square, Moseja 1 and 2  Beverly Hills and Snake park  All section	
5	Social service	1.Community Skills Centre  2.Sports facilities  3.Clinic/ Mobile Clinic needed while waiting for Clinic	Block A, E  Beverly hills and Snake park	
6	LED	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			Areas
No.	NEEDS	PROJECTS	No.	NEEDS	PROJECTS	COMPLETED PROJECTS
1	Water and Sanitation	Rehabilitation (rebuild of certain sections) of the water/ sanitation plants/ sewerage pump stations/ network lines	1	Land and Housing	1. Land acquisition 2. Township establishment (Formalise/ secure land tenure)	
2	Roads and Stormwater	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 Upgrading of Simon road	
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/ crèches/ 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 centres (daily operational)	

#### 5.8. THE OVERALL OUTCOME: MUNICIPAL WIDE NEEDS

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
<b>KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>	
Improved municipal capability	Percentage of a municipality's budget actually spent on implementing its workplace skills plan by 30 June 2027
	Percentage of Staff vacancy rate maintained by 30 June 2027
	Percentage of budgeted vacant posts filled within 6 months by 30 June 2027
	Number of organizational structure reviewed by the municipality by 30 June 2027
Adherence to Employment equity	Number of employment equity Plan Implemented by 30 June 2027
	Number of people from employment equity target groups employed in the 3 highest level of management by 30 June 2027
Improved municipal capability	Percentage Implementation of the ICT governance framework and related policies by 30 June 2027
	Percentages implementation of the Records Management policy by 30 June 2027.
	Number of EAP programs implemented by 30 June 2027
	Number of OHS inspection conducted by 30 June 2027
Improved municipal administration	Number of repeat audit findings
	Percentage of councillors who have declared their financial interests by 30 June 2027
Improved level of cooperate governance and compliance to efficient and effective standards, practices and systems	Percentage of cases settled out of court by 30 June 2027
<b>KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	
Improved access to electricity	Number of new households with access to basic electricity supply by the municipality by 30 June 2027
Improved reliability of electricity service	Percentage of electricity unplanned outages that are restored to supply within industry standard timeframes by 30 June 2027
	Percentage adherence to planned electricity maintenance program by 30 June 2027
	Number of initiatives to reduce technical losses ( water and electricity )by 30 June 2027
	Number of ( <b>Electricity water and sanitation</b> )call outs responded to within 48 hours
	Percentage of households with access to electricity.
	Percentage of reported electricity outages restored within 12 hours.
	Number of new public lighting installations in high-risk crime areas.
<b>COMMUNITY DEVELOPMENT/SERVICES</b>	
Increased access to refuse removal	Number of known informal settlements with access to refuse removal services by 30 June 2027
	Number of increased households with access to refuse removal services by 30 June 2027
	Percentage compliance to landfill sites permit conditions by 30 June 2027
	Percentage of formal households receiving weekly refuse collection services.
	Percentage of informal settlements receiving refuse removal services as per approved schedule.
	Percentage of illegal dumping sites cleared within 7 days of reporting.
	Percentage of refuse collection vehicles operational at all times.
	Number of waste management awareness campaigns conducted in communities.
	Percentage of complaints related to refuse collection resolved within 48 hours.
	Percentage of landfill sites managed in compliance with environmental regulations.
	Percentage of recyclable waste collected through municipal waste separation programs.

Strategic Objective	Output Indicators
	Number of library programs to increase library usage .
Increase of healthy and safe environment	Number of parks maintained by 30 June 2027
	Number of cemeteries maintained by 30 June 2027
	Percentage of burial sites maintained and cleaned regularly.
	Number of new gravesites prepared as per demand.
	Percentage of cemetery infrastructure (fencing, signage, roads) maintained annually.
	Number of community awareness campaigns on cemetery regulations
	Number of arts and culture programs conducted by 30 June 2027
Mitigated effects of fires and disasters	<b>PUBLIC SAFETY</b>
	Percentage of compliance with the required attendance time for structural firefighting incidents by 30 June 2027
	Percentage of disaster incidents managed and responded to within 24 hours or less. as a proportion of request received by 30 June 2027
	Percentage of fire emergency response times within 10 minutes in urban areas and 20 minutes in rural areas.
	Number of fire safety inspections conducted in high-risk buildings.
	Number of disaster risk management awareness campaigns conducted.
	Number of community-based fire and disaster training sessions conducted.
	Percentage of hydrants inspected and maintained annually.
	Number of disaster response plans reviewed and updated.
	Number of fire station equipment checks conducted.
	Percentage of disaster relief response times within 6 hours of incident reporting.
Improved revenue collection	Percentage of money recovered from traffic fines (before court order) by 30 June 2027
	Percentage of money collected from vehicle registration and licence transaction as per agency agreement by 30 June 2027
	Number of joint operations conducted by 30 June 2027
	Number of planned municipal buildings maintained by 30 June 2027
	Number of report, Planned enhancement and Maintenance of security systems within the Municipal Buildings by 30 June 2027
	Percentage of reports on Performance of security service providers by 30 June 2027
	Turnaround time on repair/ maintenance of vehicles by 30 June 2027
	Number of reports on management of municipal fleet( tracker, accidents, renewal of licence , and disposal) vehicles on quarterly basis
	Percentage of hall bookings processed within 3 working days.
	Percentage of community halls maintained as per service level agreements.

Strategic Objective	Output Indicators
	Percentage of hall rental revenue collected as per the approved tariff structure. Number of community awareness campaigns on hall bookings. Percentage of learner's license applications processed within 7 working days. Percentage of driver's license applications processed within 30 working days. Percentage of driver's license renewals processed within 14 working days. Percentage of PRDP (Professional Driving Permit) applications processed within 14 working days. Percentage of motor vehicle registrations completed within 10 working days. Percentage of vehicle license renewals processed within 5 working days.
Improved quality of municipal road network	<b>ROADS AND STORM</b> KM of unsurfaced road graded by 30 June 2027 KM of surfaced municipal road lanes which has been resealed by 30 June 2027 KMs of new municipal road network by 30 June 2027 Number of Roads conditional assessment reports for asset registry by 30 June 2027 4 m <sup>2</sup> of pothole patched by 30 June 2027 Kilometres of roads rehabilitated or resurfaced. Percentage of stormwater infrastructure cleaned and maintained. Number of municipal infrastructure maintenance projects completed. Percentage of reported potholes complaints received and attended to within 24 hours Percentage of potholes repaired within 7 working days of being reported. Kilometers of gravel roads graded and maintained. Percentage of resurfaced / tarred roads completed as per approved infrastructure plan. Number of new streetlights installed to improve road safety. Percentage of streetlights repaired within 72 hours of reported failure. Kilometers of stormwater drainage systems cleaned and maintained. Number of new public transport shelters constructed to improve commuter convenience. Number of road safety audits conducted to assess infrastructure risks.
Improved quality of water (incl. wastewater)	<b>WATER</b>
Improved water sustainability	Percentage of total water applications connections metered by 30 June 2027
Improved access to water	Number of households with access to basic level of water by 30 June 2027
	Percentage of drinking water complying to SANS 241 by 30 June 2027
	Percentage of planned maintenance of water infrastructure by 30 June 2027
	<b>SANITATION</b>
Improved quality of water and sanitation service	Number of waste water treatment works complying 90% against applicable water qualifying standards by 30 June 2027
	Percentage maintenance of the Waste Water Treatment Works by 30 June 2027
Improved access to sanitation	Percentage of households with access to potable water.
	Percentage of water interruptions restored within 24 hours of reporting.

Strategic Objective	Output Indicators
	Percentage of wastewater treatment plants operating at compliance with national water quality standards.
	Kilometres of sewer pipelines maintained or rehabilitated.
	Percentage of MIG budget spent by 30 June 2027
<b>KPA 3: LOCAL ECONOMIC DEVELOPMENT</b>	
Growing inclusive local economies	Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) by 30 June 2027
	Number of SLP projects implementation by 30 June 2027
	Number of SMME's supported e.g training by 30 June 2027
	Number of programmes implemented on the Tourism strategy by 30 June 2027
	Number of Business licences Applications received and processed within 30 days
	Number of programs implemented on the Marketing strategy by 30 June 2027
	Number of programs implemented on the Local Economic Development (LED) strategy by 30 June 2027
	Number of programs implemented on the Integrated Contractor Development (ICD) strategy by 30 June 2027
	Number of programs implemented on the incentive and investment policy by 30 June 2027
	Number of Local Economic Development (LED) initiatives implemented to support SMMEs and job creation.
	Percentage of informal trading permit applications processed within 15 working days.
<b>KPA 4: FINANCIAL VIABILITY</b>	
Improved compliance measures with the MFMA	Percentage of the municipality's operating budget spent on indigent relief for free basic services by 30 June 2027
	Average number of days from the point of advertising to the letter of award per 80/20 procurement process by 30 June 2027
	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission by 30 June 2027
Improved ease of doing business within the municipal area	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget by 30 June 2027
	Total Operating Revenue as a percentage of Total Operating Revenue Budget by 30 June 2027
Enhance municipal budgeting budget implementation	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget by 30 June 2027
Improved supply chain management	Percentage of awarded tenders [over R200k], submitted for published to Communication Unit for publishing on MLM's website by 30 June 2027
Improved revenue and debtors management	Collection rate ratio by 30 June 2027
Improved revenue and debtors management	Percentage of municipal meters read and captured accurately per month.
	Accuracy rate in municipal billing for rates and services by the 25th of each month.
	Percentage of scheduled property valuations completed and submitted by 30 June annually.
	Percentage of registered indigent households receiving Free Basic Services (FBS) by the 5th of each month.
	Percentage of overdue accounts disconnected within 30 days of the final notice.
	Percentage of indigent households verified and updated in the municipal register by 31 March annually.

Strategic Objective	Output Indicators
	Percentage of municipal transactions processed electronically by the end of the financial year.
	Percentage reduction in municipal outstanding debt annually through enforcement of credit control policies.
<b>KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	
Improved municipal responsiveness	Percentage of wards that have held at least one councillor-convened community meeting by 30 June 2027
	Number of beneficiary programs on youth facilitated by 30 June 2027
	Number of beneficiary programs on women facilitated by 30 June 2027
	Number of beneficiary programs on people living with disability facilitated by 30 June 2027
	Number of beneficiary programs on HIV/AIDS facilitated by 30 June 2027
	Percentage implementation of (MLM) Financial Recovery plan submitted to Council by 30 June 2027
	Number of IDP reviewed Process plan submitted to council 30 June 2027
	Approval of the SDBIP BY 30 June 2027
	Number of Audit Committee report submitted to council on quarterly basis
	Number of Audit Committee charter submitted to council by 30 September 2027
	Tabling of the Oversight report by 30 June 2027
	Tabling of the revised MPAC annual terms of reference by 30 June 2027
	Tabling of the revised MPAC annual work plan by 30 June 2027
Number of risk assessment conducted by 30 June 2027	
Implementation of District Development Model – One Plan	No. of Quarterly Reports submitted to BPDm by 30 June 2027
	No. of DDM meeting attended by 30 June 2027
<b>KPA 6: SPATIAL RATIONALE</b>	
Improved access to adequate housing	Percentage of building plans assessed within 60 days (Above 500)
	Percentage of building plans assessed within 30 days( less than 500)
	Percentage of land invasion received and attended to
	Number of informal settlement formalised
	Percentage monitoring of housing projects
	Percentage compilation of municipal land audit report
	Percentage of land use application processed within 30 days
	Percentage of spatial planning and environmental impact assessments completed within set timeframes.
	Percentage of heritage impact assessments processed within legislated timeframes.
	Number of public consultation sessions held on spatial and environmental planning policies.
	Percentage of land development processed within 120 days
	Number of Spatial Development Framework Plan reviewed by 30 June 2027
	Number of Land Use Scheme reviewed by 30 June 2027
Number of Housing Sector Plan reviewed by 30 June 2027	
Improved access to adequate housing	Percentage of formal housing applications processed within 60 working days.
	Number of serviced stands allocated to qualifying beneficiaries.
	Number of informal settlement upgrade projects implemented.

Strategic Objective	Output Indicators
	Percentage of Title Deeds issued to qualifying beneficiaries.
	Number of subsidized housing units constructed and handed over to beneficiaries.
	Percentage of rental stock maintenance and refurbishment completed.
	Number of community engagements conducted on housing policies and programs.
	Percentage of informal housing relocation projects completed.

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		Office of Municipal Manager	Improved municipal responsiveness			
2	Financial viability					Budget and Treasury Office	Improved council functionality			
						Budget and Treasury Office	Enhanced municipal budgeting and budget implementation			
							Improved financial sustainability and liability management			
							Improved liquidity management			
							Improved expenditure management			
							Improved asset management			
							Improved supply chain management			
Improved revenue and debtors 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	Focus on those areas of our delivery with more directly benefits to people's daily lives	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			
							Improved levels of economic activity in municipal economic spaces			
							Improved ease of doing business within the municipal area			
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 access to electricity			
							Improved reliability of electricity service			
		Clean our Towns						Social Services	Public Safety, Fleet and Facilities Management	Improved energy sustainability
										Mitigated effects of fires and disasters

						Community Development	Increased access to and utilisation of social and community facilities
		Fix Potholes			Roads and StormWater	Infrastructure and Technical Service	Improved quality of municipal road network
		Provide safe drinking water			Water and Sanitation		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

The Municipality plan to implement and report on the MFMA Circular 88 indicators.

## 5.11 CORPORATE SCORECARD 2026/27

### KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.1	Improved municipal capability and invest in human capital	Percentage of a municipality's budget actually spent on implementing its workplace skills plan by 30 June 2027	CSS1.1	Opex	(R-value of budget actually spent on implementing its workplace skills plan / R-value of budgeted expenditure on workplace skills plan)	100%	100%
KPI.2		Percentage of Staff vacancy rate maintained by 30 June 2027	CSS1.2	Opex	(The number of vacant positions/ total number of approved positions on the structure)	1304	0,37
KPI.3		Percentage of budgeted vacant posts filled within 6 months by 30 June 2027	CSS1.3	Opex	(Count the Number of budgeted vacant posts filled within 6 months since the date of authority to proceed with filling the vacancy / Number of vacant posts that have been filled)	0%	100%
KPI.4	Increase alignment of the organizational structure to the strategy of the MLM	Number of organizational structure reviewed by the municipality by 30 June 2027	CSS1.4	Opex	(Count a number of Review of the organizational structure aligned to the strategy of the municipality)	2023/24	N/A
KPI.5	Adherence to employment of equity target	Number of employment equity Plan Implemented by 30 June 2027	CSS1.5	Opex	( Count number of employment equity Plan implemented)	1	1
KPI.6		Number of people from employment equity target groups employed in the 3 highest level of management by 30 June 2027	CSS1.6	Opex	Count number of people employed in the 3 highest level of management)	8	10

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.7		Percentage Implementation of the ICT governance framework and related policies by 30 June 2027	CSS1,7	Opex	Count number of ICT governance framework and related policies implemented (ICT governance framework. Antivirus policy. Change management policy. Firewall policy. ICT backup policy. ICT disaster recovery policy. ICT incident management policy. ICT operations plan. ICT password policy. ICT patch management policy. ICT risk management policy. ICT service charter. ICT strategy. ICT information policy.	new	100%
KPI.8	Improved municipal capability and invest in human capital	Percentage implementation of the Records Management policy by 30 June 2027	CSS1,8	Opex	Count the number of records management policy reviewed	new	100%
KPI.9		Number of EAP programs implemented by 30 June 2027	CSS1,9	Opex	Count number of wellness program implemented	1	2
KPI.10		Number of OHS inspection conducted by 30 June 2027	CSS1,10	Opex	Count the number of OHS inspection conducted	4	4
KPI.11	Improved municipal administration	Percentage of External audit findings addressed and submitted to Council by 30 June 2027	OMM1.1	Opex	<i>(Simple count the number of External " findings addressed/ over total number of finding raised</i>	124	125
KPI.12		Percentage of councillors who have declared their financial interests by 30 June 2027	OMM1.2	Opex	<i>(Number of councillors that have declared their financial interests/ Total number of municipal councillors)</i>	85%	100%
KPI.13	Improved level of corporate governance and compliance to efficient and effective standards, practices and systems	Percentage of cases settled out of court by 30 June 2027	OMM1.3	Opex	Count Number of of cases settled out of court	New	100%

KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.14	Improved access to electricity	Number of new Households with access to basic electricity supply by the municipality by 30 June 2027	ITS1.1	Capex	Count Number of residential supply points commissioned and energised by the municipality	1193	2000
KPI.15	Improved reliability of electricity services	Percentage of unplanned electricity outages that are restored to supply within 72 hours by 30 June 2027	ITS1.2	Opex	{Count Number unplanned electricity outages that are restored to supply within 72 hours timeframes	100%	100%
KPI.16		Percentage adherence to planned electricity maintenance program by 30 June 2027	ITS1.3		(Actual percentage of adherence to maintenance 'jobs' for planned or preventative maintenance  Budgeted number of maintenance 'jobs' for planned or preventative maintenance)	40%	100%
KPI.17	Improved reliability of electricity	Number of implemented initiatives to reduce Technical losses(Electricity and Water) by 30 June 2027	ITS1.4	Opex	Count the number of initiatives to reduce Technical electricity losses	35%	2
KPI.18	Improved municipal responsiveness	Number of callouts responded to within 24 hours <b>Electricity), Water and Sanitation</b>	ITS1.5	Opex	Count the Number of calls ( <b>Electricity), Water and Sanitation</b> outs received and responded to with 24 hours	24 hours	100%
KPI.19		Percentage of households with access to electricity.	ITS1.6	Opex	Count the Number of households with access to electricity.	New	100% of formal households provided with electricity,

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.20		Percentage of reported electricity outages restored within 12 hours.	ITS1.7	Opex	Count the Number of reported electricity outages restored within 12 hours.	New	90% of reported electricity outages restored within 12 hours.
KPI.21		Number of new public lighting installations in high-risk crime areas.	ITS1.8	Capex	Count the Number of new public lighting installations in high-risk crime areas.	New	200 new streetlights installed annually
KPI.22	Increased access to refuse removal	Number of known informal settlements with access to refuse removal by 30 June 2027	CS1.1	Opex	(Count Number of informal settlements with access to refuse removal:	12 x informal settlements	15 x informal settlements with access to refuse removal
KPI.23		Number of households with access to refuse removal services by 30 June 2027	CS1.2	Opex	Count Number of increased households with access to refuse removal service	40 000 HH	40 000 - 45 000 HH
KPI.24		Percentage compliance to landfill sites permit conditions by 30 June 2027	CS1.3	Opex	Measures the Percentage compliance to landfill sites permit conditions	60%	65%
KPI. 25	Increased access to refuse removal	Percentage of formal households receiving weekly refuse collection services.	CS1.4	Opex	Count number of formal households receiving weekly refuse collection services.	New	100% of formal households serviced weekly.
KPI.26		Percentage of informal settlements receiving refuse removal services as per approved schedule.	CS1.5	Opex	Count number of informal settlements receiving refuse removal services as per approved schedule.	New	100% of scheduled collections in informal areas.
KPI.27		Percentage of illegal dumping sites cleared within 7 days of reporting.	CS1.6	Opex	Count number of illegal dumping sites cleared within 7 days of reporting.	New	95% of reported sites cleared within 7 days.

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.28		Percentage of refuse collection vehicles operational at all times.	CS1.7 / PSFFM	Opex	Count number of refuse collection vehicles operational at all times.	New	100% fleet availability for refuse collection.
KPI.29		Number of waste management awareness campaigns conducted in communities.	CS1.8	Opex	Count number of waste management awareness campaigns conducted in communities.	New	4 awareness campaigns annually.
KPI.30		Percentage of complaints related to refuse collection resolved within 48 hours.	CS1.9	Opex	Count number of complaints related to refuse collection resolved within 48 hours.	New	90% of complaints resolved within 48 hours.
KPI.31		Percentage of landfill sites managed in compliance with environmental regulations.	CS1.10	Opex	Count number of landfill sites managed in compliance with environmental regulations.	New	100% compliance with licensing conditions.
KPI.32		Percentage of recyclable waste collected through municipal waste separation programs.	CS1.11	Opex	Count number of recyclable waste collected through municipal waste separation programs.	New	30% of municipal waste diverted to recycling initiatives.
KPI.33	Improved the accessibility of information to communities	Number of library programmes to increase library usage	CS1.12	Opex	Average number of library users	New	12
KPI.34	Increase of healthy and safe environment	Number of parks maintained by 30 June 2027	CS1.13	Opex	The indicator measures the total Count Number of predetermined parks maintained	16 Parks	16 Parks
KPI.35	Improved maintenance of parks and cemeteries	Number of cemeteries maintained by 30 June 2027	CS1.14	Opex	Count Number of predetermined cemeteries maintained	7 X cemeteries	7 X cemeteries

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.36	Improved maintenance of parks and cemeteries	Percentage of burial sites maintained and cleaned regularly.	CS1.15	Opex	Count number of burial sites maintained and cleaned regularly.	New	100% of operational cemeteries maintained as per schedule.
KPI.37		Number of new gravesites prepared as per demand.	CS1.16	Opex	Count number of new gravesites prepared as per demand.	New	100% of gravesites prepared as required.

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.38		Percentage of cemetery infrastructure (fencing, signage, roads) maintained annually.	CS1.17	Opex	Count number of cemetery infrastructure (fencing, signage, roads) maintained annually	New	100% of required maintenance completed.

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.39		Number of community awareness campaigns on cemetery regulations	CS1.18	Opex	Count number of community awareness campaigns on cemetery regulations	New	4 awareness campaigns conducted annually.
KPI.40	Increase access to emergency services and other municipal services	Number of sports arts and culture programs conducted by 30 June 2027	CS1.19	Opex	Count the number of sports arts and culture programs conducted	New	8

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.41	Increase access to emergency services and other municipal services  Mitigated effect of fire s and disaster  Increase access to emergency services and other municipal services	Percentage of compliance with the required attendance time for structural firefighting incidents by 30 June 2027	PSFFM1.1	Opex	(Number of structural fire incidents where the attendance time was 30 minutes or less /  Total number of calls for structural fire incidents received)	40%	40%
KPI.42		Percentage of disaster incidents managed and responded to within 24 hours or less. as a proportion of request received by 30 June 2027	PSFFM1.2	Opex	(Count Number of Disaster incidents where the attendance time was 24 Hours or less /  Total number of calls for Disaster incidents received)	100%	100%
KPI.43 Reviewed	Increase access to emergency services and other municipal services	Percentage of fire emergency response times within 10 minutes in urban areas and 20 minutes in rural areas. (KPI 26)	PSFFM1.3	Opex	Count number of fire emergency response times within 10 minutes in urban areas and 20 minutes in rural areas	New	90% of fire emergencies responded to within set timeframes.
KPI.44		Number of fire safety inspections conducted in high-risk buildings.	PSFFM1.4	Opex	Count number of fire safety inspections conducted in high-risk buildings.	New	100 fire safety inspections conducted annually.
KPI.45		Number of disaster risk management awareness campaigns conducted.	PSFFM1.5	Opex	Count number of disaster risk management awareness campaigns conducted.	New	4 disaster risk awareness campaigns.

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.46		Number of community-based fire and disaster training sessions conducted.	PSFFM1.6	Opex	Count number of community-based fire and disaster training sessions conducted	New	2 community-training sessions conducted annually.
KPI.47		Percentage of hydrants inspected and maintained annually.	PSFFM1.7	Opex	Count number of hydrants inspected and maintained annually.	New	100% of fire hydrants inspected and maintained.
KPI.48 Reviewed		Number of disaster response plans reviewed and updated.	PSFFM1.8	Opex	Count number of disaster response plans reviewed and updated.	New	1 comprehensive disaster response plan updated annually.
KPI.49 Reviewed		Number of fire station equipment checks conducted.	PSFFM1.9	Opex	Count number of fire station equipment checks conducted.	New	3 fire station equipment checks conducted annually.
KPI.50 Reviewed		Percentage of disaster relief response times within 6 hours of incident reporting.	PSFFM1.10	Opex	Count number of disaster relief response times within 6 hours of incident reporting	New	90% of disaster relief responses within 6 hours.
KPI.51	Improved Revenue collection	Percentage of money recovered from traffic fines (before court order) by 30 June 2027	PSFFM1.11	Opex	count of money recovered from traffic	20%	40%
KPI.52		Percentage of money collected from vehicle registration and licence transaction as per agency agreement by 30 June 2027	PSFFM1.12	Opex	Count the amount of money from vehicle registration and licence transaction as per agency agreement	20%	20%

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.53		Percentage of hall bookings processed within 3 working days.	PSFFM1.1 3	Opex	Count number of hall bookings processed within 3 working days.	New	100% of hall bookings processed within 3 working days.
KPI.54		Percentage of community halls maintained as per service level agreements.	PSFFM1.1 4	Opex	Count number of community halls maintained as per service level agreements	New	100% of community halls maintained on a quarterly basis.
KPI.55		Percentage of hall rental revenue collected as per the approved tariff structure.	PSFFM1.1 5	Opex	Count number of hall rental revenue collected as per the approved tariff structure.	New	100% of hall rental revenue collected annually.
KPI.56	Improved Revenue collection	Number of community awareness campaigns on hall bookings.	CS1.20	Opex	Count number of community awareness campaigns on hall bookings.	New	4 awareness campaigns conducted annually.
KPI.57	Improved Revenue collection	Percentage of learner's license applications processed within 7 working days.	PSFFM1.1 6	Opex	Count number of learner's license applications processed within 7 working days.	New	100% of applications processed within 7 working days.
KPI.58		Percentage of driver's license applications processed within 30 working days.	PSFFM1.1 7	Opex	Count number of driver's license applications processed within 30 working days.	New	100% of applications processed within 30 working days.
KPI.59		Percentage of driver's license renewals processed within 14 working days.	PSFFM1.1 8	Opex	Count number of driver's license renewals processed within 14 working days.	New	100% of renewal applications processed within 14 working days.

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.60		Percentage of PRDP (Professional Driving Permit) applications processed within 14 working days.	PSFFM1.19	Opex	Count number of PRDP (Professional Driving Permit) applications processed within 14 working days.	New	100% of PRDP applications processed within 14 working days.
KPI.61		Percentage of motor vehicle registrations completed within 10 working days.	PSFFM1.20	Opex	Count number of motor vehicle registrations completed within 10 working days.	New	100% of motor vehicle registrations processed within 10 working days.
KPI.62		Percentage of vehicle license renewals processed within 5 working days.	PSFFM1.21	Opex	Count number of vehicle license renewals processed within 5 working days.	New	100% of license renewal applications processed within 5 working days.
KPI.63		Percentage of scrapping applications for unroadworthy or written-off vehicles processed within 15 working days.	PSFFM1.22	Opex	Count number of scrapping applications for unroadworthy or written-off vehicles processed within 15 working days.	New	95% of vehicle scrapping applications processed within 15 working days.
KPI.64		Number of road safety awareness campaigns conducted in communities and schools.	PSFFM1.23	Opex	Count number of road safety awareness campaigns conducted in communities and schools.	New	4 road safety campaigns conducted annually.
KPI.65	Increase law enforcement joint operations performed	Number of joint operations conducted by 30 June 2027	PSFFM1.24	Opex	Count the number of joint operations conducted	12	12
KPI.66		Number of planned municipal buildings maintained by 30 June 2027	PSFFM1.25	Opex	Count the number of municipal satellite buildings maintained	4	4

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.67	Increase access to emergency services and other municipal services	Number report, Planned enhancement and Maintenance of security systems within the Municipal Buildings by 30 June 2027	PSFFM1.2 6	Opex	Count number of planned maintenance of security systems performed within Municipal Buildings)	4	4
KPI.68		Percentage of reports on Performance of security service providers by 30 June 2027	PSFFM1.2 7	Opex	Count a percentage reports on Performance of of security service providers	100%	100%
KPI.69		Turnaround time on repair/ maintenance of vehicles by 30 June 2027	PSFFM1.2 8	Opex	Count the number of vehicle repaired within 30 days	30 days	30 days
KPI.70		Number of reports on management of municipal fleet; tracker, accidents, renewal of licence vehicles on quarterly basis	PSFFM1.3 0	Opex	Count the number of reports on management of municipal fleet; tracker,accidents and renewal of licence	4	4
KPI.71	Improved quality of municipal road network	Kilometres of unsurfaced road graded by 30 June 2027	ITS1.9	Capex	Measurement of Kilometres of unsurfaced road graded	20%	50Km
KPI.72		Kilometres of surfaced municipal road lanes which has been resealed by 30 June 2027	ITS1.10	Capex	(Number of kilometres of surfaced road network built + Number of kilometres unsurfaced road network built)	11.66 km	15 km
KPI.73		KMs of new municipal road network by 30 June 2027	ITS1.11	Capex	(Number of kilometres of surfaced road network built + Number of kilometres unsurfaced road network built)	11.66 km	15 km
KPI.74		Number of Roads conditional assessment reports for asset registry by 30 June 2027	ITS1.12	Opex	Count the number of Reports compiled <i>on the conditional assessment conducted for 4<sup>th</sup> quarter</i>	100%	1
KPI.75		m <sup>2</sup> of pothole patched by 30 June 2027	ITS1.13	Opex	(Measure m <sup>2</sup> of pothole patched)	100%	6000m <sup>2</sup>

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.76	Improved quality of municipal road network	Kilometres of roads rehabilitated or resurfaced.  (KPI'S 36,37,38)	ITS1.14	Capex	Count Kilometres of roads rehabilitated or resurfaced.	New	50 km of roads resurfaced annually.
KPI.77		Percentage of stormwater infrastructure cleaned and maintained.	ITS1.15	Opex	Count number of stormwater infrastructure cleaned and maintained.	New	100% of stormwater drains cleaned as per maintenance schedule.
KPI.78		Number of municipal infrastructure maintenance projects completed.	ITS1.16	Opex	Count Number of municipal infrastructure maintenance projects completed.	New	10 infrastructure maintenance projects completed annually.
KPI.79	ITS4. Improved quality of municipal road network	Percentage of reported potholes complaints received and attended to within 24 hours	ITS1.17	Opex	Count the Number of potholes reported and attended within 24hours	100%	100%
KPI.80		Percentage of potholes repaired within 7 working days of being reported.  KPI'S 36,37,38)	ITS1.18	Opex	Count the Number of potholes repaired within 7 working days of being reported.	New	90% of reported potholes repaired within 7 working days.
KPI.81		Kilometers of gravel roads graded and maintained.  KPI'S 36,37,38)	ITS1.19	Opex	Count the Number of Kilometers of gravel roads graded and maintained.	New	100 km of gravel roads graded and maintained annually.
KPI.82		Percentage of resurfaced / tarred roads completed as per approved infrastructure plan.  KPI'S 36,37,38)	ITS1.20	Capex	Count the Number of resurfaced/tarred roads completed as per approved infrastructure plan.	New	100% of resurfacing projects completed as scheduled.

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.83		Number of new streetlights installed to improve road safety.	ITS1.21	Capex	Count the Number of new streetlights installed to improve road safety.	New	200 new streetlights installed annually.
KPI.84		Percentage of streetlights repaired within 72 hours of reported failure.	ITS1.22	Opex	Count the Number of streetlights repaired within 72 hours of reported failure.	New	95% of faulty streetlights repaired within 72 hours.
KPI.85		Kilometers of stormwater drainage systems cleaned and maintained.	ITS1.23	Opex	Count the Number of Kilometers of stormwater drainage systems cleaned and maintained.	New	20 km of stormwater drainage cleaned annually.
KPI.86		Number of new public transport shelters constructed to improve commuter convenience.	ITS1.24	Capex	Count the Number of new public transport shelters constructed to improve commuter convenience.	New	10 new public transport shelters built annually.
KPI.87		Number of road safety audits conducted to assess infrastructure risks.	ITS1.25	Opex	Count the Number of potholes repaired within 7 working days of being reported.	New	4 road safety audits conducted annually.
KPI.88	Improved access to basic level of water	Number of new Applications for water and sewer received and attended to by 30 June 2027	ITS1.26	Opex	{Number of water Applications connections metered / (Number of water connections metered + Number of water connections unmetered)}	New	100%
KPI.89		Number of households with access to basic level of water and sewer by 30 June 2027	ITS1.27	Opex	Count the number of households with access to basic level of water and sewer	166965	160 724
KPI.90		Percentage of drinking water complying to SANS 241 by 30 June 2027	ITS1.28	Opex	Measures the percentage of drinking water samples	93%	93%

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.91	Improved access to basic level of water	Percentage planned maintenance of water infrastructure by 30 June 2027	ITS1.29	Opex	Measures the percentage of planned maintenance of water infrastructure	100%	100%
KPI.92	Improved access to basic level of water	Number of waste water treatment works complying 90% against applicable water qualifying standards by 30 June 2027	ITS1.30	Opex	Measures the compliance of waste water works effluent to the requirements of biological and chemical indicators as per the water use license	4 WWTW	3 WWTW (Brits, Lethabile and Rietfontein)
KPI.93		Number of Waste Water Treatment works maintained by 30 June 2027	ITS1.31	Opex	Measure the maintenance done on the Waste Water Treatment works	New	3 x WWTW
KPI.94	Improved access to basic level of water	Percentage of households with access to potable water.	ITS1.32	Capex	Count the Number of households with access to potable water.	New	100% of formal households provided with water services.
KPI.95		Percentage of water interruptions restored within 24 hours of reporting.	ITS1.33	Opex	Count the Number of water interruptions restored within 24 hours of reporting.	New	90% of reported water outages restored within 24 hours.
KPI.96		Percentage of wastewater treatment plants operating at compliance with national water quality standards. (KPI 44)	ITS1.34	Opex	Count the Number of wastewater treatment plants operating at compliance with national water quality standards.	New	95% compliance with Department of Water & Sanitation standards.
KPI.97		Kilometres of sewer pipelines maintained or rehabilitated.	ITS1.35	Opex	Count the Number of Kilometers of sewer pipelines maintained or rehabilitated.	New	20 km of sewer pipeline maintained annually.

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.98	MIG Projects implemented and completed timeously, quality and budget	Percentage of MIG Budget Spent by 30 June 2027	ITS1.36 / OOM	Capex	Count the percentage of MIG Budget spent	100%	100%

NB: No Budget Allocation for KPI's: 25, 26, 27, 28, 30, 31, 32, 37, 38 & 39.

### KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.99	Increase EPWP temporary job opportunities	Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP, Youth and other related employment programmes) by 30 June 2027	LED1.1	Opex	(Number of work opportunities provided by the municipality through the Expanded Public Works Programme +  (the Number of work opportunities provided through the Community Works Programme and other related infrastructure initiatives)	1480	1500  EWP & CWP
KPI.100	Growing inclusive local economies	Number of SLP projects implementation by 30 June 2027	LED1.2	Opex	Number of engagements made to monitor SLP projects implementation	4	2
KPI.101	Increase promotion and support LED initiative in	Number of SMME's supported e.g. training by 30 June 2027	LED1.3	Opex	Count the number of SMME's supported e.g. training	120	200

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.102	line with set targets norms and standard	Number of Local Economic Development (LED) initiatives implemented to support SMMEs and job creation.	LED1.4	Opex	Count the Number of Local Economic Development (LED) initiatives implemented to support SMMEs and job creation.	1	2
KPI.103	Increase promotion and support LED initiative in line with set targets norms and standard	Percentage of informal trading permit applications processed within 15 working days.	LED1.5	Opex	Count the Number informal trading permit applications processed within 15 working days.		95% of informal trading permits issued within 15 working days.
KPI.104	Tourism strategy review	Number of programs implemented on the Tourism strategy (by 30 June 2027	LED1.6	Opex	Measure number of programs on tourism strategy	New	2
KPI.105	Growing inclusive local economies	Number of Business licence Applications received and processed within 30 days	LED1.7	Opex	Count the number of Business licence Applications received and processed within 30 days	20 days	40
KPI.106	Creating a vibrant identity for the municipality	Number of programs implemented on the Marketing strategy (by 30 June 2027	LED1.8	Opex	Measure number of programs on Marketing strategy	New	2
KPI.107	Increase LED initiatives for the municipality	Number of programs implemented on the Local Economic Development (LED) strategy by 30 June 2027	LED1.9	Opex	Measure number of programs on LED strategy	New	2
KPI.108	Increase Integrated contractor development strategy to rationalise SMME's	Number of programs implemented on the Integrated Contractor Development (ICD) strategy by 30 June 2027	LED1.10	Opex	Measure number of programs on ICD strategy	New	2
KPI.109	Promote incentive and investment policy	Number of programmes implemented on the incentive and investment policy by 30 June 2027	LED1.11	Opex	Measure number of programs on incentive and investment policy	New	2

KEY PERFORMANCE AREA 4: FINANCIAL VIABILITY

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.110	Improved compliance measures with the MFMA	Percentage of the municipality's operating budget spent on indigent relief for free basic services by 30 June 2027	BTO1.1	Opex	(R-value of operating budget expenditure on free basic services / R-value of the total operating budget)	0,1%	100%
KPI.111	Improved ease of doing business with the municipal area	Average number of days from the point of advertising to the letter of the award per procurement process by 30 June 2027	BTO1.2	Opex	(Sum of the number of days from the point of advertising a tender in terms of the 80/20 and 90/20 procurement process to the issuing of the letter of award  Total number of 80/20 tenders awarded as per the procurement process)	90 days	90 days
KPI.112	Improved ease of doing business with the municipal area	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission by 30 June 2027	BTO1.3	Opex	(Number of municipal payments within 30-days of complete invoice receipt made to service providers / Total number of complete invoices received (30 days or older)	60%	100%
KPI.113	Enhance municipal budgeting and budget implementation	Total Operating Expenditure incurred as a percentage of Total Expenditure Budgeted by 30 June 2027	BTO1.4	Opex	(Actual Operating Expenditure incurred as a percentage of Total Expenditure Budgeted	100%	100%
KPI.114		Total Operating Revenue as a percentage of Total Operating Revenue Budgeted by 30 June 2027	BTO.5	Opex	(Actual Operating Revenue / Budgeted Operating Revenue)	100%	100%

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.115		Service Charges and Property Rates Revenue as a percentage of Total Service Charges and Property Rates Revenue Budget by 30 June 2027	BTO1.6	Opex	$\frac{\text{Actual Service Charges Revenue} + \text{Actual Property Rates Revenue}}{\text{Budgeted Service Charges and Property Rates Revenue}}$	95%	100%
KPI.116	Improved supply chain management and compliance to the MFMA	Percentage of awarded tenders [over R200k], submitted to Communication Division for publishing on the MLM website by 30 June 2027	BTO1.7	Opex	$\frac{\text{count the Number of awarded tenders published on the municipality's website} / \text{Number of awarded tenders}}$	100%	100%
KPI.117	Improved revenue and debtors management	Percentage of collection rate ratio by 30 June 2027	BTO1.8	Opex	$\frac{\text{Gross Debtors Opening Balance} + \text{Billed Revenue} - \text{Gross Debtors Closing Balance} - \text{Bad Debts Written Off}}{\text{Billed Revenue}}$	40%	75%
KPI.118	Improved revenue and debtors management	Percentage of municipal meters read and captured accurately per month.	BTO1.9	Opex	Count the Number of municipal meters read and captured accurately per month.	New	95% of meters read and captured monthly.
KPI.119		Accuracy rate in municipal billing for rates and services by the 25th of each month.	BTO1.10	Opex	Accuracy rate in municipal billing for rates and services by the 25th of each month.	New	98% accuracy achieved monthly.
KPI.120		Percentage of scheduled property valuations completed and submitted by 30 June annually.	BTO1.11	Opex	Count the Number of scheduled property valuations completed and submitted by 30 June annually.	New	100% completion of valuations.
KPI.121		Percentage of registered indigent households receiving Free Basic Services (FBS) by the 5th of each month.	BTO1.12	Opex	Count the Number of f registered indigent households receiving Free Basic Services (FBS) by the 5th of each month.	New	100% allocation monthly.

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.122	Improved revenue and debtors management	Percentage of overdue accounts disconnected within 30 days of the final notice.	BTO1.13	Opex	Count the Number of overdue accounts disconnected within 30 days of the final notice.	New	95% of disconnections executed.
KPI.123		Percentage of indigent households verified and updated in the municipal register by 31 March annually.	BTO1.14	Opex	Count the Number of indigent households verified and updated in the municipal register by 31 March annually.	New	100% of indigent households verified.
KPI.124		Percentage of municipal transactions processed electronically by the end of the financial year.	BTO1.15	Opex	Count the Number of municipal transactions processed electronically by the end of the financial year.	New	85% of transactions processed electronically.
KPI.125		Percentage reduction in municipal outstanding debt annually through enforcement of credit control policies.	BTO1.16	Opex	Count the Number of reduction in municipal outstanding debt annually through enforcement of credit control policies.	New	15% reduction in outstanding debt.

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26 estimated)	Annual Target for 2026/2027
KPI.126	Improved municipal responsiveness	Percentage of wards that have held at least one councillor-convened community meeting by 30 June 2027	OMM1.1	Opex	(Total number of councillor convened ward community meetings / Number of wards in the municipality)	100%	100%
KPI.127	Increased stakeholder awareness on Public participation	Number of beneficiary programs on Youth facilitated by 30 June 2027	OMM1.2	Opex	Count the number of beneficiary programs on youth facilitated	4	4
KPI.128		Number of beneficiary programs on women facilitated by 30 June 2027	OMM1.3	Opex	Count the number of beneficiary programs on women facilitated	4	4
KPI.129		Number of beneficiary programs of people living with disability facilitated by 30 June 2027		Opex	Count the number of beneficiary of people living with disability facilitated	4	4
KPI.130		Number of beneficiary programs on HIV/AIDS facilitated by 30 June 2027	OMM1.4	Opex	Count the number of programs on HIV/AIDS facilitated	4	4
KPI.131		Percentage implementation of (MLM) Financial Recovery Plan submitted to PER On quarterly basis	MLM FRP	Opex	Count the Number of activities implemented	New	100%
KPI.132	Increased stakeholder awareness on Public participation	Number of IDP process plan Reviewed 30 June 2027	OMM1.5	Opex	Count the Number of IDP Reviewed	1	1
KPI.133		Approval of the SDBIP by 30 June 2027	OMM1.6	Opex	Count the Number of SDBIP Approved	1	1

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26 estimated)	Annual Target for 2026/2027
KPI.134	Improved municipal responsiveness	Number of Audit Committee report submitted to Council on quarterly basis	IA1.1	Opex	Count the Number of Audit Committee reports submitted to Council on quarterly	4	4
KPI.135		Number of Audit Committee charter submitted to Council by 30 September 2027	IA1.2	Opex	Count the number of Audit Committee charter submitted to Council	1	1
KPI.136	Implementation of District Development Model	Number of Quarterly Reports submitted to BPDM by 30 June 2027	OMM1.7	Opex	Count the number of Quarterly Reports submitted to BPDM	New	4
KPI.137		Number of DDM meetings attended by 30 June 2027	OMM1.8	Opex	Count the number of DDM meetings attended	New	4

Ref No.	Strategic Objective	Original Key Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26 estimated)	Annual Target for 2026/2027
KPI.138	Increased stakeholder awareness on Public participation	Tabling of the Oversight Report by 30 June 2027	OMM1.9	Opex	Count the number of the of the Oversight Report tabled	1	1
KPI.139		Tabling of the revised MPAC Annual Terms of Reference by 30 June 2027	OMM1.10	Opex	Count the number of the revised MPAC Annual Terms of Reference	1	1
KPI.140		Tabling of the revised MPAC Annual work plan by 30 June 2027	OMM1.11	Opex	Count the number of the revised Annual work plan Tabled	1	1

KPI.141		Number of risk assessment conducted by 30 June 2027	OMM1.12	Opex	Count the number of risk assessment reviews conducted	8	8
---------	--	-----------------------------------------------------	---------	------	-------------------------------------------------------	---	---

#### KEY PERFORMANCE AREA 6: SPATIAL RATIONALE

Ref No.	Strategic Objective	Original Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.142	Improved access to adequate housing	Percentage of building plans assessed within 60 days (above 500) by 30 June 2027	PHS1.1	Opex	(Number of building plans assessed within 60 days/Number of building plans application assessed within 360 days	100%	100%
KPI.143		Percentage of building plans assessed within 30 days (less than 500) by 30 June 2026	PHS1.2	Opex	(Number of building plans assessed within 30 days/Number of building plans application assessed within 30 days	New	100%
KPI.144		Percentage of land invasion reported and attended to by 30 June 2027	PHS1.3	Opex	Simple count of the number of Percentage of land invasion reported and attended attended to	New	100%
KPI.145		Number of informal settlement formalized by 30 June 2027	PHS1.4	Opex	Simple count of the number of informal settlements formalised	New	7 x Informal settlements formalised
KPI.146	Improved access to adequate housing	Percentage monitoring of housing projects by 30 June 2027	PHS1.5	Opex	Number of housing projects monitored	New	100%
KPI.147		Percentage compilation of municipal land audit report by 30 June 2027	PHS1.6	Opex	Count the Number of municipal land for auditing	New	100%
KPI.148		Percentage of land use application processed within 60 days	PHS1.7	Opex	Count the Number of land use applications received and processed	100%	100%

Ref No.	Strategic Objective	Original Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.149		Percentage of spatial planning and environmental impact assessments completed within set timeframes.	PHS1.8	Opex	Count the Number of spatial planning and environmental impact assessments completed within set timeframes.	New	95% of enquiries responded to within 14 working days.
KPI.150		Percentage of heritage impact assessments processed within legislated timeframes.	PHS1.9	Opex	Count the Number heritage impact assessments processed within legislated timeframes.	New	90% of building plan applications processed within 30 working days.
KPI.151		Percentage of heritage impact assessments processed within legislated timeframes.	PHS1.10	Opex	Count the Number of heritage impact assessments processed within legislated timeframes.	New	100% of heritage impact assessments completed within the required period.
KPI.152		Number of public consultation sessions held on spatial and environmental planning policies.	PHS1.11	Opex	Count the Number public consultation sessions held on spatial and environmental planning policies.	New	4 public consultation sessions held annually.
KPI.153		Percentage of land development application processed within 120 days by 30 June 2026	PHS1.12	Opex	Count the Number of land development applications processed within 120 days	New	100%
KPI.154		Number of Spatial Development Framework Plan reviewed by 30 June 2027	PHS1.13	Opex	Count Number of Spatial Development Framework Plan reviewed	1	1

Ref No.	Strategic Objective	Original Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KP. 155		Number of Land Use Scheme reviewed by 30 June 2027	PHS1.14	Opex	Count Number of Land Use Scheme reviewed	5	1
KPI.156		Number of Housing Sector Plan reviewed by 30 June 2027	PHS1.15	Opex	Count Number of Housing Sector Plan reviewed	1	1
KPI.157		Percentage of formal housing applications processed within 60 working days.	PHS1.16	Opex	Count the Number of formal housing applications processed within 60 working days.	New	95% of applications processed within 60 days.
KPI.158		Number of serviced stands allocated to qualifying beneficiaries.	PHS1.17	Opex	Count the Number of serviced stands allocated to qualifying beneficiaries.	New	500 serviced stands allocated annually.
KPI.159		Number of informal settlement upgrade projects implemented. KPI 82	PHS1.18	Opex	Count the Number of informal settlement upgrade projects implemented.	New	4 informal settlement upgrade projects annually.
KPI.160		Percentage of Title Deeds issued to qualifying beneficiaries.	PHS1.19	Opex	Count the Number of Title Deeds issued to qualifying beneficiaries.	New	85% of Title Deeds issued to approved applicants.
KPI.161		Number of subsidized housing units constructed and handed over to beneficiaries.	PHS1.20	Opex	Count the Number of subsidized housing units constructed and handed over to beneficiaries.	New	300 subsidized housing units constructed annually.

Ref No.	Strategic Objective	Original Performance indicator	IDP Ref No.	Budget	Data element/ Method of Calculation	Baseline (Annual Performance of 2025/26)	Annual Target for 2026/2027
KPI.162		Percentage of rental stock maintenance and refurbishment completed.	PHS1.21	Opex	Count the Number of rental stock maintenance and refurbishment completed.	New	100% of municipal rental stock maintained annually.
KPI.163		Number of community engagements conducted on housing policies and programs.	PHS1.22	Opex	Count the Number of community engagements conducted on housing policies and programs.	New	4 community engagement sessions annually.
KPI.164		Percentage of informal housing relocation projects completed.	PHS1.23	Opex	Count the Number of informal housing relocation projects completed.	New	90% of planned relocation projects completed annually.

## 5.12 MID-TERM MUNICIPAL PERFORMANCE REPORT

The purpose of the report is to account to the public on the 2025/2026 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 2025/26 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 2025/2026 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.

### 2025/26 Organisational Mid-Term Performance

KEY PERFORMANCE AREAS	Total Number of KPI's For KPA	Total Number of KPI's Applicable for the quarter	Total Number of KPI's Not Applicable for the Quarter	Total Number of KPI's Achieved	Total Number of KPI's Not Achieved	Overall Performance Of the KPA
Municipal Transformation	9	5	4	3	2	50%
Municipal Basic Service Delivery	33	30	3	18	11	60%
Local Economic Development	4	2	2	2	0	100%
Municipal Financial Viability	12	10	2	2	7	20%
Good Governance and Public Participation	19	15	4	12	1	80%
Spatial Rational	4	4	0	2	2	50%
<b>TOTAL NUMBER OF KPI</b>	81	66	15	39	23	59%

**PROJECT PHASE**

**6.1 CAPITAL PROJECTS**

**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
<b>Total Grants &amp; Subsidies</b>	<b>369 908</b>	<b>369 808</b>	<b>354 202</b>	<b>365 965</b>	<b>396 506</b>

6.1.1 Capital Projects Progress 2025/26

DESCRIPTION	BUDGET 2025/26	FIRST QUARTER PROGRESS REPORT 2025/26	SECOND QUARTER PROGRESS REPORT 2025/26
<b>MIG</b>			
<b>WATER AND SANITATION</b>			
KLIPGAT EXTENTION WATER SUPPLY	22 000 000	Complete certificate issued	2 <sup>nd</sup> Contractor established site and progress is 15%
HEBRON/ KGABALATSANE/ ROCKVIL/ITSOSENG	43 000 000	Practical complete	2nd contractor established site and progress at 5%
MOTHOTLUNG BULK WATER FIBRE AND AC PIPELINE REPLACEMENT	-	Outer years	Consultant appointed
KLIPGAT SANITATION PROJECT	35 000 000	In-progress, 95%	1 <sup>st</sup> contractor on practical completed 2 <sup>nd</sup> contractor established site
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – BOKAMOSO)	-	Under planning	Consultant appointed
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – BOKFONTEIN)	-	Under planning	Consultant appointed
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – WARD 1) PHASE 2	-	Outer years	Consultant appointed
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – WARD 14)	-	Outer years	Consultant appointed
<b>TOTAL</b>	<b>100 000 000</b>		
<b>ELECTRICITY</b>			
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 1B	42 000 000	completed	2 <sup>nd</sup> contractor appointed and material procured through cession
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 2B	-	Outer years	Outer year
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 3B	-	Outer years	Outer year
LETLHABILE BLOCK H ELECTRIFICATION 1193 + 1480 H/H	16 412 000		Phase 1 on house connections. Phase 2 on tender
LETLHABILE BLOCK A SUBSTATION - BULK	6 828 000		Contractor on site progress at 95%
LETLHABILE BLOCK C SUBSTATION - BULK	4 995 000		Allocated consultant
<b>TOTAL</b>	<b>70 235 000</b>		
<b>ROADS AND STORM WATER</b>			
UPGRADING OF FAFUNG INTERNAL BUS ROUTE	0		
UPGRADING OF MOTHOTLUNG PHASE 2 ROAD (EXT 2 TO THARI)	18 000 000	Procurement stage	Contractor appointed and establishing site
UPGRADING OF MOTHOTLUNG INTERNAL ROADS	2 000 000	Project complete	complete
ROOIWAL CEMETERY ROAD UPGRADE	18 000 000	Procurement stage	Contractor appointed and establishing site
UPGRADING OF MONTOEDI TO IPOPOPENG ROAD	3 000 000	In-progress, 60% progress	On practical completion
FANYANE TO MANOTSHE MODUANE ROAD UPGRADE	3 000 000	In-progress, 82% progress	Practical completion
REHABILITATION OF MODDERSPRUIT TARRED ROAD.	1 000 000	Design and planning stage	Contractor appointed and establishing site

DESCRIPTION	BUDGET 2025/26	FIRST QUARTER PROGRESS REPORT 2025/26	SECOND QUARTER PROGRESS REPORT 2025/26
FORMALISATION OF HEBRON STREAM AND STORMWATER	5 000 000	Design and Planning stage	Awaiting ROD
OUKASIE PHASE 5 ROAD	0		
DAMONSVILLE EXT.2 INTERNAL ROAD	970 000	Outer year	Outer year
UPGRADING OF KLIPGAT OLD CEMETERY ROAD	5 000 000	Procurement stage	Allocated consultant
UPGRADING OF INTERNAL ROAD (LOT PHALATSE)	3 000 000	Design	Contractor appointed and establishing site
UPGRADING OF INTERNAL ROAD (LETLHABILE BLOCK B EXT 2)	15 000 000	In-progress, 92% progress	On practical completion
UPGRADING OF INTERNAL ROAD (MOILETSWANE)	17 000 000	Procurement stage	Contractor appointed and establishing site
UPGRADING OF INTERNAL ROAD ITSOSENG ROMA ROAD	1 001 000	Planning and design stage	Contractor appointed and establishing site
UPGRADING OF DITHABANE CEMETERY - BOKAMOSO HALL	5 000 000	Procurement stage	Allocated consultant
UPGRADING OF SHUMBERG INTERNAL ROAD	7 000 000	Procurement stage	Allocated consultant
UPGRADING OF NTOLO ROAD	15 000 000	Procurement stage	Allocated consultant
UPGRADING OF INTERNAL ROAD KLIPGAT BANDA BRIDGE	20 000 000	Procurement stage	Allocated consultant
UPGRADING OF NTSOPILONG CEMETERY ROAD	7 000 000	Procurement stage	Allocated consultant
UPGRADING OF INTERNAL ROAD MABOLOKA- DORENPORT CEMETERY	20 000 000	Procurement stage	Allocated consultant
KLIPGAT BANDA BRIDGE ROAD UPGRADE		Procurement stage	Allocated consultant
UPGRADING OF DISOFENG ROAD		-	Outer years
UPGRADING OF PHASA MALOKA BUS ROAD		-	Outer years
UPGRADING OFMAPETLA- NEW TOWN INTERNAL ROAD		-	Outer years
UPGRADING OF NEWTOWN -MOTLHAKE ROAD		-	Outer years
UPGRADING OF SILVER HOUSE INTERNAL ROAD		-	Outer year
UPGRADING OF MAJAKANENG INTERNAL ROAD: SOSHANGUVE		-	Outer years
UPGRADING OF REGOROGILE SECTION ROAD: TEBOGO PRIMARY TO PHASE 1)		-	Outer years
<b>TOTAL</b>	<b>165 971 000</b>		
<b>COMMUNITY SERVICES</b>			
LETLHABILE TAXI RANK		Procurement stage	Outer year
SPECIALISED VEHICLE FOR WASTE – (SKIP BINS)			Awaiting approval
BOKFONTEIN CEMETERY	1 200 000	Procurement stage	allocated
MABOLOKA SPORTS FACILITY	17 000 000	Procurement stage	Contractor appointed and establishing site
LETLHABILE SPORT FACILITY UPGRADE	2 500 000	Design and Planning stage	Outer year
MOTHOTLUNG SPORT FACILITY UPGRADE	12 000 000	Outer year	Outer year
BRITS LANDFILL SITE (DEVELOPMENT OF NEW CELL AND LAGOON)	5 000 000	Design and planning stage	Awaiting approval
DLTC UPGRADE	0		Awaiting allocation
<b>TOTAL</b>	<b>37 700 000</b>		

DESCRIPTION	BUDGET 2025/26	FIRST QUARTER PROGRESS REPORT 2025/26	SECOND QUARTER PROGRESS REPORT 2025/26
LED			
BRITS FRESH PRODUCE MARKET	0	Procurement stage	Awaiting allocation
<b>TOTAL</b>	<b>0</b>		
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>373 906 000</b>		

### 6.1.2 CAPITAL PROJECTS 2026/2027

DESCRIPTION	WARDS	BUDGET 2026/27	BUDGET 2027/28	FUNDs
<b>MIG</b>				
KLIPGAT EXTENTION WATER SUPPLY	8	0	0	MIG
HEBRON/ KGABALATSANE/ ROCKVIL/ITSOSENG	10	60 000 000	61 500 000	MIG
MOTHOTLUNG BULK WATER FIBRE AND AC PIPE LINE REPLACEMENT	20	3 000 000	35 000 000	MIG
KLIPGAT SANITATION PROJECT	24	30 000 000	30 750 000	MIG
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – BOKAMOSO)	27	8 000 000	6 000 000	MIG
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – BOKFONTEIN)	25	8 000 000	6 000 000	
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – WARD 1) PHASE 2	1	8 000 000	6 000 000	
VENTILATION IMPROVED PIT TOILETS (VIP TOILETS – WARD 14)	14	8 000 000	6 000 000	
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 1B	1,2,4,6,25,27,30,33,32,34,35,40			MIG
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 2B	3,7,10,14,15,16,17,18,19,26,28,29,41	45 000 000		MIG
HIGHMAST LIGHT (SOLAR ENERGISED) PHASE 3B	5,8,9,11,12,13,20,21,22,23,24,36,31,37,38		45 000 000	MIG
UPGRADING OF FAFUNG INTERNAL BUS ROUTE	1	15 000 000	15 375 000	MIG
UPGRADING OF MOTHOTLUNG PHASE 2 ROAD (EXT 2 TO THARI)	20,21			MIG
UPGRADING OF MOTHOTLUNG INTERNAL ROADS	20	0	0	MIG
ROOIWAL CEMETERY ROAD UPGRADE	1	0	0	MIG
UPGRADING OF MONTOEDI TO IPOPOPENG ROAD	35	0	0	MIG
FANYANE TO MANOTSHE MODUANE ROAD UPGRADE	15	10 000 000	0	MIG
REHABILITATION OF MODDERSPRUIT TARRED ROAD.	31	0	0	MIG
FORMALISATION OF HEBRON STREAM AND STORMWATER	15,16	15 000 000	0	MIG
OUKASIE PHASE 5 ROAD	13	12 000 000	0	MIG
DAMONSVILLE EXT.2 INTERNAL ROAD	21	17 000 000	0	MIG
UPGRADING OF KLIPGAT OLD CEMETERY ROAD	36	5 000 000		MIG
UPGRADING OF INTERNAL ROAD (LOT PHALATSE)	41	12 000 000	0	MIG
UPGRADING OF INTERNAL ROAD (LETLHABILE BLOCK B EXT 2)	11	1 160 000	0	MIG
UPGRADING OF INTERNAL ROAD (MOILETSWANE)	34	3 000 000		MIG
UPGRADING OF INTERNAL ROAD ITSOSENG ROMA ROAD	16	10 000 000	5 000 000	MIG
UPGRADING OF DITHABANE CEMETERY - BOKAMOSO HALL	27	15 000 000	0	MIG
UPGRADING OF SHUMBERG INTERNAL ROAD	29	7 000 000		MIG
UPGRADING OF NTOLO ROAD	3	10 000 000	0	MIG
UPGRADING OF INTERNAL ROAD KLIPGAT BANDA BRIDGE	37	5 000 000	0	
UPGRADING OF NTSOPILONG CEMETERY ROAD	14	6 506 000		MIG
UPGRADING OF INTERNAL ROAD MABOLOKA- DORENPORT CEMETERY	4	5 000 000	0	MIG
KLIPGAT BANDA BRIDGE ROAD UPGRADE	37	8 000 000	0	MIG
UPGRADING OF DISOFENG ROAD	38		12 000 000	MIG

UPGRADING OF PHASA MALOKA BUS ROAD	8		25 000 000	MIG
UPGRADING OF MAPETLA- NEW TOWN INTERNAL ROAD	17		19 000 000	MIG
UPGRADING OF NEWTOWN -MOTLHAKA ROAD	19		12 000 000	MIG
UPGRADING OF SILVER HOUSE INTERNAL ROAD	18		14 000 000	MIG
UPGRADING OF MAJAKANENG INTERNAL ROAD: SOSHANGUVE	7		18 000 000	MIG
UPGRADING OF REGOROGILE SECTION ROAD: TEBOGO PRIMARY TO PHASE 1)	40		8 000 000	MIG
LETLHABILE TAXI RANK	11	15 000 000		
SPECIALISED VEHICLE FOR WASTE – (SKIP BINS)	23	8 500 000	8 712 500	MIG
BOKFONTEIN CEMETERY	25	21 000 000		MIG
MABOLOKA SPORTS FACILITY	5			MIG
LETLHABILE SPORT FACILITY UPGRADE	12	10 000 000	10 250 000	MIG
MOTHOTLUNG SPORT FACILITY UPGRADE	20	1 000 000		MIG
BRITS FRESH PRODUCE MARKET	23	25 494 000	4 606 350	MIG
BRITS LANDFILL SITE (DEVELOPMENT OF NEW CELL AND LAGOON)	23	25 000 000	0	MIG
DLTC UPGRADE	23	5 000 000	10 529 500	MIG
<b>TOTAL MIG</b>		<b>367 000 000</b>	<b>385 167 000</b>	
<b>INEP</b>				
LETLHABILE BLOCK H ELECTRIFICATION 1193 + 1480 H/H		6 000 000	6 000 000	INEP
LETLHABILE BLOCK A SUBSTATION - BULK		5 000 000	5 000 000	INEP
LETLHABILE BLOCK C SUBSTATION - BULK		6 000 000	6 000 000	INEP
<b>TOTAL INEP</b>		<b>19 000 000</b>	<b>19 859 000</b>	
<b>TOTAL CAPITAL EXPENDITURE</b>		<b>386 000 000</b>	<b>405 026 000</b>	

## 6.2 DISTRICT DEVELOPMENT MODEL (DDM) HIGH IMPACT PROJECTS

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 health services	BPDM	50 million	-	-	-	1,5 years	All municipalities	1

#### 6.2.1 ADDITIONAL CATALYTIC PROJECTS SUBMITTED ON REVIEW OF ONE PLAN 2025/26

PROJECT NAME	PROJECT OBJECTIVE	LEAD	TOTAL BUDGET REQUIRED	IMPACT	FOCUS AREA	PROGRESS
Phase 2 – Brits Water Purification Plant with extra 60 Mega litre per day, 2026/27	Provision of water supply	DWS & Madibeng LM	R1,2 billion	Beyond 20 years	Catalytic	Proposal
Water Pipeline to supply Klipgat, Hebron and Kgabalatsane, 2026/27	Provision of water supply	DWS & Madibeng LM	R30 million	Beyond 05 years	Catalytic	Planning Phase
Additional two dumping cells – Hartbeespoort Landfill Site	Provision Waste service	Madibeng LM	R80 million	Beyond 20 years	Catalytic	Started – Planning Phase
Mekgareng Smart City Development at Hartbeespoort dam	Integrated smart city	Department of Human Settlement Provincial	R10 billion	Beyond 10 years.	Catalytic	Planning,
Lanseria Smart City	Integrated smart city	GGDA, National Human Settlements Dept	R20 billion	Beyond 10 years	Catalytic	Planning
Mogale Smart City	Integrated City	North West Housing Corporation	9.3 billion	Beyond 20 years	Catalytic	Planning

#### 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, Lethlikeneng, 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	Riefontein 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
<b>TOTAL</b>		<b>R1 955 000 000,00</b>	

#### 6.4 SECTOR DEPARTMENT PLANS

Project Name	Nature of Investment	Start Date	End Date	Total Project Cost	Y1(2024/2025)	Y2 (2025/2026)	Y3 (2026/2027)
Sonop Old Age Home	Upgrading and Additions	2020-04-01	2029-03-31	R8,700,000	R1,700,000	R 4,000,000	R3,000,000
Reamogetswe Child & youth Care Center	Upgrading and Additions	2020-04-01	2029-03-31	R 8,000,000	R1,500,000	R 4,500,000	R2,000,000
Fafung Clinic Parkhome	Upgrading and Additions	2026-03-07	2029-03-30	R -	R1,000,000	R7,500,000	R -
Brits Hospital Replacement 2 -HT	Non-Infrastructure	2026-03-07	2027-03-31	R -	R7,000,000	R -	R -
Upgrading of road D615 from intersection with P65/1 (for approximately 8.2km) and reconstruction of bridge at Kromkuil (D615) Phase I reconstruction of the bridge)	New or Replaced Infrastructure	2025-12-05	2026-10-30	R 11,500,000	R15,000,000	R30,000,000	R20,000,000
Patch and reseal of road P63/1 from Letlhabile to Hebron (border Gauteng) including intersection improvement on the Mangope Highway approximately 3km	Maintenance and Repairs	2025-08-05	2029-12-18	R11,000,000	R -	R20,000,000	R20,000,000
Patch and Reseal of Road P51/1 from Majakaneng to Berseba including intersections improvement (approximately 26km)	Maintenance and Repairs	2023-02-20	2027-11-20	R165,039,064	R68,052,000	R35,200,000	R -
Rehabilitation of road Z608 and Z606 for 4,29km and Upgrading from gravel to surface standard of road Z606 for 2,42km in Maboloka	Rehabilitation , Renovations & Refurbishment	2023-10-31	2028-06-14	R 23,000,000	R30,000,000	R11,014,000	R -

Rehabilitation of road P31/1 from Gauteng border (Pelindaba) to P123/1 in Hartbeespoort approximately 22km	Rehabilitation , Renovations & Refurbishment	2018-06-29	2027-12-10	R 714,041,440	R 117,001,000	R31,877,000	R -
Upgrading from gravel to surface standard of road D601 in Moiletswane of approximately 9km	Upgrading and Additions	2026-08-12	2030-11-23	R 107,840,000	R500,000	R-	R -
Rehabilitation of Road D1195 in Brits to the extent of 9km	Rehabilitation , Renovations & Refurbishment	2026-11-24	2029-11-26	R 89,600,000	R2,000,000	R-	R39,125,000
Patch, Fogspray, Reseal of Road P51/1 from Berseba to intersection of Road R510 (17.5km)	Maintenance and Repairs	2024-03-28	2028-05-24	R 24,300,000	R7,435,000	R-	R -
Rehabilitation of road Z604 from D641 to D636 in Makanyaneng for approximately 7km	Rehabilitation , Renovations & Refurbishment	2023-10-31	2029-10-23	R 38,500,000	R -	R11,013,000	R 1,500,000
Special maintenance of Road P2/4 ( R104) from Majakaneng to harbeespoort	Maintenance and Repairs	2021-06-01	2027-06-10	R111,278,360	R45,819,000	R -	R -
Patch, Fogspray, Reseal, Light Rehab of Road D681 from Brits (Oukasie) to Intersection of Road D2341 (10km)	Maintenance and Repairs	2024-03-28	2028-01-24	R 35,000,000	R11,759,000	R -	R -
Special Maintenance of road D109 (Bethanie) from P511 to R511 in Brits	Maintenance and Repairs	2021-08-07	2027-07-28	R106,639,000	R23,397,000	R -	R -
Installation of steel elevated tank at Mogwase sub-district	Upgrading and Additions	2026-03-31	2027-03-31	R1,200,000	R1,000,000	R-	R -
Bakwena Secondary School	New or Replaced Infrastructure	2023-04-01	2027-03-31	R 60,000,000	R60,000,000	R -	R -
Ontlametse Phalatse [Primary School	Upgrading and Additions	2023-04-01	2028-03-31	R 83,000,000	R2,000,000	R12,794,000	R42,779,000
Micha Kgasi Secondary School	Upgrading and Additions	2023-04-01	2028-03-31	R 81,688,000	R1,798,000	R24,399,000	R -

Sonop Secondary School	New or Replaced Infrastructure	2023-04-01	2027-03-20	R 60,000,000	R 4,000,000	R50,000,000	R -
Gwakganya Primary School	Renovations and Refurbishments	4/1/2023	3/1/2027	R 4982000,00	R250000.00	R-	R-
Rekgonne - Bapo Special	New or Replaced Infrastructure	4/1/2023	3/31/2027	R 44,120,912	R2,000,000.00	R-	R -

#### 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
<b>1. Non-Infrastructure</b>								
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	-	-
<b>TOTAL1: Non-Infrastructure</b>						<b>2 500</b>		

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
<b>1. New or Replaced Infrastructure</b>									
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	-	-
<b>TOTAL: New or Replaced Infrastructure</b>							<b>1 000</b>	<b>1 000</b>	<b>1 000</b>
<b>TOTAL: Sports, Arts and Culture</b>							<b>1 000</b>	<b>1 000</b>	<b>1 000</b>

Department of Education

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		2025/26	2026/27	2027/28
<b>1. New or Replaced Infrastructure</b>									
	REKGONNE BAPO SECONDARY SCHOOL	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	01 Apr 2022	31 Mar 2027	Education Infrastructure Grant	9 000 -	9 000	-
Primary	NEW ENNIS THABONG PRIMARY SCHOOL	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	01 Apr 2018	31 Mar 2028	Education Infrastructure Grant	1 000	43 766	23 100
Primary	Kgabalatsane Primary	Stage 5: Works	Local Municipality of Madibeng	04 Mar 2020	04 Feb 2026	Education Infrastructure Grant	3 250	-	-
Special School	Rekgonne - Bapo Special	Stage 2: Concept/ Feasibility	Local Municipality of Madibeng	01 Apr 2023	31 Mar 2027	Education Infrastructure Grant	1000	-	-
Primary	Bokfontien Primary School	Stage 1: Initiation/Pre-feasibility	Local Municipality of Madibeng	07 Feb 2024	31 Mar 2027	Education Infrastructure Grant	1000	9000	-
<b>TOTAL: New or Replaced Infrastructure</b>							<b>35 250</b>	<b>32 200</b>	<b>102 000</b>
<b>2. Rehabilitation, Renovations &amp; Refurbishment</b>									
Primary	GOAKGANYA PRIMARY SCHOOL	Stage 5: Works	Local Municipality of Madibeng	01 Nov 2019	31 Mar 2026	Education Infrastructure Grant	16 348	-	5 000
<b>TOTAL: Rehabilitation, Renovations &amp; Refurbishment</b>							<b>16 348</b>		<b>45 000</b>
<b>3. Upgrading and Additions</b>									
Secondary	MICHA KGASI PRIMARY SCHOOL	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	01 Apr 2020	31 Mar 2028	Education Infrastructure Grant	2400	21 789	24 399
Primary	IB DAMONS	Stage 6: Handover	Local Municipality of Madibeng	01 Apr 2023	31 Mar 2028	Education Infrastructure Grant	-	25 000	12 675
	ONTLAMETSE PHALATSE PRIMARY	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	01 Apr 2018	31 Mar 2028	Education Infrastructure Grant	6900	45 000	42 000 -
<b>TOTAL: Upgrading and Additions</b>							<b>3 620</b>	<b>4 000</b>	<b>18 210</b>
<b>TOTAL: Education</b>							<b>55 218</b>	<b>36 200</b>	<b>165 210</b>

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		2024/25	2026/27	2027/ 28
<b>1. Upgrading and Additions</b>									
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
Building/ Structures	Construction of change rooms and	Stage 1: Initiation/	Local Municipality of Madibeng	31 Mar 2025	31 Mar 2027	Equitable Share	1 600	800	-

	guard house at Brits sub-district	Pre-feasibility							
Building/ Structures	Installation of steel elevated tank at Mogwase sub-district	Stage 1: Initiation/ Pre-feasibility	Local Municipality of Madibeng	31 Mar 2026	31 Mar 2027	Equitable Share	-	1 200	-
<b>TOTAL: Maintenance and Repairs</b>							<b>600</b>	<b>600</b>	<b>600</b>
<b>2. Upgrading and Additions</b>									
	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	-
	Construction of Police Station	Awaiting for Municipal Council Resolution	Local Municipality of Madibeng			TBD			
	Construction of Labour Office	Finalisation of the Land Swap With Madibeng Local Municipality	Local Municipality of Madibeng			TBD			
	Construction of new Magistrate Court (Jericho)	Finalisation of the LDA with Municipality	Local Municipality of Madibeng			TBD			
<b>TOTAL:Upgrading and Additions</b>							<b>1 600</b>	<b>4 400</b>	<b>-</b>
<b>TOTAL: Public Works</b>							<b>2 200</b>	<b>5 000</b>	<b>600</b>

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		2025/26	2026/27	2027/ 28
<b>3.Maintenance and Repairs</b>									
Departmental Facility	Maintenance of all Government	Concept/Feasibility	Local Municipality of Madibeng	01 Apr 2024	30 Jun 2027	Equitable Share	500	500	300

### Department of Roads

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		2024/25	2025/26	2027/28
Road	Sectional Patch & Rehabilitation of of road P63/1 from Maboloka to Fafung	Stage 7: Close out	Local Municipality of Madibeng	31 Aug 2022	15 Jul 2025	Provincial Roads Maintenance Grant	1 200	-	--
Road	Patch, Fogspray, Reseal, Light Rehab of Road D681 from Brits	Stage 5: Works	Local Municipality of Madibeng	28 Mar 2024	24 Jan 2028	Provincial Roads Maintenance Grant	21 416	1 127	-

	(Oukasie) to Intersection of Road D2341 (10km)								
Road	Patch and reseal of road D521 from road P51/1 in Segwaelane to Wonderkop for approximately 16km	Stage 5: Works	Local Municipality of Madibeng	09 Jul 2015	13 Feb 2027	Provincial Roads Maintenance Grant	16 089	-	-
Road	Patch, Fogspray, Reseal of Road P51/1 from Berseba to intersection of Road R510 (17.5km)	Stage 5: Works	Local Municipality of Madibeng	28 Mar 2024	24 May 2028	Provincial Roads Maintenance Grant	-	1 478	-
Road	Patch and Reseal of Road P51/1 from Majakaneng to Berseba including intersections improvement (approximately 26km)	Stage 5: Works	Local Municipality of Madibeng	20 Feb 2023	20 Nov 2027	Provincial Roads Maintenance Grant	19 371	55 200	8 600
Road	Reseal, patch, slurry and fogspray of road D1195 from Rashoop to Klipkop (8.5km)	Stage 4: Design Documentation	Local Municipality of Madibeng	20 May 2024	24 Oct 2027	Provincial Roads Maintenance Grant	-	27 661	-
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 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 Klippgat 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 2027	Provincial Roads Maintenance Grant	50 000	2 6 660	5 332
Road	Special maintenance of Road P2/4 ( R104) from Majakaneng to Harbeespoort	Stage 5: Works	Local Municipality of Madibeng	01 Jun 2021	10 Jul 2027	Provincial Roads Maintenance Grant	45 000	19 871	-
<b>TOTAL: Maintenance and Repairs</b>							<b>153 434</b>	<b>8 638</b>	
<b>2. Rehabilitation, Renovations &amp; Refurbishment</b>									

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	21 Jun 2028	Provincial Roads Maintenance Grant	150 000	110 000	125 199
	Rehabilitation of road Z604 from D641 to D636 in Makanyaneng for approximately 7km	Stage 2: Concept/ Feasibility	Local Municipality of Madibeng	31 Oct 2023	23 Oct 2029	Provincial Roads Maintenance Grant	500	-	10 000
	Rehabilitation of road Z608 and Z606 for 4.29km and Upgrading from gravel to surface standard of road Z606 in Maboloka for 2.1km	Stage 2: Concept/ Feasibility	Local Municipality of Madibeng	31 Oct 2023	14 Jun 2028	Provincial Roads Maintenance Grant	8 445	29 437	-
<b>TOTAL: Rehabilitation, Renovations &amp; Refurbishment</b>							<b>40 000</b>	<b>62 500</b>	<b>68 000</b>
<b>3. Upgrading and Additions</b>									
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 4: Design Documentation	Local Municipality of Madibeng	17 Mar 2014	14 Jun 2028	Equitable Share	-	10 000	15 000
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 Nov 2026	Equitable Share	3 700	-	-
<b>TOTAL: Upgrading and Additions</b>							<b>3 500</b>		<b>20 000</b>
<b>TOTAL: Roads</b>							<b>196 934</b>	<b>71 138</b>	<b>88 000</b>

#### 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		2025/26	2026/27	2027/28
<b>1. Upgrading and Additions</b>									
Multi Purpose Centre	Reamogetswe Child & Youth Care Centre Maintenance	Stage 4: Design Documentation	Local Municipality of Madibeng	01 Apr 2020	31 Mar 2029	Equitable Share	-	500	500
Old Age Home	Sonop Old Age Home Maintenance	Stage 4: Design Documentation	Local Municipality of Madibeng	01 Apr 2020	31 Mar 2029	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	3000	1000	1000
<b>TOTAL: Upgrading and Additions</b>							<b>3 000</b>	<b>5 000</b>	<b>5 400</b>
<b>TOTAL: Social Development</b>							<b>4 900</b>	<b>7 475</b>	<b>7 875</b>

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		2025/26	2026/27	2027/28
Infrastructure Transfers - Current							
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, Letlhabile 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 Pre Packaged Program	Madibeng	2015/01/09	2029/03/31	Human Settlements Development Grant	41	27	-
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 Stage 5	Madibeng	2022/06/12	2027/05/31	Human Settlements Development Grant	2 209	1 104	113
2016/17 Madibeng Lethabile Block G/f/e/c - 409 Units Majakaneng Sage 5	Madibeng	2022/04/01	2027/05/31	Human Settlements Development Grant	15 216	2 209	4 391
2016/17 Madibeng Villages – Phase 1	Madibeng	2017/01/01	2029/03/31	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 Stage 1	Madibeng	2025/04/01	2029/03/31	Human Settlements	6 220	3 362	5 043

				Development Grant			
Madibeng Lm Hebron 102 – Hebron Stage 5	Madibeng	05 Mar 2024	31 May 2027	Human Settlements Development Grant	3 026	1 681	1 681
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	2024/04/01	2029/03/31	Informal Settlement Up\grading Partnership Grant	1 503	-	-
Madibeng Letlhabile 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 Up\grading Grant	428	428	428
2017/18 Damonsville Ext 2	Madibeng	2021/05/31	2017/04/04	Informal Settlement Up\grading Grant	970	650	650
Madibeng Bokfontein Ext 1 & 2	Madibeng	04 May 2022	15 Aug 2027	Informal Settlement Up\grading Partnership Grant	150	-	-
Madibeng Lethabile Block H	Madibeng	2021/05/31	15 Aug 2027	Informal Settlement Up\grading Grant	114	114	114
Madibeng Lethabile Portion 4	Madibeng	2021/05/31		Informal Settlement Up\grading Grant	1 083	1 083	1 083
Madibeng Damonsville Ext 3	Madibeng	2021/05/31	2020/10/13	Informal Settlement Up\grading Grant	1 069	1 069	1 069
Madibeng Oukasie Land Purchase	Madibeng	2021/04/01	2020/09/16	Informal Settlement Up\grading Grant	10 000	4 000	4 500
Madibeng Klipgat	Madibeng			Informal Settlement Up\grading Grant	15 570	5 000	13 570
Madibeng Buffelsfontein Irdp - Phase 1	Madibeng			Informal Settlement Up\grading Grant	16 678	44 475	55 594
Madibeng Land Purchase - Phase 1 Stage 5 –Works	Madibeng	2023/04/01	2026/04/30	Informal Settlement Up\grading Partnership Grant	1 000	-	-
Madibeng Groenkloof Land Purchase - Phase 1 Stage 5 Works	Madibeng	2022/05/02	2027/08/07	Informal Settlement Up\grading Partnership Grant	1 000	-	-
2016/17 Madibeng Mooinooi Mamba Ext 13 - Phase 1	Madibeng			Informal Settlement Up\grading Partnership Grant		16 678	27 797
Madibeng Majakaneng Land Purchase - Phase 1 -Stage 5	Madibeng	2024/04/01	2027/03/31	Informal Settlement Up\grading Partnership Grant	1 000	-	-
Madibeng Lethlabile Block I Ext - Phase 1- Phase 1 –Stage 1: Initiation/Pres feasibilit	Madibeng	2022/04/01	2027/05/31	Informal Settlement Up\grading Partnership Grant	-	750	-
Madibeng Lethlabile Block H Ext - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Up\grading Grant	-	-	2 535
Madibeng Oukasie Green Fields - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Up\grading Grant	-	-	3 287
Madibeng Wonderkop Portion 2 - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Up\grading Grant	-	-	2 704
Madibeng Wonderkop Portion 1 - Phase 1	Madibeng	2024/03/31	2023/04/01	Informal Settlement Up\grading 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 Stage 1: Initiation/Pre- feasibility	Madibeng	2022/05/02	2027/08/07	Informal Settlement Upgrading Partnership Grant	1 267	-	-
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 Stage 1: Initiation/Pres-feasibility	Madibeng	2024/04/01	2027/03/01	Informal Settlement Upgrading Grant	510	-	-
<b>TOTAL: Infrastructure Transfers - Current</b>					<b>127 654</b>	<b>187 615</b>	<b>235 694</b>
<b>TOTAL: Human Settlements</b>					<b>127 654</b>	<b>187 615</b>	<b>235 694</b>

#### 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 & Moretel	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 Elandsdraal 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 Elandsdraal 467 and will unlock the following:

- Groundwater development to provide 500Kl/d
- 2Ml 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, Damonville Ext 2, Oukasie Ext 4 phase 1&2, Mothuthlung 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 eve is greater sites are to be reserved for their employees.

- **Project Name: Bokfontein and Mooinooi Mamba**

Bokfontein project will address 529 housing opportunities for the 1<sup>st</sup> 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 Heric'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
<b>Majakaneeng: 300</b>	This project was allocated 300 subsidies with Khethwayo construction as the developer. The project has been stalled by land owners. <b>Beneficiary Administration:</b> There 238 approved beneficiaries with no milestones to be reported.
<b>Jericho: 150</b> <b>Vaalboschloot: 150</b>	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.
<b>Mmakau: 115</b> <b>Maboloka: 100</b> <b>Moiletswane: 100</b> <b>Shakung: 50</b>	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
<b>Hebron: 102</b>	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.

#### North-West Housing Corporation

The North West Housing Corporation was tasked with the responsibility of coordinating within our municipality all aspects of such developments on the following areas:

- Marikana/Mogale Mega City, and
- Lanseria/Brits Mega City.

### 6.5 SOCIAL AND LABOUR PLANS

The following constitutes the mining SLP commitments, at least, in the form of infrastructure projects to be implemented by the mining houses:

#### CONFIRMED PROJECTS: PPC BEESTEKRAAL

WARD	PROJECT	DETAILS
Ward 1	Water & Sanitation	<ul style="list-style-type: none"> <li>• Rehabilitation and drilling of boreholes</li> <li>• Bulk water storage tanks</li> </ul>
The Project comprise of Beestekraal, Assen & Tambotie, and Zandrivers		

**CONFIRMED PROJECTS: SAMANCOR (WESTERN CHROME MINE)**

WARD	PROJECT	DETAILS
28	Construction of internal roads (paved)	Majakaneng
28 & 31	Construction of internal roads (paved)	Majakaneng Modderspruit

**CONFIRMED PROJECTS: SAMANCOR (DIKWENA CHROME)**

WARD	PROJECT	DETAILS
Maboloka	Provision of water	Maboloka
Mmakau	Provision of water	Mmakau

**CONFIRMED PROJECTS: SIBANYE STILL WATER**

WARD	PROJECT	DETAILS
7, 25, 27, 28,31 & 40	Street Solar lights (215)	Majakaneng
	Storm water master plan and Construction of Storm water management system in Bapong	Bapong

**CONFIRMED PROJECTS: NORTHEM (ELAND PLATINUM)**

WARD	PROJECT NAME	DETAILS
Elandsrand	Renovation of Elandsrand community Hall	Elandsrand
Mothotlung	Additional classes for Mothotlung High School and erection of borehole for water provision	Mothotlung
Oukasie	Renovation of Oukasie sports complex	Oukasie

**CONFIRMED PROJECTS: BUSHVELD VAMETCO**

WARD	FOCUS AREA	DETAIL
Rankotea, Switch/ Thethele & Mothotlung	Infrastructure	High mast lights x 2
Mothotlung	Infrastructure	Sports Facility
Rankotea	Infrastructure	Provision of Clean Water
Uitvalgrond	Infrastructure	Upgrading of water infrastructure

**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):
  - 4.1.1. **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.
  - 4.1.2. **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 Manager 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.

### **Implementation of the Financial Recovery Plan**

In march 2022, the North West Provincial Legislature put Madibeng Local Municipality under the mandatory intervention by invoking section 139(5)(a) of the constitution read together with section 139 of the Municipal Financial Management Act. Subsequent to the invocation of the section 139(5)(a), the Provincial Treasury conducted an assessment of the municipalities governance, financial and service delivery situation, wherein the Financial Recovery Plan was developed as informed by the assessment conducted for Provincial Treasury.

The Financial Recovery Plan (FRP) was gazetted by the Provincial Treasury and subsequently adopted by the council of Madibeng Local Municipality. The Provincial Treasury has since appointed the Provincial Executive Representative (PER) to be based within the Municipality to assist the Municipality with the implementation of the Financial Recovery Plan.

At the moment, the Financial Recovery Plan (FRP) is at the implementation stage, and the management of the Municipality has the obligation to implement the plan and periodically report to the PER, Mayoral Committee Council and the Provincial Treasury on the process made. The periodical reporting is structured as follows:

- Monthly reporting to the PER, not later than the 7<sup>th</sup> of every month
- Monthly reporting to the Mayoral Committee
- Quarterly reporting to Council and
- Monthly reporting to the Provincial Treasury

In addition to the above, every directorate must ensure that all the pillars as contained in the Financial Recovery Plan are accordingly implemented and as such, the progress report is submitted to the monthly Senior Management Team (SMT) meetings.

The Municipality is expected to provide monthly progress report on the progress made in relations to pillars contained in the FRP.

In view of the above, the Municipality is requested to pay attention to the following, in that the Municipality must;

- a) Carefully study the FRP and selected all Pillars that are relevant to your department
- b) Develop your departmental action plan on how to implement such Pillars and ensure that your implementation plan is compatible with SMART principles
- c) Prepare monthly progress report on the implementation of the FRP and submit such to the Municipal Manager not later than the 2<sup>nd</sup> of every month.

In an effort to ensure efficiency in the submission of report, the office of Provincial Executive Representative will provide the Municipality with a template which will be used for reporting purposes.

The below is the summary of your departmental key activities which is not limited to the below and such, you are required to refer to the FRP for detailed information:

1. Schedule quarterly training for Councillors on governance, oversight, financial management and articulation of roles and responsibilities
2. Develop, adopt and implement a performance management system
3. Develop process plan for the development of a system of delegations with clear deliverances, time-frames and identify responsible officials
4. Review the system of delegation and a table in Council for approval
5. Update and maintain delegation register.
6. Incorporate role clarification in the system of delegation as required by Systems Act
7. Risk Management must be a standing agenda item for all scheduled management and executive meetings.

8. Monitor and report on the implementation on risk mitigation measures that may have impact on implementation of the Financial Recovery Plan, Audit Action Plan and other risks identified in the risk registers.
9. Develop process plan and policy to Cascade Performance to levels below Senior Managers.
10. Incorporate FRP implementation into the organisational SDBIP and Performance Agreements

## 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

#### Powers and Functions

Roles and responsibilities of stakeholders in the operation and management of the municipality

#### Municipal Council's Political Oversight Roles and Responsibilities

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> <li>Adopts priorities &amp; objectives of the Integrated Development Plan.</li> <li>Adopts the Performance Management Policy and Procedure Manual</li> <li>Adopts the Reviewed PMS frame-work.</li> <li>Adopts the municipal strategic scorecard that includes priorities and objectives of the IDP.</li> <li>Assigns the responsibility for the management of the PMS to the Executive Mayor.</li> <li>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.</li> </ol>	<ol style="list-style-type: none"> <li>Approves the annual review programme of the IDP.</li> <li>Approves the Top level SDBIP.</li> <li>Approves changes to the SDBIP and adjustment Budget.</li> <li>Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality.</li> <li>Consider the oversight report from the oversight committee.</li> </ol>	<ol style="list-style-type: none"> <li>Receives externally audited performance reports from the Executive Mayor annually.</li> <li>Reports the municipality performance to the community at least twice a year.</li> <li>Approves recommendations for the improvement of the performance management system.</li> <li>Annually receives the appraisal of the Municipal Manager and Directors performance.</li> <li>Submits the municipal annual report to the Auditor General and the MEC.</li> </ol>	<ol style="list-style-type: none"> <li>Approves the municipal annual audit plan and any substantial changes to it.</li> <li>Can receive performance reports directly from the Audit Committee.</li> <li>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.</li> <li>Receives performance audit report from the Auditor General and approves implementation of its recommendations.</li> </ol>

#### Roles and Responsibilities of the Executive Mayor

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

### Roles and Responsibilities of the Municipal Manager

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

### Roles and Responsibilities of Council Committees

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

### Roles and Responsibilities of Directors

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

### Roles and Responsibilities of Staff

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> <li>1. Participates in the development of the Technical SDBIP.</li> <li>2. Participates in the development of their own performance measurement</li> </ol>	Executes individual work plans.	<ol style="list-style-type: none"> <li>1. Participates in the review of departmental plans.</li> <li>2. Participates in the review of own performance.</li> </ol>	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"> <li>1. Audit the performance of departments against the IDP and SDBIPs .</li> <li>2. Assess the functionality of the PMS.</li> <li>3. Ensures that the system complies with the Act.</li> <li>4. Audit the performance measures in the municipal scorecard and departmental scorecards.</li> <li>5. Conduct compliance based audit.</li> </ol>	<ol style="list-style-type: none"> <li>1. Submit quarterly performance audit reports to the Municipal Manager.</li> <li>2. Submit quarterly performance audit reports to the Performance Audit Committee.</li> </ol>

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

#### 7.4. SUMMARY OF ALIGNMENT WITH NATIONAL PLANS AND STRATEGIES

NATIONAL DEVELOPMENT PLAN	MEDIUM TERM DEVELOPMENT PLAN	NATIONAL OUTCOMES	OUTCOME 9 OUTPUTS	MADIBENG STRATEGIC GOALS	MADIBENG OUTCOMES
Improving Infrastructure	Strategic Priority 1: Inclusive growth and job creation	<ul style="list-style-type: none"> <li>• Increase employment and work opportunities</li> <li>• Accelerated growth of industrial and labour intensive sectors</li> <li>• Structural reforms to drive growth and competitiveness</li> <li>• Increased Infrastructure Investment and job creation</li> <li>• Increased investment trade and tourism</li> <li>• Energy Security and Just Energy Transition</li> <li>• A supportive and sustainable economic policy environment</li> <li>• Economic Transformation for just society</li> </ul>	Improved access to Basic Services	Develop & refurbish infrastructural services	Access to services
An economy that will create more jobs	Strategic Priority 2: Reduce Poverty and tackle high cost of living	<ul style="list-style-type: none"> <li>• Reduce poverty and improve livelihoods</li> <li>• Improve access to affordable and quality health care</li> <li>• Spatial transformation for a more just society</li> <li>• Skills for the economy</li> <li>• Social cohesion and national Building</li> </ul>	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	Strategic Priority 3: Building a capable, ethical and developmental state	<ul style="list-style-type: none"> <li>• Improved service delivery by local government</li> <li>• Improve Governance and performance of public entities</li> <li>• A capable and professional public service</li> <li>• Safer Communities and increased business confidence</li> </ul>	Actions supportive of the Human Settlement outcomes	Integrated liveable urban and rural neighbourhoods	Transformed human settlements
Reversing the spatial effect of apartheid				<ul style="list-style-type: none"> <li>• Protect the environment and improve community well-being</li> </ul>	Healthy communities and environment
Transition to a low-carbon economy					
Quality health care for all					
Social protection					
Transforming society & uniting the country					
Building Safer communities					
Improving quality of education, training and innovation					

Fighting corruption			Implement a differentiated approach to mun financing, planning and support	Enhance revenue and asset base	Financial sustainability
			Single window of co-ordination	Democratic and accountable organisation	Good governance
Reforming the public service			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 DEVELOPMENT PLAN 2025-2030

Strategic priorities	Outcome
Strategic Priority 1: Inclusive growth and job creation	1. Increase employment and work opportunities
	2. Accelerated growth of industrial and labour intensive sectors
	3. Structural reforms to drive growth and competitiveness

	4. Increased Infrastructure Investment and job creation
	5. Increased investment trade and tourism
	6. Energy Security and Just Energy Transition
	7. A supportive and sustainable economic policy environment
	8. Economic Transformation for just society
<b>Strategic Priority 2: Reduce Poverty and tackle high cost of living</b>	1. Reduce poverty and improve livelihoods
	2. Improve access to affordable and quality health care
	3. Spatial transformation for a more just society
	4. Skills for the economy
	5. Social cohesion and national Building
<b>Strategic Priority 3: Building a capable, ethical and developmental state</b>	1. Improved service delivery by local government
	2. Improve Governance and performance of public entities
	3. A capable and professional public service
	4. Safer Communities and increased business confidence

The MTDP 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: Inclusive growth and job creation
- Priority 2: Reduce Poverty and tackle high cost of living
- Priority 3: Building a capable, ethical and developmental state

In implementing the MTDP, Government will factor-in the interests of Women, Youth and People with Disabilities.

## 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

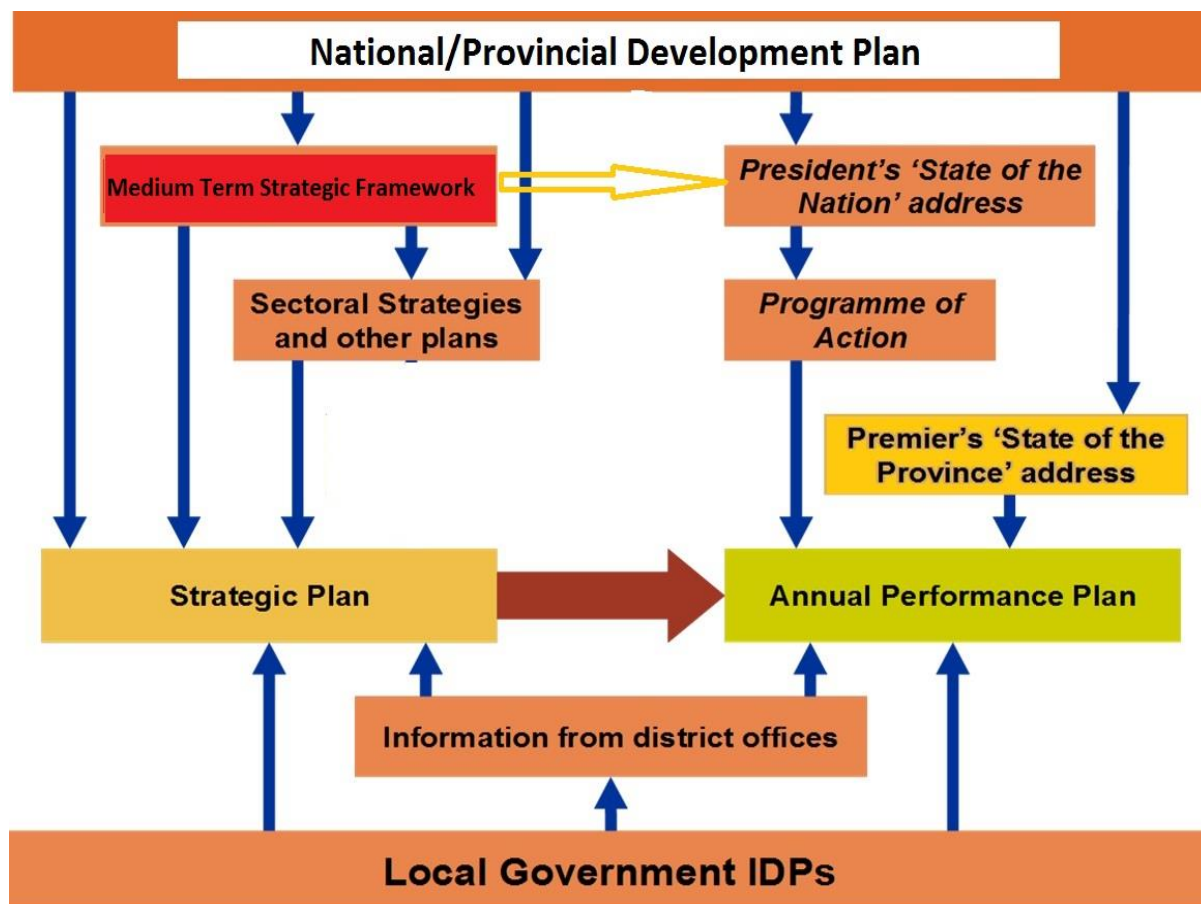
The objectives of the plan are the elimination of poverty and the reduction of inequality through:

- 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 2025 – 2030 MTDP 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.

## 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.

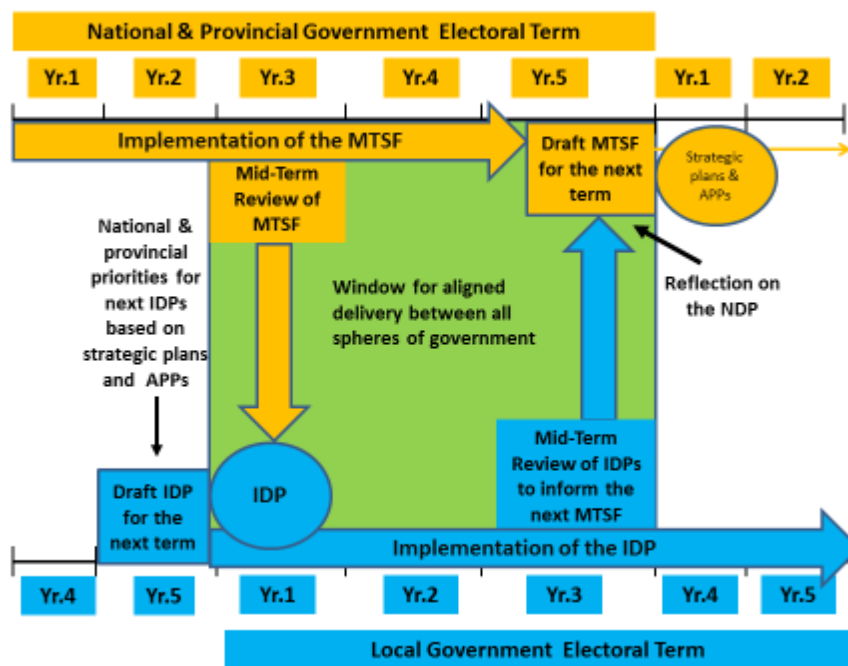


Figure 1: National and Provincial electoral cycle versus Local Government electoral cycle

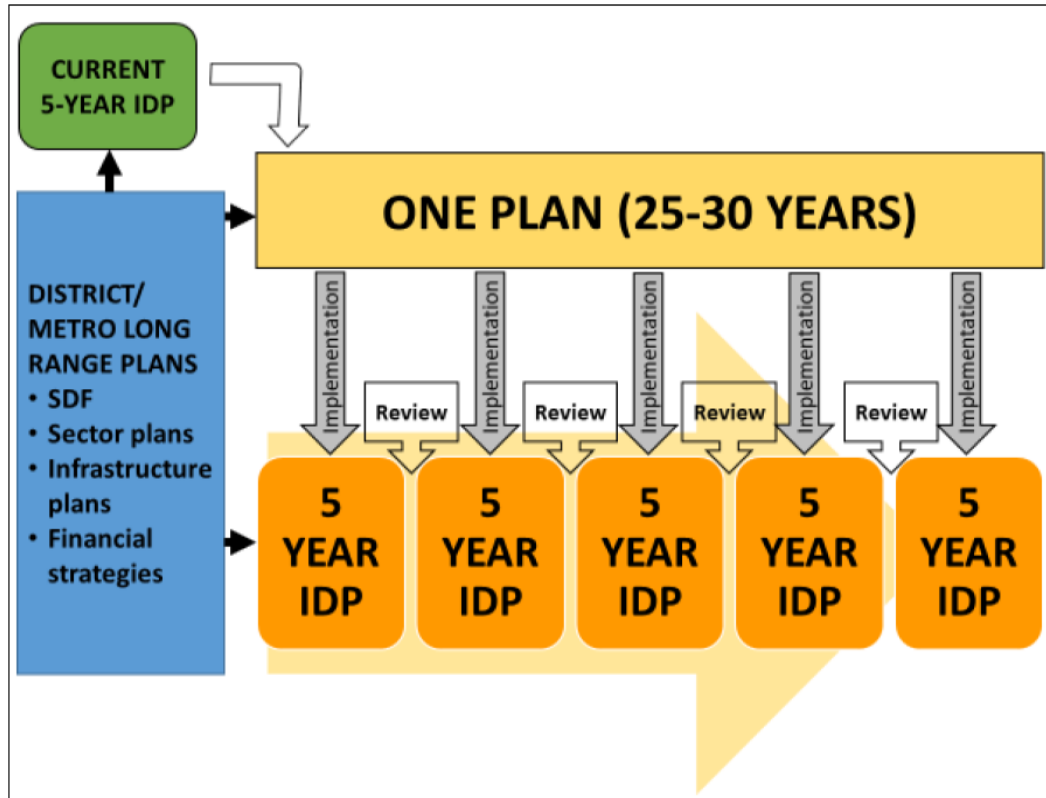
#### National and Provincial Annual Planning Cycle Versus Local Government Annual Planning And Budget Cycle

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, 3 National Priorities were set in the 2025 – 2030 Medium Term Development Plan (MTDP) to accelerate the implementation of the NDP. The National Priorities that were reordered in the 2025 State of the Nation Address (SONA).

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 MTDP, 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 resourced 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.

		<ul style="list-style-type: none"> <li>Consolidate existing areas rather than creating new development areas.</li> </ul>
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"> <li>Employ the principles of Breaking New Ground in all new settlements as well as in the upgrading and renewal of existing settlements.</li> </ul>
3.	Provide service infrastructure in accordance with spatial requirements	<ul style="list-style-type: none"> <li>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</li> </ul>
4.	Develop a movement network that supports the spatial development focus areas	<ul style="list-style-type: none"> <li>Create a strategic network of movement linkages in Madibeng, and between Madibeng and other major regional centres.</li> <li>Ensure land use and transportation integration</li> </ul>
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"> <li>Protect the areas with resources that contribute to the local economy</li> <li>Identify suitable areas for secondary and, if viable, tertiary sector economic development</li> </ul>
		<ul style="list-style-type: none"> <li>The protection of the natural environment should be prioritised by the Madibeng Local Municipality.</li> </ul>

## 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 strategic development areas look at –

- Focused development in areas with inherent development potential, and
- Consolidation of existing scattered settlements.

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

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.

### 3.2. Strategic Development Areas

#### 3.2.1. Development Focus Areas

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.

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), Mootinooi 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.

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.

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
  - 80% significant open space (calculated over the gross area of the site); provided that the area reserved for open space may be increased in cases of environmental sensitivity to the satisfaction of the relevant environmental authority.
  - A Strategic Environmental Impact Assessment must determine the open space, the position of clusters, the position of ancillary facilities, roads etc.
  - Conditions to be set for design, character and overall relationship with its environment
  - Strict requirements must be laid down for the provision of engineering services to and within these estates to ensure that it does not lead to environmental problems. The ability to provide services according to the standards set by the municipality is a pre-requisite for approval.

### Development and Management Directives: Nodal Development in Urban Areas

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

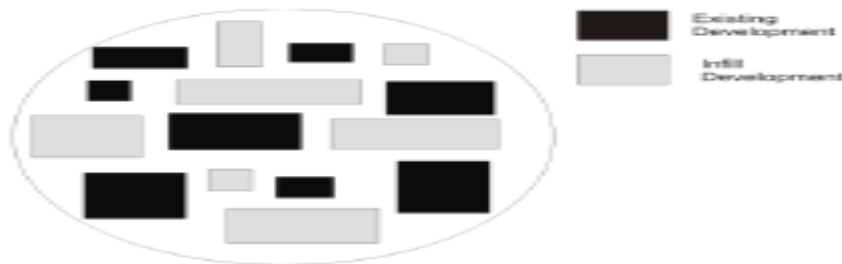
### Settlement Development Areas

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

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

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

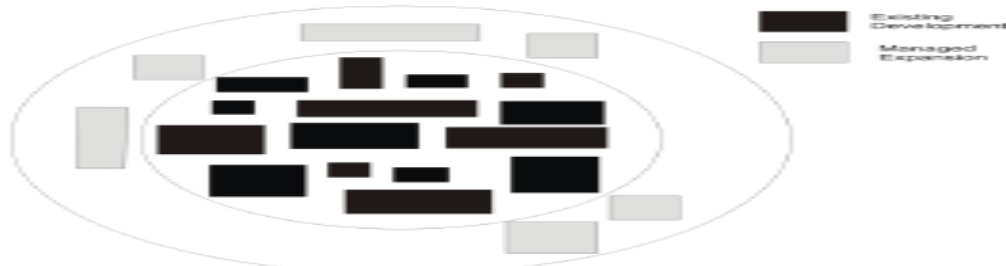
Infill development refers to the identification of vacant land parcels within the demarcated settlement areas, amongst existing developments, and developing these parcels of land according to their optimal development potential levels.



**Figure 15: Infill Development**

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

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



**Figure 16: Managed Expansion**

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

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

- The Brits Area
- Hartbeespoort Dam Area
- Mooiooi/Bapong Area
- Lethabile/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.

<b>Location</b>	<b>Residential Typology</b>	<b>Typical Density</b>
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.
- No new mining activities shall be permitted on ridges and mountains in the area without the permission of the Northwest Department of Agriculture, Conservation and Environment.

#### **Development and Management Directives: Tourism Development Areas**

- The development of infrastructure, such as roads, water and electricity, is a key requisite for successful tourism development.
- The Madibeng tourism development areas must be conserved and its quality enhanced with appropriately controlled land uses and environmental improvements. It is proposed that a visual impact analysis be conducted for each of these areas to determine how to develop and protect these visually sensitive areas over the long run
- Land uses along the R512 Tourism Corridor shall be restricted to low intensity tourism related activities such as restaurants and tea gardens, road side stalls, lodges and conference venues.
- Development in the Damdoryn Tourism Node shall be in accordance with the Damdoryn Development Framework. No Urban Areas shall be permitted in and around this node.

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 80 years or those that have been afforded protected status must adhere to the provisions of the relevant legislation.

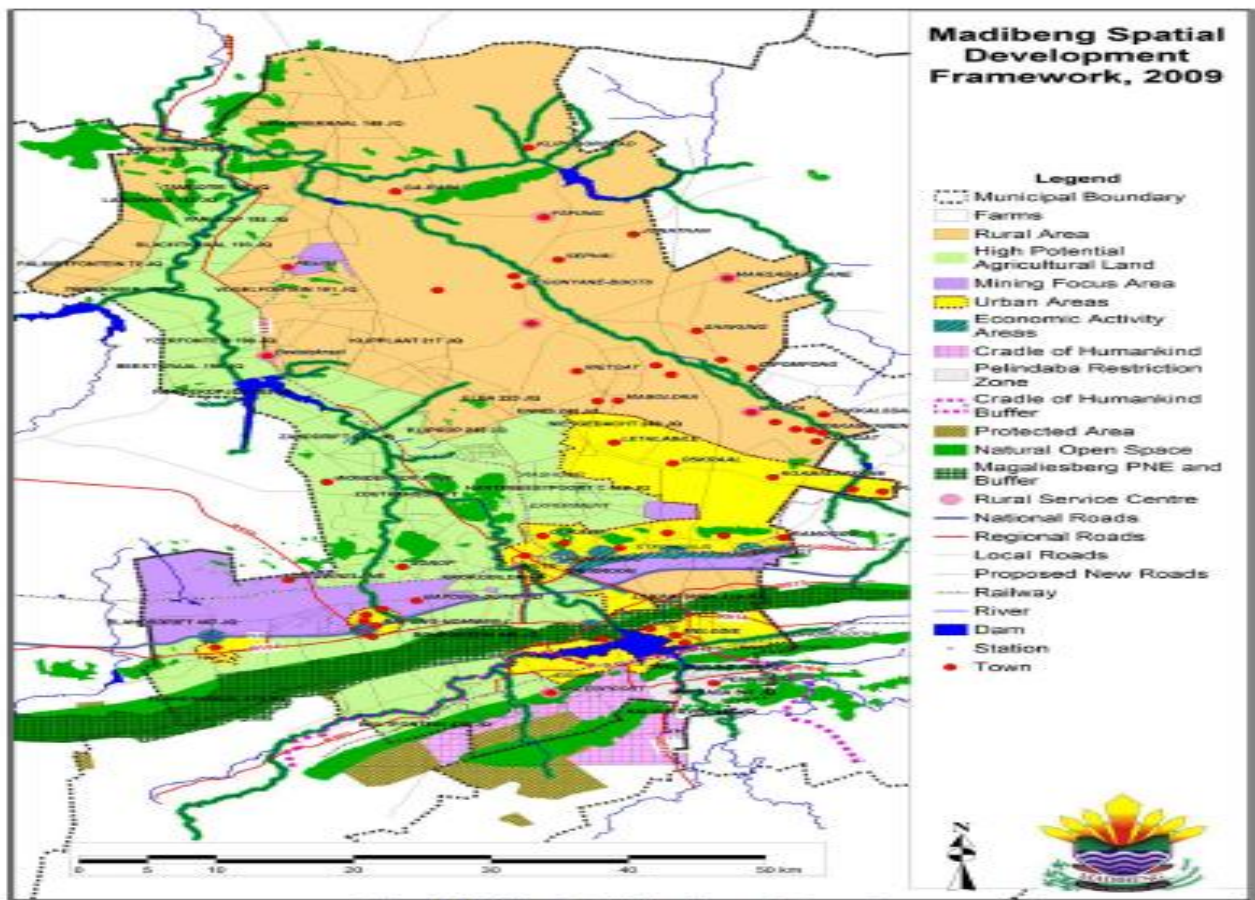


Figure 18: Madibeng Spatial Development Framework

## 12. Future Urban Areas

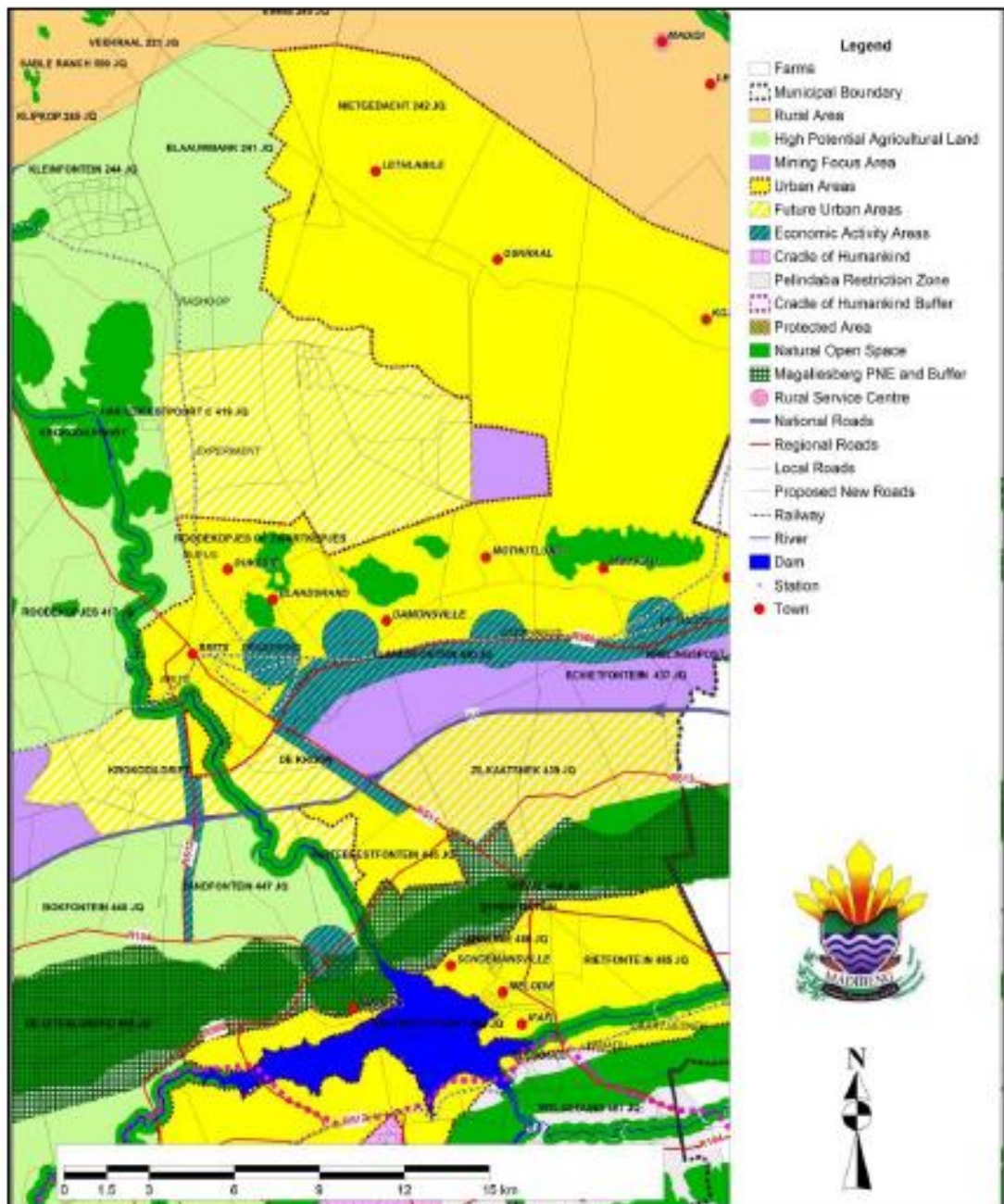


Figure 19: Future Urban Areas

### 13. Subdivision of Farm Portions

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

Zone	Minimum Size
1 (Rural Areas)	20 hectares
2 (High Potential Agricultural Land)	20 hectares
3 (Urban Area north of Brits)	1 hectares
4 (Rural Area south of N4)	5 hectares
5 (Urban Area around Hartbeespoort Dam)	In accordance with Hartbeespoort Dam Structure Plan. 5 hectares where Plan does not apply <sup>3</sup>
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.

<sup>3</sup> 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.

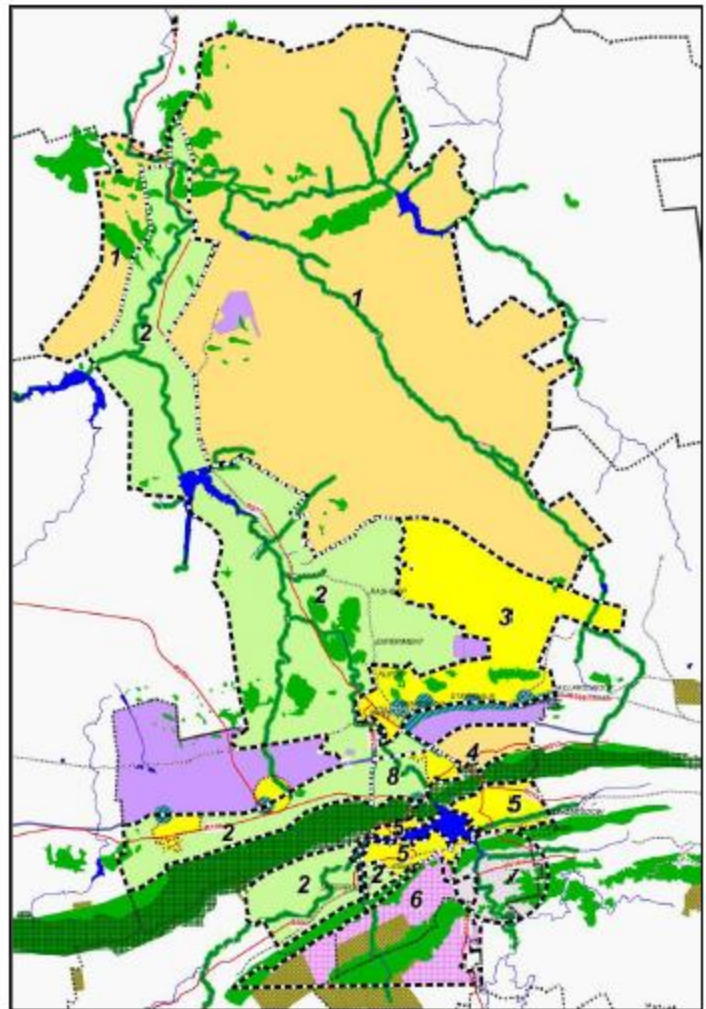


Figure 20: Subdivision Zones

## 8.2. CBD REGENERATION PLAN

### Implementation Programme

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
<b>1. GREENING AND BEAUTIFYING</b>						
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	
<b>2. BUILT FORM</b>							
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	
<b>3. ACCESSIBILITY, TRANSPORT AND INTEGRATION</b>							
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 2026

Project	Requirements and Impact	2019/2020	Cost Rand	2020/2021	Cost Rand	2021/2022	Cost Rand	Current Status Quo
Document the ICT Steering Committee Terms of Reference	Compliance to the DPSA ICT Governance Framework requirements	July to Aug	Included in SLA cost with Sizwe IT					Developed and approved in 2024/25
Appoint the Steering ICT Committee	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	Sept	Nil					SMT is currently the ICT Steering adjudicator for ICT matters. The municipality is at recruiting independent Chairperson
Renew Microsoft License Agreement & Premier Support	The Microsoft License Agreement is renewed after three years.	June to August		Jan to March	R3m	Jan to March	R4m	Microsoft Licenses have been renewed on a Model for 12 months effective January 2026
Networks optimisation	Replacement and installation of network cables and connect all Municipal sites.	1 July to 30 June	R8m	1 July to 30 June	R8m	1 July to 30 June	R8m	All satellite offices are network cabled and connected the MLM Wide Area Network that connects to MLM head office
Disaster Recovery & Business Continuity Site	Develop a Backup and Disaster site for the Municipal data and systems.	1 July to 30 June	R8m	1 July to 30 June	R8m	1 July to 30 June	R8m	Backup and Disaster recovery are in place
Optimise the use of Microsoft Technologies	Implementation of the System Center Configuration Manager	July to Dec.	R2m					Progressed to newer technologies for core infrastructure management
	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.	Jan to June	R3m					Not done, Council approved a digitisation strategy in June 2021 but due to lack of funding the strategy has not yet been implemented
Software upgrade	Upgrade all old software for all critical applications, including System Center Operations Manager (SCOM).	Jan to March	R3m	Jan to March	R4m			Software for core infrastructure has been upgraded to latest Microsoft versions and M365 for user computing
Project Management Office	Centralise all ICT Projects, including existing systems.	July to Dec.	R0.5m					ICT projects are centralised
Share Point Portal	Activate a Share Point Portal and optimise utilisation.	NIL	July to December	R1.5m				SharePoint has been commissioned and deployment and implementation stage

Structure positioning	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	Jan to July	Nil					Awaiting approval of structure to finalise ICT structure
Performance Management System	Establish a Performance Management System for all ICT personnel. This should include performance contracts, reviews and the personnel development plans.	September	Nil					PMS is currently cascaded to the Divisional manager ICT
ICT personnel certification	Redeem Microsoft Training coupons for user training.	On-going	Nil	On-going	R0.2	On-going	R0.3	There is currently no coupons for Microsoft training license model we have

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. Lethabile 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 25<sup>th</sup> 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 forthcoming.

#### **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 ejectment. 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 2<sup>nd</sup> 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 1<sup>st</sup> 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 20<sup>th</sup> for signature of the MM.

#### **7. PORTION 8 OF THE FARM NIETGEDACHT 242**

On the 11<sup>th</sup> 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 21<sup>st</sup> 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

#### **8.4. MUNICIPAL PLANNING BY-LAW**

Madibeng Spatial Planning and Land Use Management By-laws are regulations made by local municipalities emanating from a policy or law. The regulations are set as rules for implementation at a local municipality level applicable uniquely to the municipality. By law give effect to "Municipal Planning" as contemplated in the Constitution of South Africa, 1996 (Act 106 of 1996) and in so doing to lay down and consolidate processes and procedures, to facilitate and make arrangements for the implementation of land development and land development applications, spatial planning and a Land Use Scheme within the jurisdiction of the Municipality in line with the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013); to provide for the establishment of a Municipal Planning and Appeals Tribunal and to provide for matters incidental thereto

The purpose/function of the Madibeng Spatial Planning and Land Use Management By-laws is to:

- to provide for the Municipal Spatial Development Framework and the land use scheme of the Municipality;
- to provide for the development of the package of plans; to regulate and manage spatial and land use planning and development;
- to provide for the categorisation of land development applications; to provide for processes and procedures for land development applications;
- to provide for compliance with the land use scheme; to provide for an Appeal Authority; to provide for offences and penalties and to provide for matters incidental thereto;

#### **8.5. LAND USE SCHEMES**

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.

#### **8.6. MUNICIPAL PLANNING TRIBUNAL**

The municipality established a Municipal Planning Tribunal whereby it consists of 13 members and members are appointed for a period of 5 years. The Municipal Manager designated an employee as the administrator for the Municipal Planning Tribunal.

The person designated as an administrator:

- a) liaise with the relevant Municipal Planning Tribunal members and the parties in relation to any application or other proceedings filed with the Municipality;
- b) maintain a diary of hearings of the Municipal Planning Tribunal;

- c) allocate meeting dates and application numbers to applications;
- d) arrange the attendance of meetings by members of the Municipal Planning Tribunal;
- e) arrange venues for Municipal Planning Tribunal meetings;
- f) administer the proceedings of the Municipal Planning Tribunal;
- g) perform the administrative functions in connection with the proceedings of the Municipal Planning Tribunal;
- h) ensure the efficient administration of the proceedings of the Municipal Planning Tribunal, in accordance with the directions of the chairperson of the Municipal Planning Tribunal;
- i) arrange the affairs of the Municipal Planning Tribunal so as to ensure that time is available to liaise with other authorities regarding the alignment of integrated applications and authorisations;
- j) notify parties of orders and directives given by the Municipal Planning Tribunal;
- k) keep a record of all applications submitted to the Municipal Planning Tribunal and the outcome of each, including—
  - i. decisions of the Municipal Planning Tribunal;
  - ii. on-site inspections and any matter recorded as a result thereof;
  - iii. reasons for decisions; and
  - iv. proceedings of the Municipal Planning Tribunal; and
- l) keep records by any means as the Municipal Planning Tribunal may deem expedient.

## 8.7. AUTHORISED OFFICIAL

1. An Authorised Official also referred to as a Land Development Officer (LDO) means an official who may consider & determine applications as contemplated in Section 35(2) of SPLUMA read with Regulation 1 of the Spatial Planning and Land Use Management Regulations: Land Use Management and General Matters, 2016 and Clause 1 of Madibeng SPLUMA By laws.
2. An official of a municipality authorised by the Municipality in terms of section 35(2) of the Act as an Authorised Official/ Land Development Officer(LDO)-
  - a) May only serve as an LDO for as long as he or she is in the employ of the municipality;
  - b) Is bound by the conditions of services determined in his or her contract of employment and is not entitled to additional remuneration, allowance leave or sick leave or any other employee benefit as a result of being authorised as LDO.
3. A person authorised by the municipality in terms of section 35(2) of the Act as an LDO is charged with the responsibility to consider applications as categorised by the municipality in terms of Section 35(3) of the Act, and in line with Municipal Bylaws and Municipal Delegations and in the manner as prescribed in the Act.
4. In line with section 35(4) read with Section 40 an LDO must inter alia
  - a) Consider and determine all applications lawfully referred or submitted to him/her;
  - b) Keep a record of all the work relating to applications considered;
  - c) Provide reasons for any decisions made by her/him;
  - d) Decide an application without undue delay and within a prescribed period;
  - e) May use his /her discretion in line with Section 40(7)(a)-(g) of the Act.
5. The LDO will furthermore conduct their work in a manner as outlined in Section 35(4) of the Act, The SPLUMA Regulations, Municipal Delegations as well as Municipal Bylaws.
6. The LDO must decide an application without fear, favour or prejudice and must adhere to the provisions of the SPLUMA, NWSPLUMA and the Municipal Planning By-laws as well as Municipal Delegations.
7. The LDO must at all times-
  - a) Act in accordance with the principles of accountability and transparency;
  - b) Disclose his or her personal interests in any decision to be made in the planning process in which he or she serves or has been requested to serve;
  - c) Abstain completely from direct or indirect participation as an advisor or decision-maker in any matter in which he or she has a personal interest and leave any chamber in which such matter is under deliberation unless the personal interest has been made a matter of public record and the municipality has such written approval and has expressly his or her participation.
8. An LDO may not-
  - a) Use the position or privileges as an authorised official or confidential information obtained as an official of the municipality for personal gain or to improperly benefit another person; and
  - b) Participate in a decision concerning a matter in which that member or that members' spouse, partner or business associate, has a direct or indirect personal interest or private business interest.
9. An LDO may not receive or seek gifts, favours or any other offers under circumstances in which it might reasonably be inferred that the gifts, favours or offers are intended or expected to influence a person's objectivity as an advisor or decision maker in the planning process.
10. An LDO/ Authorised official may not-
  - a) Use the power of any office to seek or obtain special advantage for private gain or to improperly benefit another person that is not in the public interest;
  - b) Use confidential information acquired in the course of his or her duties to further a personal interest;
  - c) Disclose confidential information acquired in the course of his or her duties unless required by law to do so or by circumstances to prevent substantial injury to third persons; and

- d) Commit a deliberately wrongful act that reflects adversely on the Municipality, the government or the planning profession by stating or implying that he or she is prepared, willing or able to influence decisions by improper means.
11. An LDO must adhere to these Terms of Reference and Code of conduct approved by the municipality and non-compliance thereof constitute grounds for a disciplinary hearing.

## 8.8. APPEAL AUTHORITY

Appeals Authority means the executive authority of the municipality or any other body or institution outside of the municipality authorised by that municipality to assume the obligations of an appeal authority for purposes of appeals lodged in terms of the Act;

An appeal authority may consider an appeal on one or more of the following:

- the administrative action was not procedurally fair as contemplated in the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000); and
- the merits of the land development or land use application.

The presiding officer of the appeal authority is responsible for managing the judicial functions of that appeal authority. The municipal manager of a municipality is the registrar of the appeal authority.

A municipal council may appoint a person or designate an official in its employ, to act as registrar of the appeal authority and if it so appoints or designates a person or an official, that person or official has delegated authority as contemplated in section 56 of the Act.

1. The registrar is responsible for managing the administrative affairs of the appeal authority and, in addition to the powers and duties referred to in this Chapter, has all the powers to do what is necessary or convenient for the effective and efficient functioning of the appeal authority and to ensure accessibility and maintenance of the dignity of the appeal authority.
2. The duties of the registrar include –
  - a) the determination of the sitting schedules of the appeal authority;
  - b) assignment of appeals to the appeal authority;
  - c) management of procedures to be adhered to in respect of case flow management and the finalisation of any matter before the appeal authority;
  - d) transmit all documents and make all notifications required by the procedures laid down in the provincial spatial planning and land use management legislation;
  - e) the establishment of a master registry file for each case which must record –
    - i. the reference number of each appeal;
    - ii. the names of the parties;
    - iii. all actions taken in connection with the preparation of the appeal for hearing;
    - iv. the dates on which any document or notification forming part of the procedure is received in or dispatched from his or her office;
    - v. the date of the hearing of the appeal;
    - vi. the decision of the appeal authority;
    - vii. whether the decision was unanimous or by majority vote; and
    - viii. any other relevant information.
3. The presiding officer of the appeal authority may give the registrar directions regarding the exercise of his or her powers under this Chapter.
4. The registrar must give written notice to the presiding officer of all direct or indirect pecuniary interest that he or she has or acquires in any business or legal person carrying on a business.

### APPROVAL PHASE

- The 2026/27 IDP Review will be adopted by Council on 28 May 2026.
- The 2026/2027 IDP Review should be subjected to publicized after adoption.