



INTEGRATED DEVELOPMENT PLANNING

FOURTH GENERATION

2017/2022

DRAFT 2021/2022 REVIEW

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SECTION 1: EXECUTIVE MAYOR'S FOREWORD



It is worth noting from the onset that Section 56(2) of the Structures Act, enjoins the Executive Mayor to identify the needs of the municipality; review and evaluate those needs in order of priority; recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and recommend or determine the best way, including partnership and other approaches, to deliver those

strategies, programmes and services to the maximum benefit of the community.

I must hasten to state that the above empowers me to ensure that the developmental trajectory of the municipality as a whole is informed by policy directives and priorities of the current term of the Sixth Administration and a call by the Presidency to develop and implement the One District Plan Model which I believe start now with the preparation towards the tabling and adoption of the 2020/2021 IDP & MTREF Budget.

It has been directed that the New District Level model gives opportunities to strengthen IGR mechanism by ensuring all three spheres of government work jointly, plan together and act in one compact force to push the frontiers of poverty backward and accelerate service delivery at the municipal doorstep. Thus this model is seen as the joint and collaborative planning that will culminate in having a single strategically focused Joined-Up plan (One Plan) from the focal point of the District Municipality.

As I have reiterated in the past, the IDP & Budget review processes are used as an assessment tool to measure implementation and performance of the previous year's commitments to come up with other strategies how delivery of services could be improved to the communities we serve.

I believe that the New District Development Model is geared towards "*...Improve the Coherence and Impact of Government Service Delivery and Development*", which a mere strategy to achieve that. I believe the call by the Presidency, I should presume, must be the precursor to consolidate or build on what has been done in past. Therefore this model is reinforcing the integrated approach as espoused in the White Paper of Local Government and legislation, as it is intended to deal away with what the

Presidency has said during the 2019 Budget Speech the “...*pattern of operating in silos*” , “...*to lack of coherence in planning and implementation and [which] has made monitoring and oversight of government’s programme difficult*”.

In past and current financial year, this municipality has been going through turbulence impacted by both national and local matters. There have been some administrative and political challenges but as council we were able to withstand these and forge forward with the mandate bestowed upon us by the communities.

I must state that with the current changes to the planning methods, such as the One Plan approach, and to implement priorities and mandates from the recent elections, it is critical that as council we grasp the opportunity and come up with a well-researched and documented IDP & Budget which will be tools to use to achieve the national priorities. I have initiated robust engagements through the Budget Steering Committee meetings, which have has bear fruit because during the time when National and Provincial Treasury withheld grants transfers to the municipality. We were able to engage and revised our budget to be ‘funded’ and such an assessment also exposed some anomalies in how we normally prepare our budgets. These exercises were an eye-opener and have yielded better results as going forward our setting of priorities and budgeting were better aligned and informed by current realities.

I believe that the current review process does provide such an opportunity, and the content of these documents does reflect this and shall take this municipality forward to improve delivery of services to the community.

CLLR. KGALALELO SEREKO
EXECUTIVE MAYOR
MARCH 2021

SECTION 2: FOREWORD FROM OFFICE OF THE SPEAKER



**Cllr. E. Tladinyane:
Council Speaker**

The introduction of a democratic dispensation in South Africa in April 1994, drew the idea of public participation in public affairs into the spotlight. Section 152 (l) of the Constitution (Act 108 of 1996) provides for public involvement in the sphere of local government by compelling it to "provide democratic and accountable government for local communities; and encourage the involvement of communities and community organisations in the matters of local government." The

intention behind the decentralisation reforms was to transform local councils into organs with significant responsibility for the socio-economic well-being of all communities. Municipalities are mandated to promote developmental local government which focuses on development in an integrated and sustainable manner, and address socio-economic inequalities.

The office of the speaker is charged amongst other things with driving Public Participation in all compliance and policy matters of Dr. Ruth S. Mompoti District Municipality.

It is through this process that the Dr Ruth S. Mompoti District Municipality intends to communicate with the community the affairs that directly and indirectly affect service delivery in order to promote and realise the provision of Section 152 of the Constitution. The IDP document is one of the fundamental instruments with which the Municipality ensures that communities participate and contribute to the realisation of services that they need. This document therefore serves as a tool that will assist members of the public to hold government accountable where there is deviation and poor service delivery.

It is against this background that communities are encouraged to participate fully during the process of developing not only this document but all the information that government bring to them. This will assist our government in improving the services that we bring to the public. It must be remembered that, though we have democratically elected Council, the public still has to exercise their Constitutional Rights by Co-playing the oversight role in government as whole.

TIRISANO MMOGO YA LONA E BOTLHOKWA,

**CLLR. ELVIS TLADINYANE
DISTRICT SPEAKER**

SECTION 3: MUNICIPAL MANAGER'S OVERVIEW



Teko Gaanakgomo
Acting Municipal Manager

This Municipal Council is required by Section 34 of the Municipal Systems Act and the MFMA to conduct the IDP/Budget Review Process each financial year. The process entails the SDBIP assessment of the municipality's performance against objectives, priorities and implementation delivery that were planned for the 2019/2020 financial year.

The Council adopted the IDP/Budget Process in August 2020 which detailed how it will embark on the review process for on-coming 2020/21 Financial Year.

The call by the Presidency to develop *“a new integrated district based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities...”*, a New District Development Model to improve the coherence and impact of government service delivery and development or a “One District Plan” has started earnestly and consultations with various stakeholders have taken place since September 2019 and will continue until the adoption of IDP & MTREF Budget in May 2020. This call by the Presidency is cognisant of the fact that such an approach will require that *“National departments that have district-level delivery capacity together with the provinces ... provide implementation plans in line with priorities identified in the State of the Nation address”*.

The first phase of the process which is the development phase was to compile and finalise the analysis of the existing level of development and spatially referenced budgets and programmes by all spheres of government in the district. This process was finalised in November/December 2019 and was submitted to the national COGTA and the Presidency. It has been generally accepted as a critical step towards informing the One Plan, which will be finalised with the tabling of the draft IDP & Budget in March 2021.

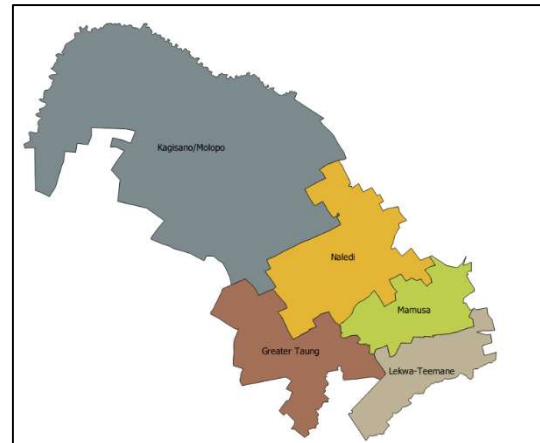
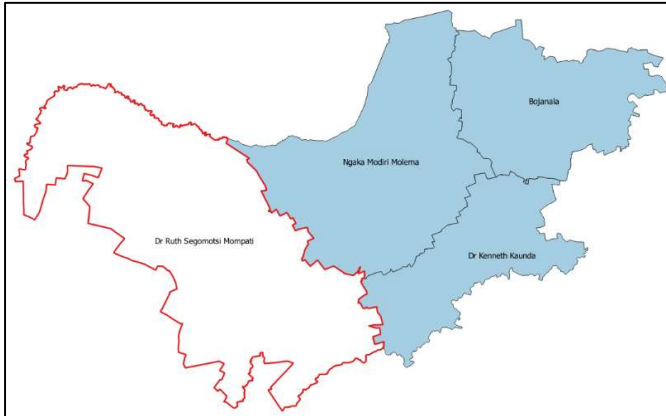
It is worth noting that the local municipalities have been part of the process by being consulted through IDP Steering Committee regarding how the district municipality will be roll-out the review process and development of the IDP Framework.

The IDP Representative Forum was held on the 10th & 11th December 2020 in Ganyesa in Kagisano Molopo Local Municipality & Utlwanang Community in Lekwa-Teemane to consider the district-wide community needs and consolidate on the integrated plans of the local municipalities and sector departments moving towards the One Plan model.

I have confidence that as we approach the approval of the IDP/Budget in May 2021 all these process will have been undertaken and the documents produced will provide a better reflection on how this municipality plan to roll-out service delivery in the last financial year of the current term of Council and to lay a foundation for the on-coming council after the elections next year.

MR. TEKO GAANAKGOMO
ACTING MUNICIPAL MANAGE

SECTION 4: EXECUTIVE SUMMARY



The Dr Ruth Segomotsi Mompoti District Municipality (previously Bophirima District Municipality) is a Category C municipality located in the North West Province. It is bordered by Ngaka Modiri Molema and Dr Kenneth Kaunda in the north, and John Taolo Gaetsewe in the south, which is a cross-boundary within the Northern Cape. It is the largest district in the province, making up almost half of its geographical area. The district municipality comprises five local municipalities: Naledi, Greater Taung, Kagisano-Molopo, Mamusa and Lekwa-Teemane. It is one of four districts in the province, with poor rural areas, formerly situated in the former Bophuthatswana homeland. With the population situated in more than 470 villages and towns dispersed in a 250 km radius (approximately 50 km north to south and 200 km east to west), this district presents unique management and organizational challenges.

The existing level of development and challenges in DR. Ruth S Mompoti District Municipality can be summarized as follows:

- DRRSM is endowed with minerals but this sector remains a small contributor to GDP of the Province;
- Population is largely African with low education, low incomes, high unemployment and with minimal access to water and sanitation;
- The large Africa population is largely young with a small percentage of adults who are economically active;
- Contamination of underground water source
- Heavy dependency on public administration as employer. There is a critical need to develop the private sector in agriculture and mining. Involvement. The development of the Small Medium Micro Enterprise (SMME) sector both in the formal and informal sectors is critical.
- Current access to water and sanitation services is a concern.
- Maintenance of VIP toilets

The Municipality is largely rural and the majority of population stays in rural areas

SECTION 5: VISION & MISSION OF THE MUNICIPALITY

5.1 Vision & Mission

VISION

The vision of the district reads as follows:

“A Developmental district, where sustainable service delivery is optimized, prioritized and realized”

MISSION

The Mission of the District Reads as follows:

“We provide efficient, effective and sustainable municipal service to the communities of the Dr Ruth Mompoti District Municipality”

INSTITUTIONAL VALUES

The Institutional values of the District Read as follows:

I. Integrity: Observe work ethics, apply honesty at all times, and be reliable and responsible in what you do.

II. Excellence: Be the best in what you do, strive for efficiency and effectiveness. Be focused and work smart to achieve your goals. Employ skilled staff and invest in their training.

III. Teamwork: We strive to work together as a team. Delegate responsibly. Monitor and evaluate performance. We have a sharing and caring culture.

IV. Communication: Consult regularly with all stakeholders. Be open and transparent in your communication. Provide effective feedback. Be accountable and responsible.

V. Innovation: Promote and harness creativity. Utilize appropriate technology. Invest in research and development.

BATHO-PELE PRINCIPLES

5.2 Why Batho Pele?

Batho Pele, a Sesotho word, which means “People First”, is an initiative that was launched in 1997 to transform the Public Service at all levels. Batho Pele was launched because democratic South Africa inherited a Public Service that was not people-friendly and lacked the skills and attitudes to meet the developmental challenges facing the country. In the struggle to transform the Public Service, the old culture has to be changed to ensure that our people are served properly, that all staff work to their full capacity and treat state resources with respect.

5.3 Improving service delivery

Batho Pele is an approach to get public servants committed to serving people and to find ways to improve service delivery. This approach also requires the involvement of the public in holding the Public Service accountable for the quality of service provided. Batho Pele is also about moving the Public Service from a rules-bound approach that hinders the delivery of services to an approach that encourages innovation and is results driven. In other words instead of looking for reasons why government cannot do something, they have to find better ways to deliver what people need.

Managers in public service have a key role to play in creating an environment for their staff to become effective in the way they interact with customers. This requires that they focus on motivating staff, ensure that they have the right tools to do their work and provide ongoing support especially at times when staff is under pressure and stress.

The Batho Pele belief set has been summarised by this slogan: “We belong, we care, and we serve.” Batho Pele aims to ensure that all public servants put people first, and adhere to the following overarching framework:

We belong: we are part of the Public Service and should work together and respect fellow colleagues

We care: caring for the public we serve – our customers

We serve: all citizens will get good service from public servants.

5.4 Batho Pele is based on the following eight principles:

1. Consultation: citizens should be consulted about their needs
2. Standards: all citizens should know what service to expect
3. Redress: all citizens should be offered an apology and solution when standards are not met
4. Access: all citizens should have equal access to services
5. Courtesy: all citizens should be treated courteously
6. Information: all citizens are entitled to full, accurate information
7. Openness and transparency: all citizens should know how decisions are made and departments are run
8. Value for money: all services provided should offer value for money

5.5 The Eight (8) Batho-Pele Principles

5.5.1 Consultation

Consultation simply means - interact with, listen to and learn from the people you serve. Public servants should make sure that they stay in touch with the people they serve, by finding out what services they need, how they would like their services to be delivered and what they are dissatisfied about. Consultation is meaningless, unless it is fed back to the management so that they can change the system, or take the steps needed to improve the service given to the customers.

5.5.2 Service standards

Every department has to set service standards that guide exactly what they deliver and to what quality or standard. Service standards should clearly state how long it will take and exactly what people can expect from the public service. For example, if you apply for an ID book from Home Affairs, and you have all the necessary documents, it should only take about 6 weeks, to get the ID book. If this standard is not kept, the department owes the customer an explanation and probably an apology.

5.5.3 Redress

When people do not get what they are entitled to from the Public Service, they have a right to redress. This means that the public servant should immediately apologise to them and also tells them what solution they are offering to their problem. If the public servant has none, they should speak to their manager or supervisor and make sure that the problem is sorted out. The Public Service's success and image is built on its ability to deliver what people expect from them. When complaints are made, citizens should receive a sympathetic and a positive response. The Promotion of Administrative Justice Act allows for citizens to ask for reasons for any decision taken by government that affects them. The Act ensures that citizens have a right to administrative decisions that are lawful, reasonable and procedurally fair. Where citizens are dissatisfied with the reasons given, the Act allows people to appeal the decision or ask for the review of the administrative action by a court or, where appropriate, an independent and impartial tribunal.

5.5.4 Access

All citizens have the right to equal access to the services to which they are entitled. This especially applies to disabled people, illiterate people and rural people who may have difficulty accessing government services. Public servants have a special role to play, to make sure that those who need extra assistance get it. Managers should ensure that these services are accessible to disabled people and that people who use wheelchairs and walking aids can get into public buildings. Special arrangements should be made to assist people with hearing or visual disabilities.

5.5.5 Courtesy

Public servants have to remember that they are employed to help the people and to give them access to the services that are their rights. They are not there to stop people or to be obstacles. This means that in their contact with the public, public servants should always be courteous and helpful.

5.5.6 Information

All citizens should be given full information about the services that they have a right to get. If a public servant does not have information, they should try to find out and help the person. When referring them somewhere else, they need to be very clear about what they will get there, what they need to take with them and which person they must go and see. The better-informed people are, the easier it will be for the public service to do its job and the fewer

people there will be in the queues. Public servants are encouraged to spend some extra time with people who need a better explanation or special assistance because they cannot understand or cannot access the services themselves.

5.5.7 Transparency

It is very important for the Public Service and administration to be run as an open book. The Public Service is there to serve the people and they have a right to the services it offers. Many people, especially poor people, do not yet have access to things like free basic services, or social grants, simply because they do not have the information to access it. The people also have the right to know how decisions are made, how a department works, who is in charge and what its plans and budgets are.

5.5.8 Value for money

It is very important that public servants do not waste the scarce resources of government and that they deliver a service that is as cost-effective and efficient as possible. It is their duty to inform management of any wastage of resources and to look for ways of saving money and time, without compromising the quality of the service delivered to people.

SECTION 6: POWERS AND FUNCTIONS OF THE MUNICIPALITY

6.1 Powers and Functions

In terms of Section 83 (1) of the Municipal Structures Act; Act 117 of 1998 A Municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitutions

Section 83 (3) of the Structures Act describes the developmental mandate of District Municipalities in terms of four aspects:

- (1) Ensuring district-wide integrated development planning;
- (2) Providing district-wide bulk services,
- (3) Building the capacity of local municipalities, and
- (4) Promoting the equitable distribution of resources between Local Municipalities.

The table below indicates the current powers and functions of the District Municipality:

Function	Definition of function
Integrated Development Planning (IDP)	Integrated Development planning for the District as a whole, including a framework for IDPs of all municipalities in the area of District Municipalities
Regulation of passenger transport services	Regulation of passenger transport services
Municipal health services	Municipal Health Services
Water (Bulk & Potable)	Establishment or procurement, operation, management, and regulation of a potable water system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution
Fire Fighting Services	Planning; Coordination and regulation of fire services; Specialised firefighting services; coordination of the standardisation of infrastructure, vehicles, equipment and procedures (iv) training of fire officers.
Abattoirs	The establishment conduct & control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the District.
Cemeteries and Crematoria	The establishment conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the District.
Sanitation	Establishment or procurement, where appropriate, provision, operation, management, maintenance and regulation of a system, including infrastructure for the collection, removal and disposal or purification of human excreta and domestic waste-water.

Solid waste disposal sites	In so far as it relates to The determination of waste disposal strategy Regulation of waste disposal The establishment, operation and control of waste disposal sites, bulk waste transfer facility for more than one local municipality in the district
Local Tourism	Promotion of Local Tourism for the area of the District Municipality
Municipal Public Works	Municipal Public Works relating to any of the above functions or any other functions assigned to the District Municipality
Grants	The receipt allocation and, if applicable, the distribution of Grants made to the District Municipality
Taxes & Levies	The imposition of taxes and levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.

6.2 Development Strategies

The Development strategies of the Municipality linked to the Key Performance Areas (KPA's) of local government are provided in the table below.

KEY PERFORMANCE AREA	MUNICIPAL KEY PERFORMANCE AREA	IDP OBJECTIVE/STRATEGIC OBJECTIVE
Municipal Financial Viability	Municipal Financial Viability and Management	To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems
Good Governance and Public Participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance
Municipal Transformation and Organisational Development	Institutional Development and Transformation	Improve organizational cohesion and effectiveness
Basic Service Delivery and Infrastructure Investment	Service Delivery and Infrastructure development	Eradicate backlogs in order to improve access to services and ensure that sustainable operations and maintenance

	Community Services and development	All citizens have a right to an environment that is not detrimental to human health, and it imposes a duty on the State to promulgate legislation and to implement policies aimed at ensuring that this right is upheld – Environmental health, Fire and Disaster Management and Solid Waste Management
Local Economic Development (LED)	Local Economic Development	To facilitate and promote local economic development in the District through existing and shared partnerships.
		Create an environment that promotes the development of the local economy and facilitate job creation

SECTION 7: PROCESS FOLLOWED TO DEVELOP THE IDP

The Integrated Development Planning (IDP) Process is a process through which the Municipality prepares strategic development plans. The IDP is one of the key tools for for the Municipality to cope with its Developmental mandate and seeks to arrive at decisions on issues such as municipal budgets, service delivery, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.



According to the Local Government Municipal Systems Act No. 32 of 2000, all municipalities have to undertake process to produce and review IDP's. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local government level. Section 23 of the Local Government Municipal Systems Act, No. 32 of 2000 determines that a municipality must undertake a development-oriented planning in-order to ensure that it strives to achieve the objectives of local government and gives effect to its developmental duties as set out in the Constitution. Section 25 of the Government Municipal Systems Act, No. 32 of 2000 further stipulates that the municipal must on annual basis, review the adopted integrated development plan until

Section 28 of the Municipal Systems Act 32 of 2000 requires the following from each of the Municipalities:

- i. Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.
- ii. The municipality must through appropriate mechanisms, processes and procedures established

in terms of Chapter 4, consult the local community before adopting the process.

- iii. A municipality must give notice to the local community of particulars of the process it intends to follow.
- iv. Process of Reviewing the IDP that the municipality has produced an integrated timetable of activities which includes the IDP, Budget, Performance Management and annual reporting.

A detailed table of activities for reviewing the 2020/21 IDP is as follows:

Activity	Timeframe (Deadline) of Activity.	Timeframe to report on or referred to.	Finance	IDP	PMS/SD RIP	Admin	Resolution	Responsible Person/s and/or Portfolio	Reference to Legislation.
July 2020									
June Monthly Budget Statement.	Jul 2020	Jun 2020	X					CFO	
Publish the Top Layer & Technical SDBIPs & sign Performance Agreements with Sect.57 managers to ensure that it can be published within 14 days after the approval of the SDBIP.	Jul 2020	2020/2021 Fin Year	X	X	X			Executive Mayor, MM and Sect 56	MFMA 53 (3)
Management Meeting	Jul 2020				X			MM All HODs	
Monthly Performance Report.	Jul 2020	Jun 2020			X			All HODs	MFMA 52, 166 and PPMR 14 (4) PPMR 14 (2)
Annual Performance Review of Section 57 employees.	Jul 2020	2020/2021 Fin Year			X			MM	
Fourth quarter report on budget implementation to council.	Jul 2020	Apr to Jun 2020	X					CFO & Executive Mayor	MFMA 52
August 2020									
IDP Framework & process plan to be tabled by the Mayor to Council 10 months before the start of the next Fin Year.	Jul 2020	2020/2021 Financial Year	X	X				Executive Mayor	MFMA 21
July Monthly Budget Statement.	Aug 2020	Jul 2020	X					CFO	
July Monthly Performance Report	Aug 2020				X			HODs	MFMA 52, 166 and PPMR 14 (4) PPMR 14 (2)
IDP Steering Committee Meeting	Aug 2020	2020/2021 Fin Year		x				IDP Manager	MSA
Management Meeting	Aug 2020				X			MM All HODs	
Audit and Performance Committee meeting	Aug 2020	AFS June 2020			X			CAE HODs & MM	MFMA 165 and 166
September 2020									
August Monthly Budget Statement.	Sep 2020	Aug 2020	X					CFO	
Management Meeting	Sep 2020				X			MM All HODs	
August Monthly Performance Report.	Sep 2020	Sep 2020			X			HOD's & MM	MSA 41 and MFMA 71
Community Based Planning Process (Analysis Phase)	Sep 2020	2020/2021 Fin Year		x				IDP Managers	
October 2020									
September Budget Statement.	Oct 2020	Sep 2020	X					CFO	
Management Meeting	Oct 2020				X			MM All HODs	
September Monthly Performance Report.	Oct 2020	Sep 2020			X			HODs	MSA 41 and MFMA 71
Audit and Performance Committee meeting	Oct 2020	1 st Quarter Audit			X			CAE HODs & MM	MFMA 165 and 166

Support the 2017/2018 Audit process by the OAG.		2020/2021 Fin Year	X		X			MM/CFO	
1st Quarter review of section 56 employees.	28 & 29 Oct 2020	Jul to Sep 2020			X			MM	PPMR 14 (2)
1st Quarter report on budget implementation.	28 Oct 2020	Jul to Sep 2020			X				MFMA 52 and 166
Annual Review:	Oct 2020								MFMA 126 MSA 46 MFMA Government Notice 851 of August 2020
• Draft Performance Report.	Oct 2020	2020/2021 Fin Year			X			HODs & MM	
• Financial Statements.	Oct 2020	2020/2021 Fin Year	X					CFO	
• Reasons for under performance.	Oct 2020	2020/2021 Fin Year			X			HODs & MM	
• Measures taken and measures to be taken to address under performance.	Oct 2020	2020/2021 Fin Year			X			HODs & MM	
• Comparison of performance with the previous year.	Oct 2020	2020/2021 Fin Year			X			HODs & MM	
Submit Financial Statements & Draft Annual Report to OAG within 2 months after the end of the Fin Year.	Oct 2020	2020/2021 Fin Year	X					CFO & MM	MFMA 126 MFMA Government Notice 851 of August 2020
Submit annual evaluation of Section 57 managers to Council.		2020/2021 Fin Year			X			MM	
November 2020									
October Monthly Budget Statement.	Nov 2020	Oct 2020	X					CFO	
October Monthly Performance Report.	Nov 2020	Oct 2020			X			HODs	MSA 41 and MFMA 71
IDP Steering Committee Meeting	Nov 2020	2020/2021 Fin Year		x				IDP Manager	
Management Meeting	Nov 2020				X			MM All HODs	
District IDP Rep Forum Workshop	Nov 2020	2020/2021 Fin Year		x				IDP Manager	

Activity	Timeframe (Deadline) of Activity.	Timeframe to report on or referred to.	Finance	IDP	PMS/SDB IP	Admin	Resolutio	Responsible Person/s and/or Portfolio	Reference to Legislation.
December 2020									
Audit and Performance Committee meeting	Oct 2020	AG Report June 2020			X			CAE HODs& MM	MFMA 165 and 166
November Monthly Budget Statement.	Dec 2020	Nov 2020	X					CFO	
Management Meeting	Dec 2020				X			MM All HODs	
November Monthly Performance Reports.	Dec 2020	Nov 2020			X			HODs	MSA 41 and MFMA 71
Submit 2019/2020 Audit Report to Council.	Dec 2020	2020/2021 Fin Year	X					CFO	
Consolidation of the, IDP priority review from local municipalities	Dec 2020	2020/2021 Fin Year			X			Corporate Service	
Activity	Timeframe (Deadline) of Activity.	Timeframe to report on or referred to.	Finance	IDP	PMS/SDB IP	Admin	Resolutio	Responsible Person/s and/or Portfolio	Reference to Legislation.
January 2021									
December Monthly Performance Report.	Jan 2021	Dec 2020			X			HODs	MSA 41 and MFMA 71
December Monthly Budget Statement.	Jan 2021	Dec 2020	X					CFO	
Management Meeting	Jan 2021				X			MM All HODs	
2nd Quarter report on budget implementation to Council.	Jan 2021	Oct to Dec 2020/2021	X					Executive Mayor & MM	MFMA 52 and 166
Mid-year Budget and Performance Assessment.	Jan 2021	Oct to Dec 2020/2021	X					Executive Mayor & MM	
2nd Quarter Meeting of the Audit and Performance Committee for the Quarterly, Mid-year Budget and Performance Assessment and Risk Assessment Reports.	Jan 2021	2020/2021 Fin Year			X			CAE HODs& MM	MFMA 165 and 166
2nd Quarter review of Section 56 employees.	Jan 2021	Oct to Dec 2020/2021			x			MM	
Receive the 2019/2020 Audit Report from OAG.	Jan 2021	2020/2021 Fin Year	X					CFO & MM	MFMA Government Notice 851 of August 2020
February 2021									

January Monthly Performance Reports.	2021	Jan 2021			X			HODs	MSA 41 and MFMA 71
January Monthly Budget Statement	FEB 2021	Jan 2021	X					CFO	
Mid-year Budget and Performance Assessment Report to Council.	Feb 2021	Jul to Dec 2021	X		X			MM	
Produce draft 2020/2021 IDP priority balanced scorecards, programmes, and budgets. (See IDP Phases)	Feb 2021	2020/2021 Fin Year	X	X	X			MM	MFMA 129
Management Meeting	Feb 2021				X			MM All HODs	
IDP Steering Committee Meeting	Feb 2021	2020/2021 Fin Year		x				IDP Manager	
Submit Implementation Schedule to MIG	Feb 2021	2020/2021 Fin Year							DORA
March 2021									
District IDP Rep Forum Workshop to confirm the needs as contained in the draft IDP 2021/2022	Mar 2021	2020/2021 Fin Year		x				IDP Manager	
Management Meeting	Mar 2021				X			MM All HODs	
Council presents Mid-year Budget and Performance Assessment Report to Community.	Mar 2021	2020/2021 Fin Year			X		X	Council	
Tabling of the draft 2021/2022 IDP	Mar 2021	2020/2021 Fin Year		x				Council	
Audit Committee Meeting	Mar 2021				x			HOD/INTERNAL AUDIT	
Executive Mayor tables Annual Report to Council.	Within 7 months after Fin Year end (January 2021) Two-month exemption granted ITO MFMA Government Notice 851 of August 2020	2020/2021 Fin Year	X		X			Executive Mayor	MFMA 121; 127; & MFMA Government Notice 851 of August 2020
April 2021									
March Monthly Performance Reports.	April 2021				X			HODs	
March Monthly Budget Statement.	April 2021		X					CFO	
Management Meeting	April 2021				X			MM All HODs	

3rd Quarter reports on budget implementation to council.	April 2021	Jan 2021 to Mar 2021	X					Executive Mayor, MM, CFO	
Meeting of the Audit and Performance Committee	April 2021	3rd Quarter Audit			X			CAE HODs & MM	MFMA 165 and 166
3rd Quarter review of section 56 employees.	April 2021	Jan 2021 to Mar 2021			X			MM	MSA 16 and MFMA 22
Publish the 2021/2022 IDP & Budget for public comments & input.	April 2021	2020/2021 Fin Year	X	X				MM	
Submit annual draft IDP and Budget to National and Provincial Treasury, other municipalities and prescribed organs of state.	April 2021	2020/2021 Fin Year			X			MM	MFMA 23
Copies of the Annual report are submitted to the National and Provincial Treasury Departments, OAG, Legislature and the Department of Local Government	April 2021	22020/2021 Fin Year	x					MM	
MM publicizes Annual Report and invites community representations.	April 2021	2020/2021 Fin Year	x					MM	
May 2021									
April Monthly Performance Reports.	May 2021	Apr 2021			X			HODs	MSyA 41 and MFMA 71
April Monthly Budget Statement.	May 2021	Apr 2021	X					CFO	
Community consultations and public hearings.	May 2021			x	X			Speaker & Cllrs	MFMA 23
IDP Steering Committee Meeting	May 2021	2020/2021 Fin Year		x				IDP Manager	
Management Meeting	May 2021				X			MM All HODs	
Executive Mayor tables the Final 2021/2022 IDP & Budget for approval.	May 2021	2020/2021 Fin Year	X	X				Executive Mayor	
Executive Mayor tables Annual Report to Council.	Within 7 months after Fin Year end (March 2021) (Exemption in terms of GN 851 of August 2020)	2020/2021 Fin Year	X		X			Executive Mayor	MFMA 121 & 127 MFMA Government Notice 851 of August 2020

June 2021									
Publish the Oversight Report.	Jun 2021	2020/2021 Fin Year			X			MM	
Council adopts the 2019/2020 Annual & AG Report.	Jun 2021	2020/2021 Fin Year			X		X	Council	
Council adopts the 2019/2020 Oversight Report.	Jun 2021	2020/2021			X		X	Council	
May Monthly Performance Reports.	Jun 2021	May 2021			X			HODs	MSyA 41 and MFMA 71
May Monthly Budget Statement.	Jun 2021	May 2021						CFO	
Approved 2019/2020 IDP and Budget submitted to the MEC for Local Government, the National and Provincial Treasury, OAG, The Legislature and DM.	Jun 2021	2020/2021 Fin Year	X	X				Council	MSyA 25
The community is given notice in the media that the IDP and Budget have been adopted and that copies and extracts of the plan are available for public inspection.	Jun 2021	2020/2021 Fin Year	X					Executive Mayor	
Approved IDP and budget are published on the Municipal website.	Jun 2021	2020/2021 Fin Year	X	X				Corporate Serv	
A summary of the plan is published in booklet form and distributed to members of the public.	Jun 2021	2020/2021 Fin Year	X	X				Corporate Serv	MFMA 69
Management Meeting	Jun 2021	2020/2021 Fin Year			X			MM All HODs	
Draft Top Layer SDBIP (to be approved by the Executive Mayor)	Jun 2021	2020/2021 Fin Year	X	X	X			MM & Executive Mayor	MFMA 53

SECTION 8: SITUATIONAL ANALYSIS

8.1 GEOGRAPHIC CONTEXT

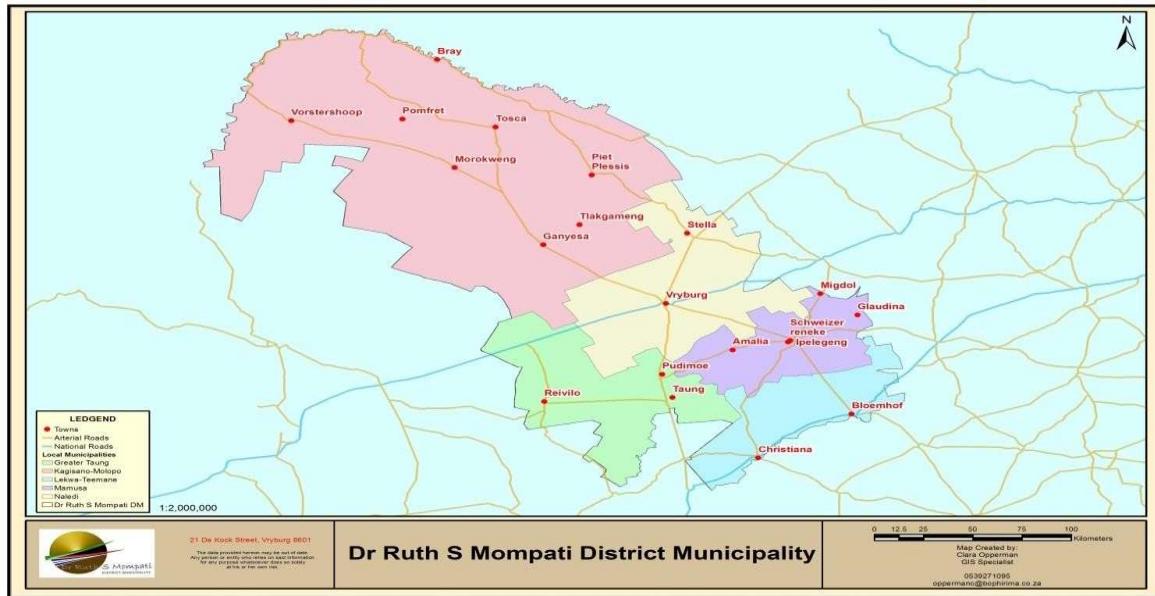
The Dr Ruth Segomotsi Mompati District Municipality (previously Bophirima District Municipality) is a

Category C municipality situated along the western frontier of the North West Province. It is bordered by Ngaka Modiri Molema and Dr Kenneth Kaunda in the north, and John Taolo Gaetsewe in the south, which is a cross-boundary within the Northern Cape. It is the largest district in the province, making up almost half of its geographical area.

With the population situated in more than 470 villages and towns dispersed in a 250km radius (approximately 50km north to south and 200km east to west), this district presents unique management and organisational challenges.

The geographical context of the Municipality can be summarized as follows:

<i>Table : Geographic Summary</i>	
Province Name	North West Province
District Name	Dr Ruth Segomotsi Mompati District Municipality
Constituent Local Municipalities	Greater Taung LM Kagisano Molopo LM Lekwa Teemane LM Mamusa LM Naledi LM
Major Transport Routes	N12; N18; N14 (Primary Corridors) R34; R378; R50 (Secondary corridors)
Extent of Municipality (km ²)	43 764 km ²



(Figure 1: Dr RSM Locality Map)

8.2 ENVIRONMENTAL CONTEXT

Three biodiversity nodes have been identified in the District; in the north including the Molopo Nature Reserve; to the south, just west of Taung; Bloemhof Dam Nature Reserve, and southeast including S.A. Lombaard Nature Reserve. These areas are earmarked as nodes due to either the occurrence of threatened species or species with a restricted range or that are confined to an appropriate bio- geographical unit or units.

Two Critical Biodiversity Areas (CBA's) (T1 and T2) occur in the area. Critical biodiversity areas (CBA's) are terrestrial and aquatic features in the landscape that are critical for retaining biodiversity and supporting continued ecosystem functioning and services. These form the key output of a systematic conservation assessment and are the biodiversity sectors inputs into multi-sectoral planning and decision-making tools.

Although the CBA's occurs throughout the study area, the T1 and T2 categories are spatially located and distributed within the Schweizer-Reneke; Naledi and Mamusa LM's areas of jurisdiction.

➤ Critical Biodiversity Area T1

Remaining patches larger than 3ha of provincially critically endangered ecosystems (vegetation types) i.e. the amount remaining intact of this vegetation type is less than representation target therefore all remaining patches of these vegetation units are of the highest conservation priority and further transformation of natural habitat should be avoided.

The CBA T1 is spatially predominantly located within the Kagisano/Molopo- and Taung LM areas of jurisdiction

- Planning units with high irreplaceability values based on the provincial MARXAN analysis, i.e. areas or sites that are mandatory if conservation targets are to be achieved.
- Irreplaceable sites not included in the CBA map as this information layers repeats what is already identified by the Critical Patches layer.
- Critical linkages in the provincial biodiversity corridor network where existing conversion of natural landscapes to other uses has severely restricted options for maintaining connectivity in the natural landscape.

➤ Critical Biodiversity Area T2

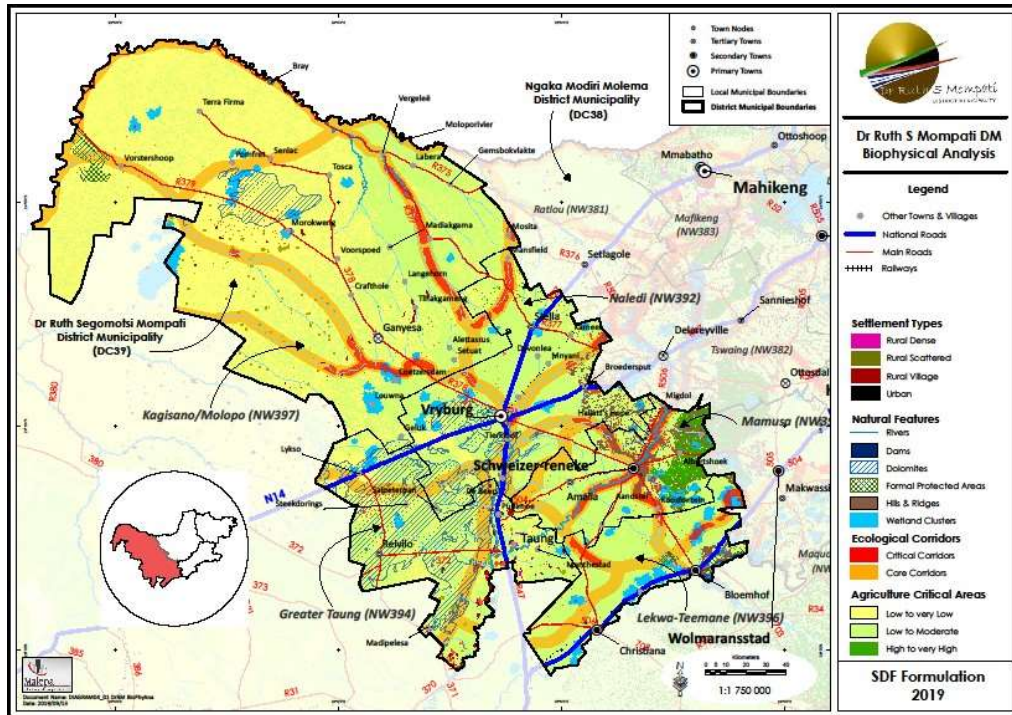
Remaining patches larger than 5ha of provincially endangered and vulnerable ecosystems (vegetation types), i.e. the amount remaining intact of this vegetation type is less than 60%.

- Any further transformation of these vegetation types should be limited to existing transformed or heavily degraded areas.
- Remaining patches larger than 10ha of Endemic or Near-Endemic (>80% in province) vegetation types to the province with a global distribution of less than 50 000ha.
- These are vegetation types whose conservation target can only be achieved in the NW Province. Also, the small extent of these vegetation units makes them vulnerable to transformation.

Only the Molopo Nature Reserve, S.A. Lombaard Nature Reserve and the Bloemhof Dam Nature Reserve within the Lekwa-Temane LM are formally protected. Large parts in the north (Kgalagadi Trans Frontier Park) and to the northwest are earmarked as proposed protected areas. (Kagisano- Molopo DM area of jurisdiction).

The spatial and locational diversity of the T1 and T2 CBA's may thus be considered as important spatial impacts in terms of the Dr. Ruth S. Mompoti DM ASF revision from a bio-physical perspective. More than 64% of the CBA categories represent the T1 classification.

Dolomite formations occur close to Pomfret and Morokweng in the north, west and southwest of Vryburg



(Figure 2 Dr RSM: Biophysical Analysis)

8.3 Demographics

The Dr Ruth Segomotsi Mompoti had a population of 459 357 according to the 2016 Community Survey. The Greater Taung Local Municipality and Kagisano Molopo Local Municipality are the two most populous regions within the District.

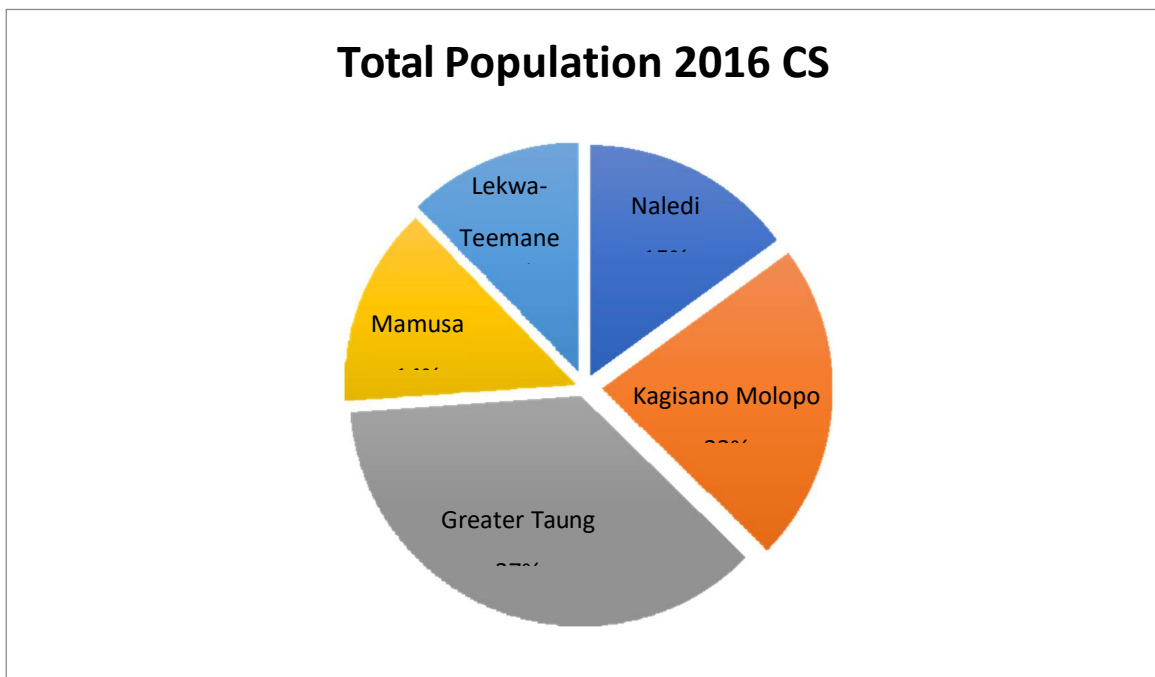


Figure 1: Dr Ruth S Mompoti District Municipality 2016-percentage distribution by Local Municipality

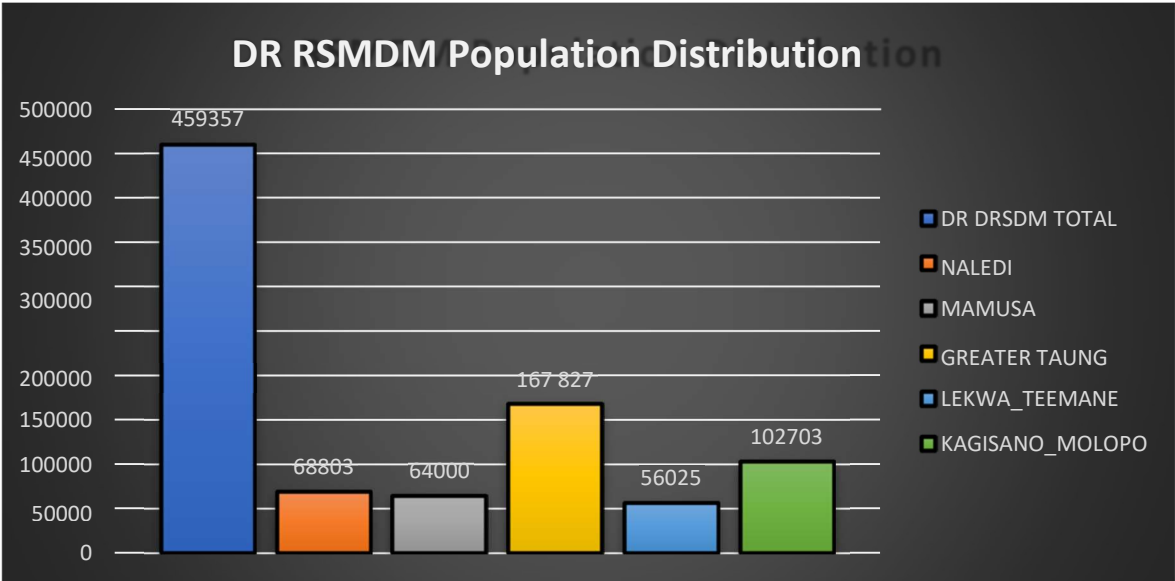


Figure 4: Population count- population distribution by municipality -DR. RSM CS 2016

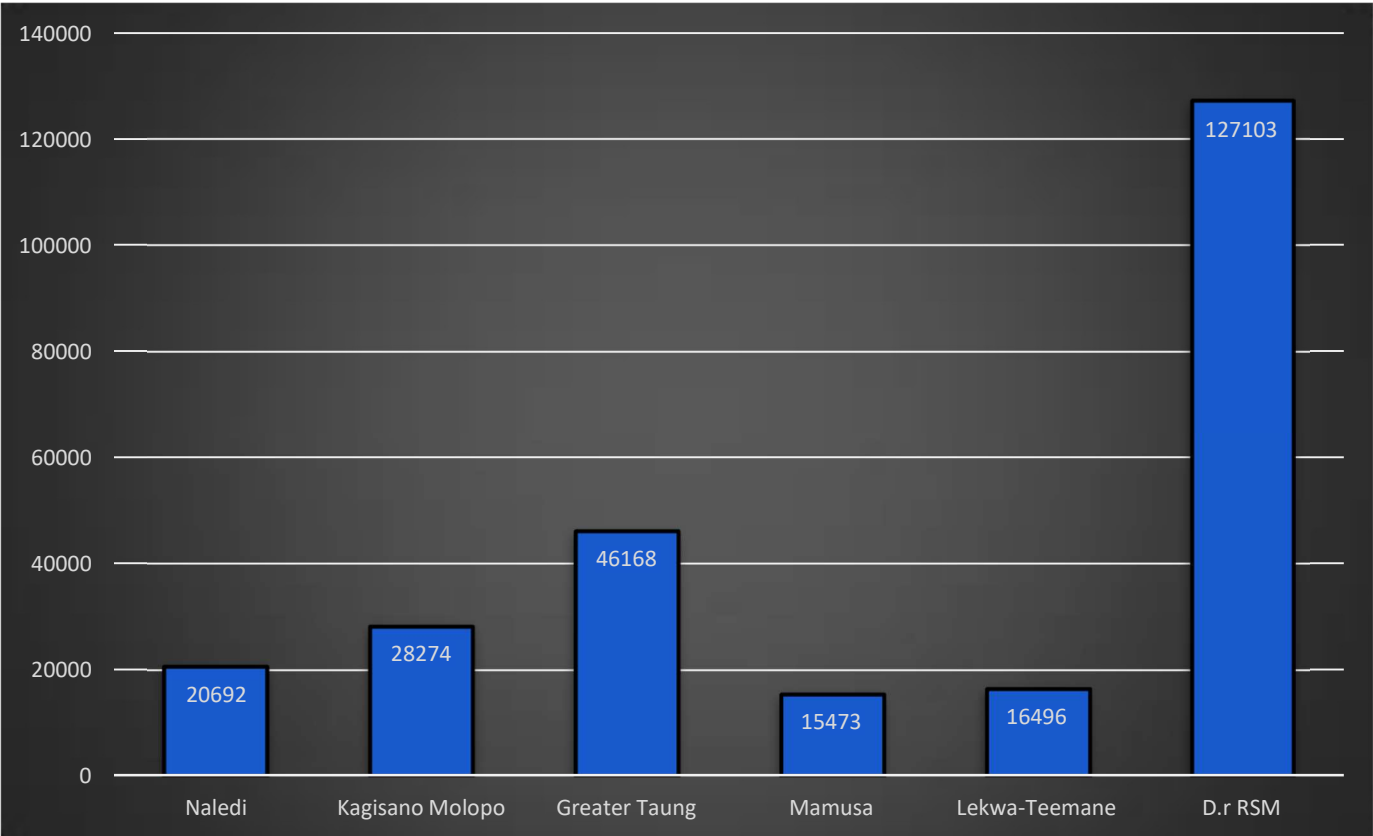


Figure 5 above represent the total number of households in the Dr Ruth Segomotsi Mompoti District municipality which current stand at 127103

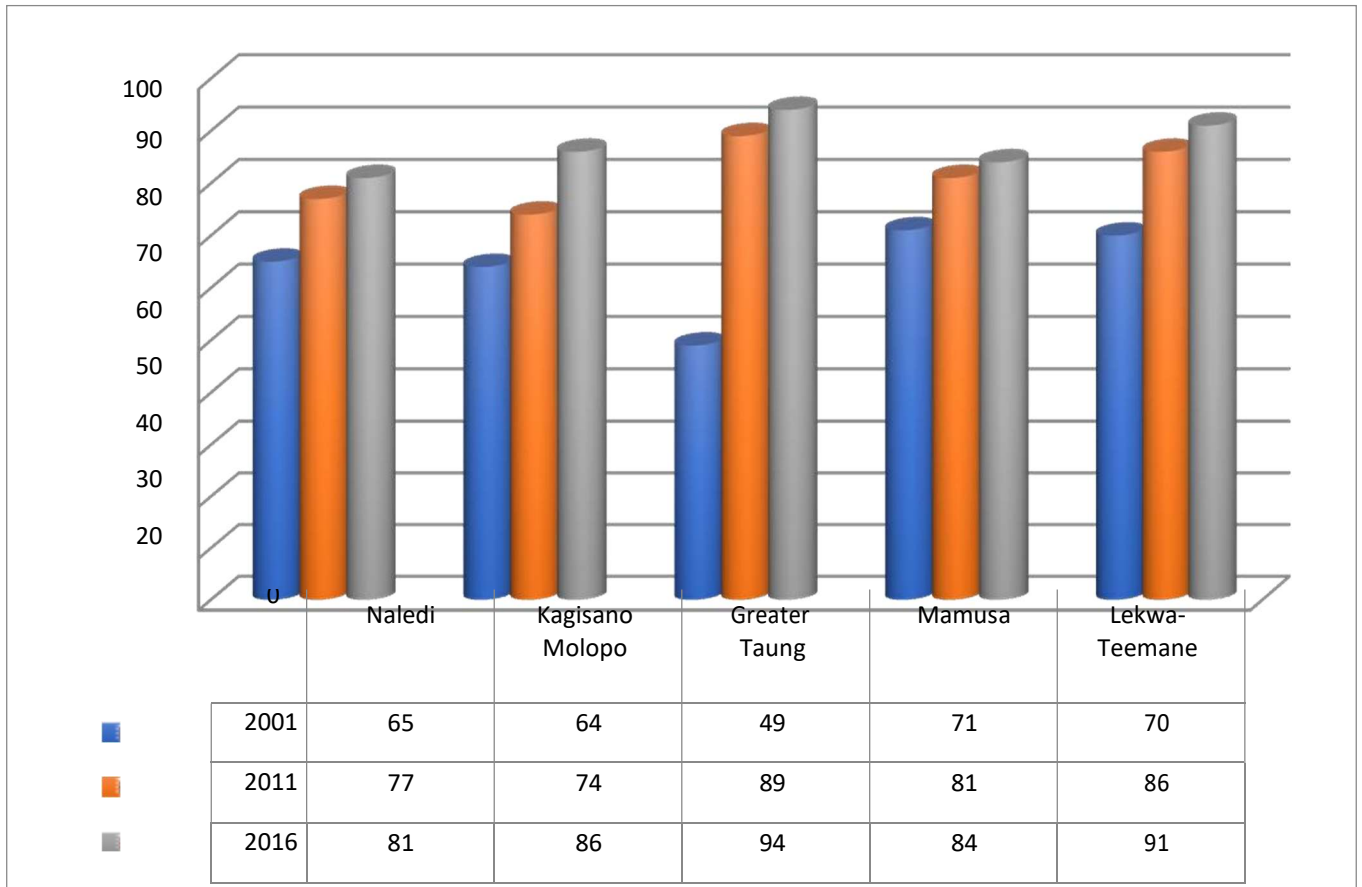


Figure 6: Percentage of household access to electricity by municipality 2001 – 2016 CS

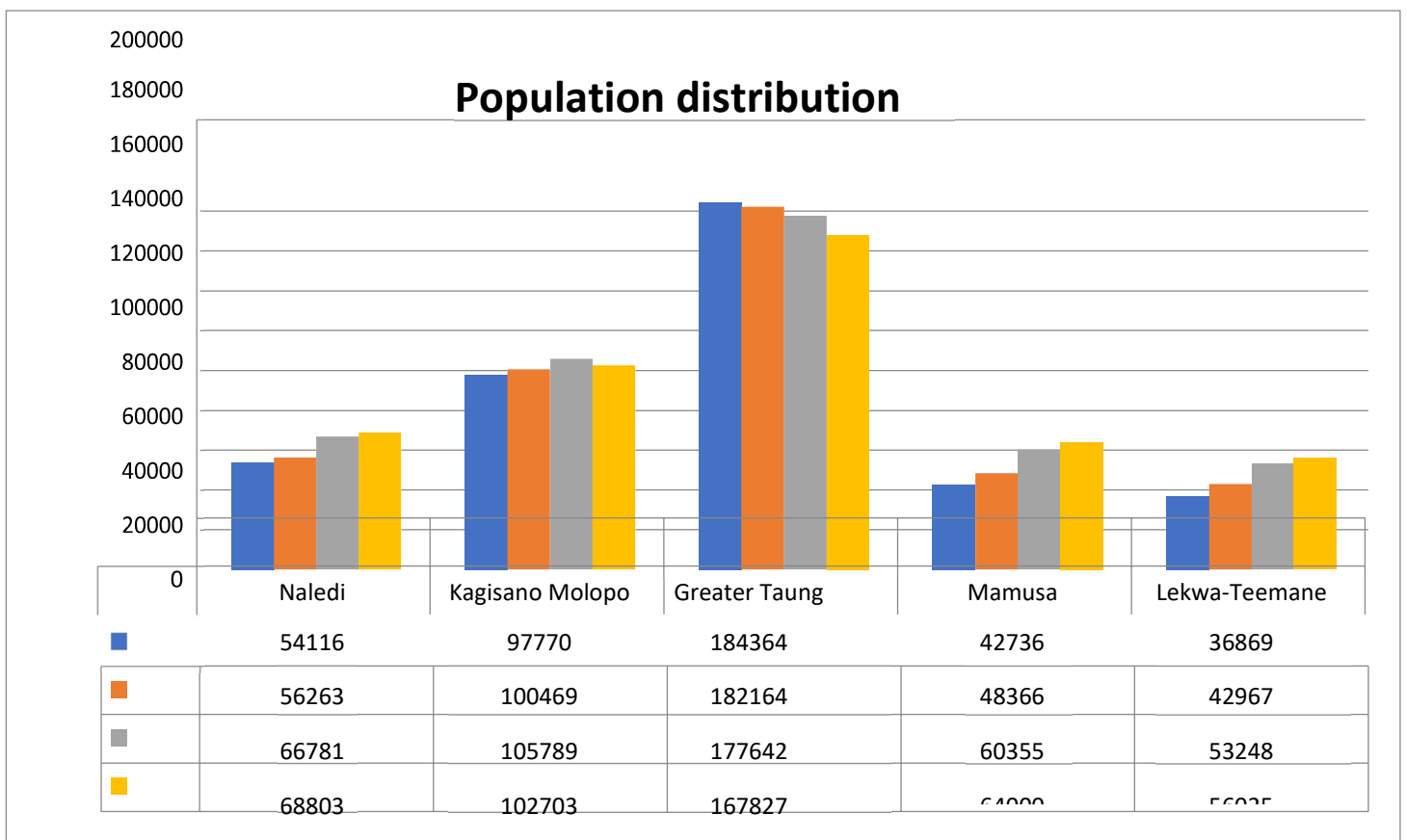


Figure 7 Population distribution

Figure 7 represent the population distribution as well as increase and decrease of population within municipalities, from 1996 to 2016 Greater Taung has been showing a decrease in population and from 2011 to 2016 Kagisano/Molopo has also experienced decrease in population. However, the other three municipalities have shown a steady increase from 1996 to 2016.

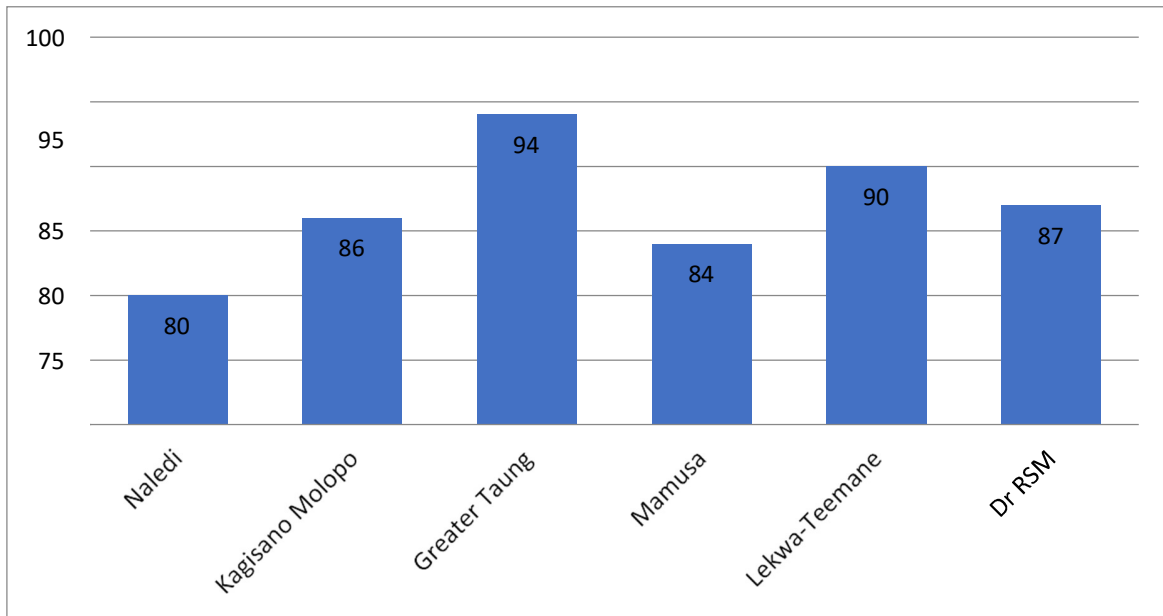


Figure 8: Percentage households with access to electricity by local municipality: 2016 CS

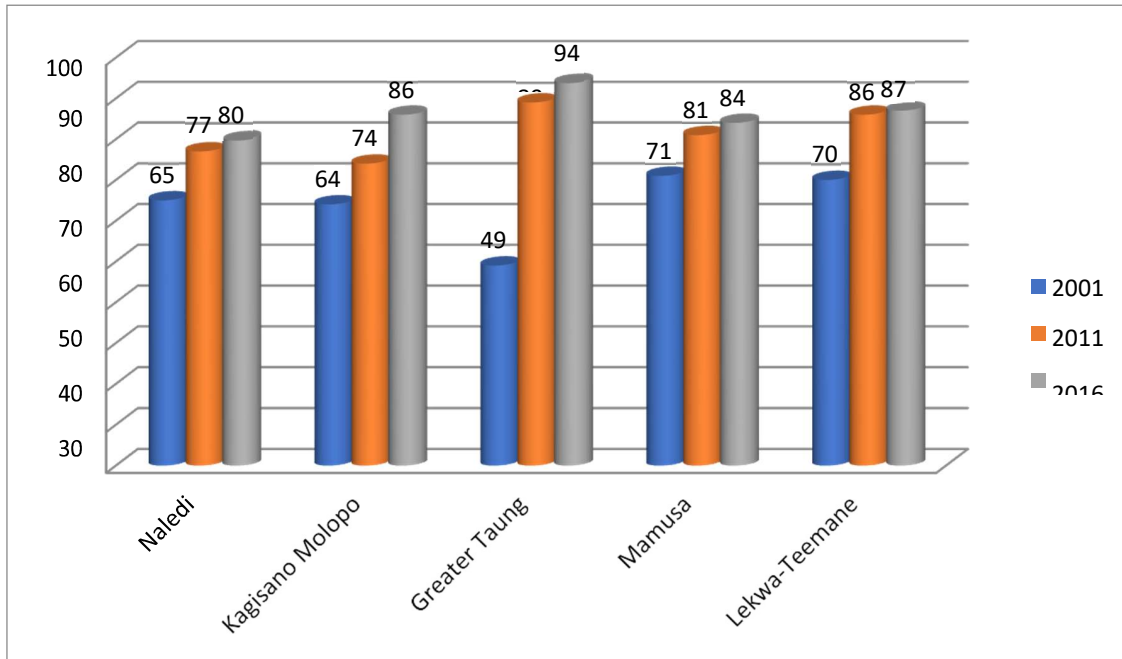
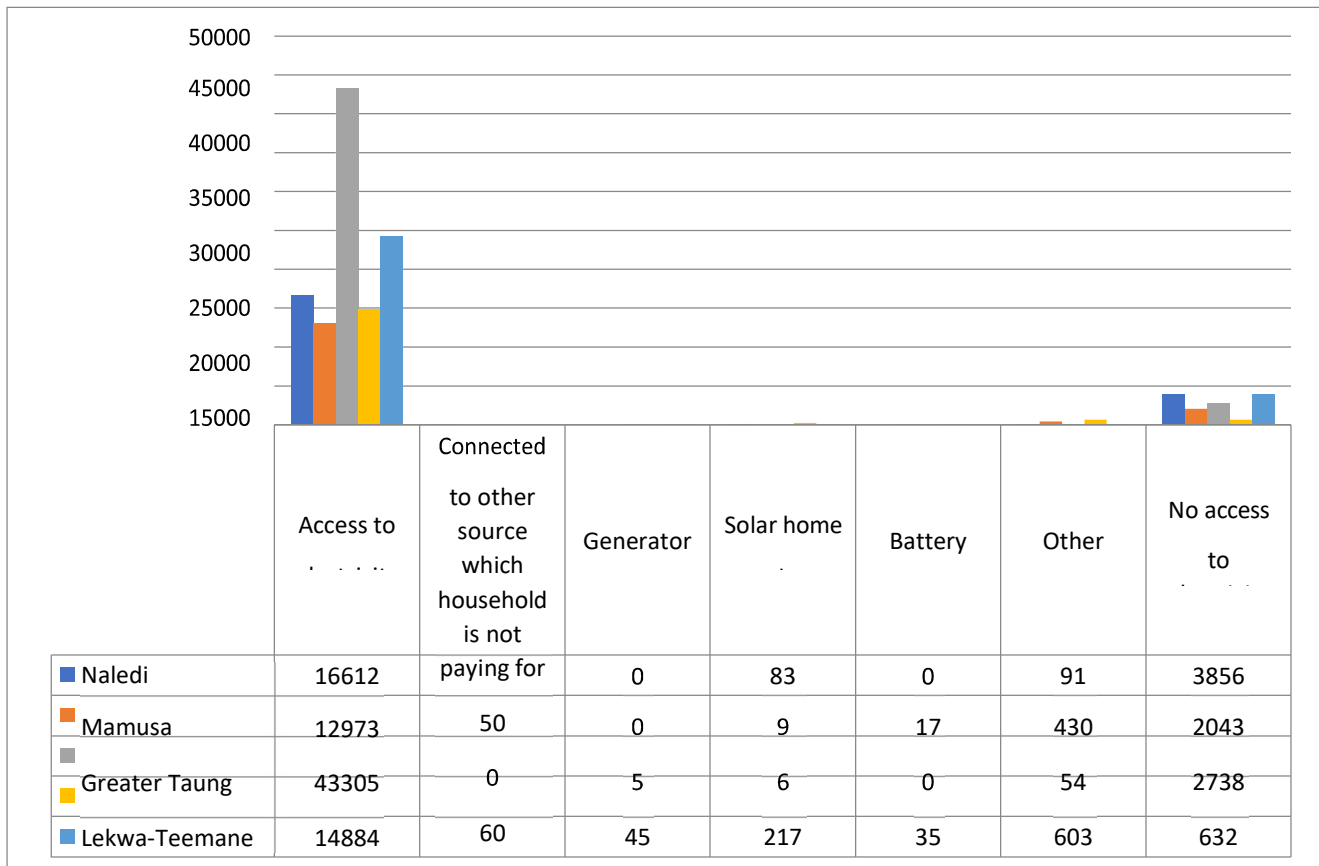


Figure 8: Percentage of household access to electricity by municipality 2001 – 2016 CS (stats sa)

FIGURE 9: Household access to electricity (Counts) by Geography hierarchy 2016 CS



Access to Sanitation

The Figures below indicate the household access to sanitation within the District

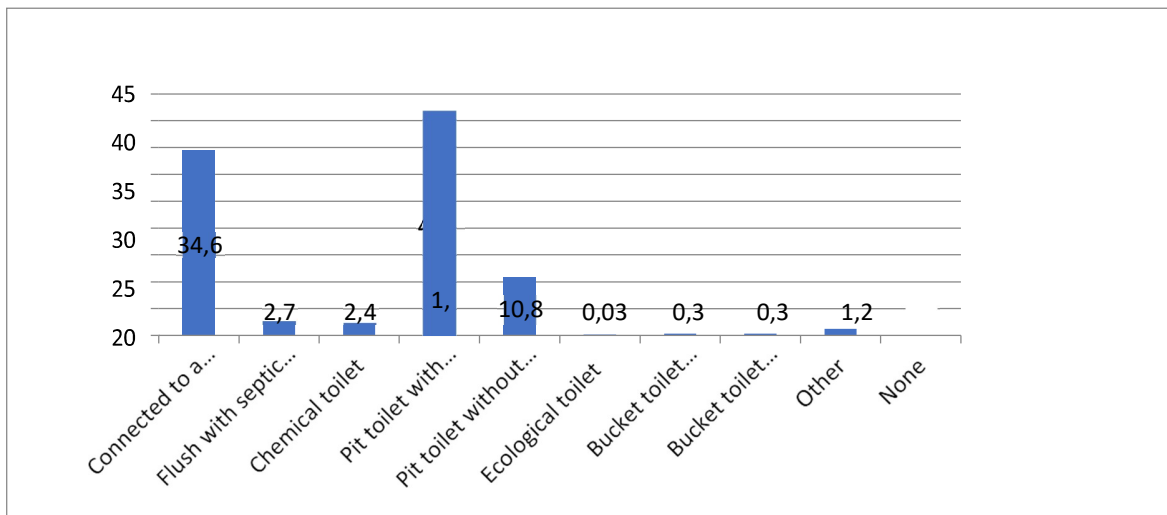


Figure 10: Households with access to Toilet facilities

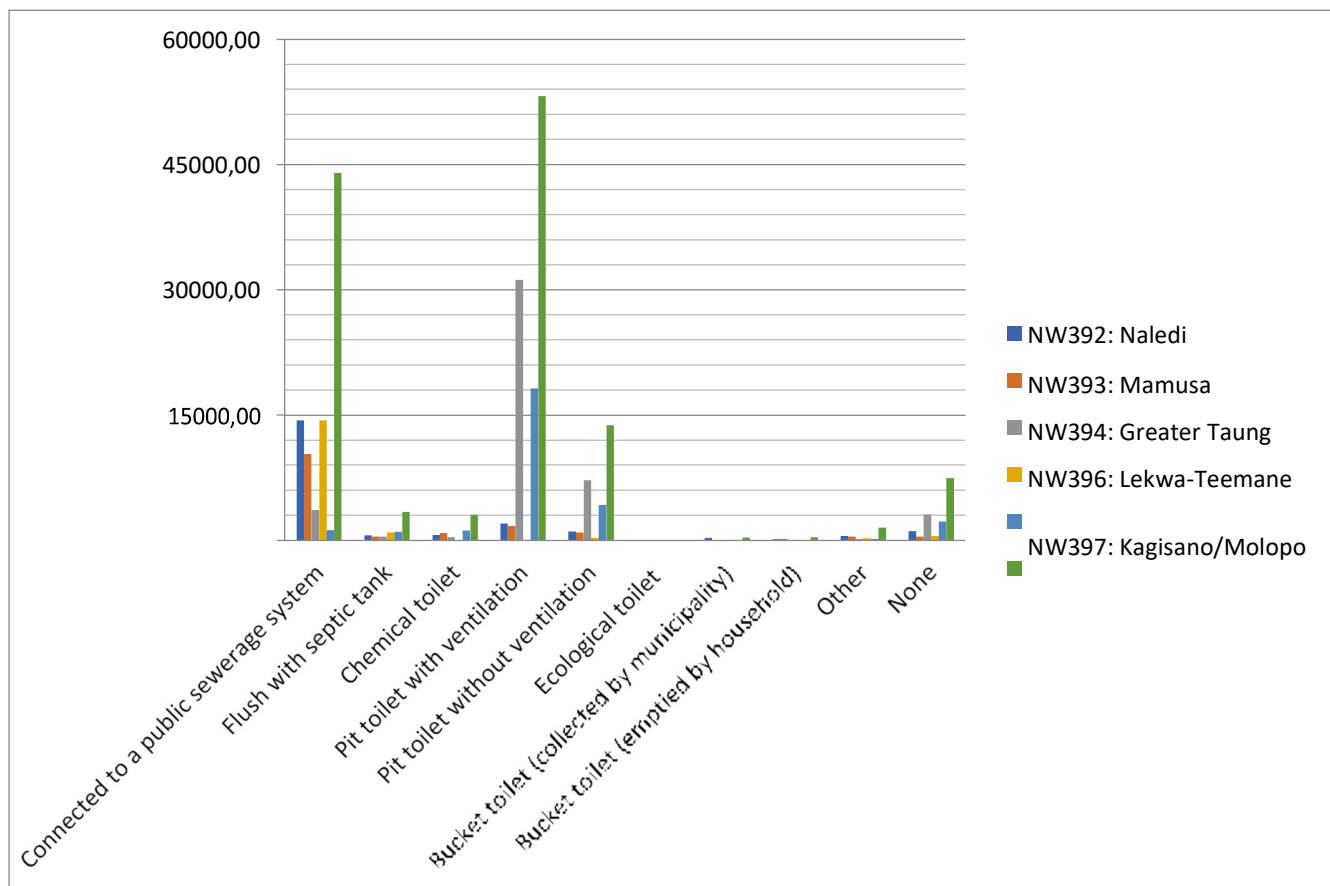


Figure 11: Type of Toilet facility access per Local Municipality

	NW392: Naledi	NW393: Mamusa	NW394: Greater Taung	NW396: Lekwa- Teemane	NW397: Kagisano/Molopo	DR RSM
Connected to a public sewerage system	14358	10356	3663	14365	1222	43964
Flush with septic tank	588	418	452	944	993	3395
Chemical toilet	615	900	350	28	1162	3055
Pit toilet with ventilation	2017	1713	31194	75	18190	53189
Pit toilet without ventilation	1085	976	7186	289	4254	13790
Ecological toilet	-	-	34	-	-	34

Bucket toilet (collected by municipality)	282	23	-	25	-	330
Bucket toilet (emptied by household)	134	185	34	-	-	353
Other	495	461	170	235	174	1535
None	1119	441	3086	534	2279	7459
Total	20692	15473	46168	16496	28274	127103

Table 1: Type of Toilet facility access per Local Municipality

FIGURE 11: Difficulties facing the municipality presently by Geography hierarchy 2016 CS (REFER TO THE TABLE BELOW)

Figure 11 and represent percentage of difficulties faced by municipalities within the district, the figure also demonstrates high percentage of nearly 60% of lack of safe and reliable water at Mamusa local municipality high unemployment rate within the district with Greater Taung taking the lead with close to thirty percent the table 2 below support the survey.

	Naledi	Mamusa	Greater Taung	Lekwa-Teemane	Kagisano/Molopo
Lack of safe and reliable water supply	19	59	21	20	26
Cost of water	7	5	2	6	4
Lack of reliable electricity supply	5	4	3	3	6
Cost of electricity	9	3	5	6	2
Inadequate sanitation/sewerage/toilet services	5	3	3	3	4
Inadequate refuse/waste removal	1	1	0	1	1
Inadequate housing	6	6	5	4	6
Inadequate roads	7	5	16	8	7
Inadequate street lights	0	0	5	1	3
Lack of/inadequate employment opportunities	21	9	27	20	24
Lack of/inadequate educational facilities	1	0	1	1	2
Violence and crime	3	2	3	7	5
Drug abuse	0	0	1	1	0
Alcohol abuse	0	0	1	2	1
Gangsterism	0	0	0	1	0
Lack of/inadequate parks and recreational area	1	-	0	0	0
Lack of/inadequate healthcare services	3	-	3	1	2
Lack of/inadequate public transport	1	0	1	-	1
Corruption	2	0	1	4	1
Other	1	2	1	1	1
None	5	0	3	10	4

TABLE 2: Difficulties facing the municipality presently by Geography hierarchy 2016 CS

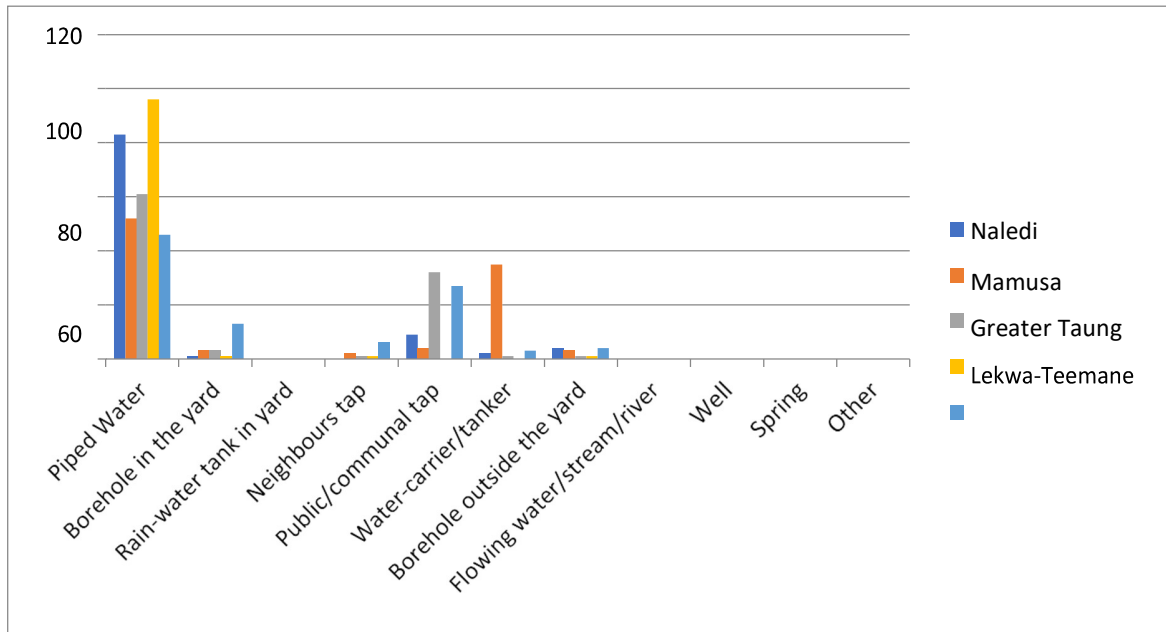


FIGURE 12: Main source of water for drinking by Geography hierarchy 2016 CS (REFER TO THE TABLE BELOW)

Figure 12, demonstrate or show main source of water within the district municipality, and Lekwa Teemane take s the lead with almost 90% piped water, followed by Naledi LM and The Greater Taung at 60%. Mamusa is close to 50% and Kagisano/Molopo has less than 50%.

	Naledi	Mamusa	Greater Taung	Lekwa-Teemane	Kagisano/Molopo
Piped Water	83	52	61	96	46
Borehole in the yard	1	3	3	1	13
Rain-water tank in yard	-	0	0	0	0
Neighbours tap	0	2	1	1	6
Public/communal tap	9	4	32	0	27
Water-carrier/tanker	2	35	1	0	3
Borehole outside the yard	4	3	1	1	4

Flowing water/stream/river	-	0	0	-	-
Well	-	0	0	-	0
Spring	0	-	0	-	-
Other	0	0	0	0	0

TABLE 3: Main source of water for drinking by Geography hierarchy 2016 CS

SECTION 9: SPATIAL DEVELOPMENT FRAMEWORK: 2020

9.1 PURPOSE OF DISTRICT SPATIAL DEVELOPMENT FRAMEWORK

In line with the function of the District Municipality to co-ordinate development activities in the district, it is envisaged that the District SDF should be employed as a broad guide to where planning and development initiatives could best be directed by public and private sector agencies seeking to invest in development initiatives in the district.

Prospective users of the SDF would include Local Municipalities, National and Provincial Government Departments, NGOs (a non-profit organization that operates independently of any government, typically one whose purpose is to address a social or political issue) and private investors.

9.2 SPATIAL VISION

The final spatial vision taking into cognizance the current spatial challenges, opportunities and the powers and functions of the Municipality is provided below.

SPATIAL VISION:

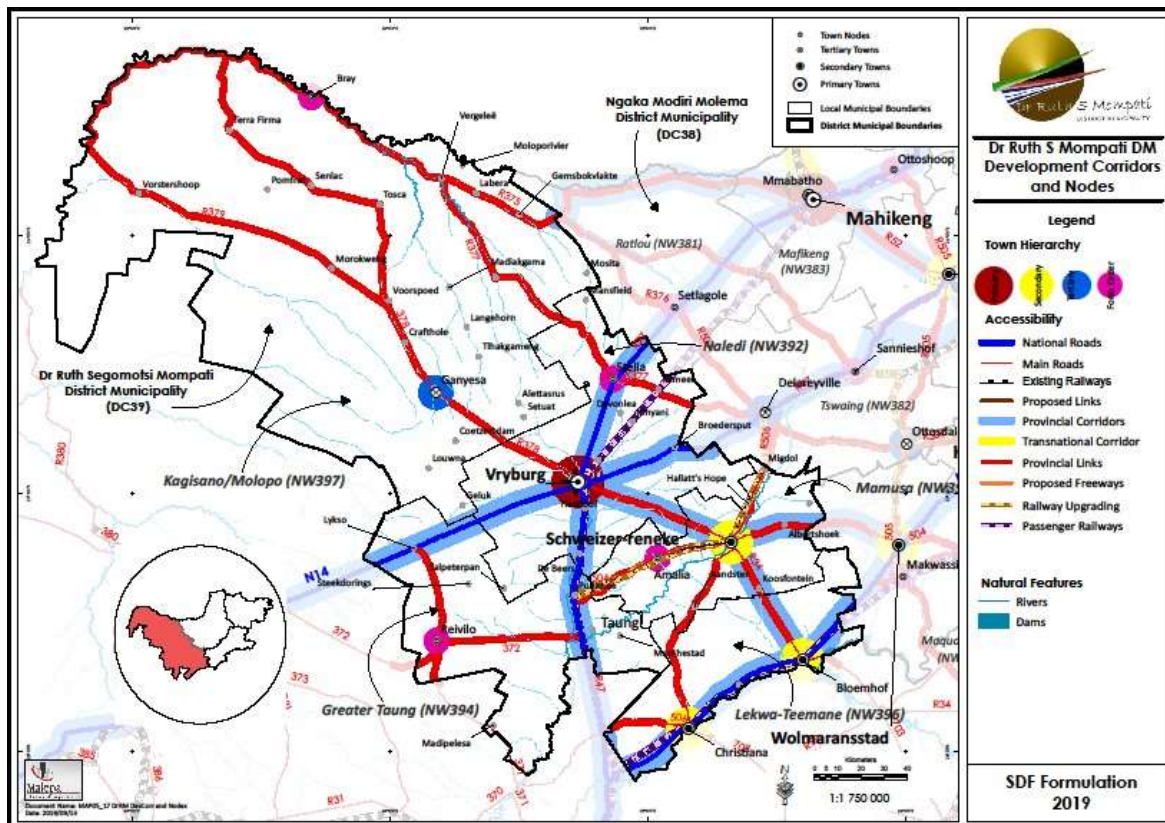
“To actively transform the District’s space-economy through ensuring sustainable delivery of services to rural and urban communities to leverage their unique competitive and comparative advantages within the broader national and regional economy”

9.1.3 HIERARCHY OF NODES WITHIN THE DISTRICT

The table below shows the hierarchy of nodes within the Dr. Ruth S. Mompoti DM for urban and rural spatial systems in terms of nodal classification and the urban hierarchical order consists of 6 core urban areas of different urban hierarchal order with Vryburg as Primary node. From a spatial system the nodes and the existing corridors and its urban nodal structure to serve the spatial system, should be noted.

Node	Order	District Wide Significance
Urban Spatial System		
Vryburg (Naledi LM)	Primary	Regional (N14 Corridor)
Schweizer-Reneke (Mamusa LM)	Secondary	Sub-Regional (N12 Treasure Corridor)
Christiana (Lekwa-Temane LM)	Secondary	Sub-Regional (N12 Treasure Corridor)
Bloemhof	Secondary	Sub-Regional (N12 Treasure Corridor)
Rural Spatial System		
Taung (Greater Taung LM)	Tertiary	Local.
Ganyesa	Tertiary	Local
Reveilo	Fourth Order	Local
Stella	Fourth Order	Local
Bray	Fourth Order	Local

Refer to Map below for the locational distribution nodes within the urban and rural spatial systems within Dr Ruth S. Mompoti DM can be deduced and interpreted.



9.1.4 SPATIAL CHALLENGES, ISSUES AND OPPORTUNITIES

CURRENT CHALLENGES:

- Access of all communities to basic social facilities and amenities as provided for in the CSIR Guidelines (2012).
- Formalising of informal settlements through at least 'site and service' scheme be implemented in addition to accessing of housing programmes as contained in the Human Settlement Resource Book (2008) and policies and programmes of the National and Provincial Departments of Housing.
- Improvement of access between rural and urban nodes through upgrading of existing roads in terms of a Roads Master and Management Plan to be formulated.
- Passenger transport management needs to be applied and formal facilities needs to be provided, effectively managed and maintained. Basic facilities for formal taxi ranks with shelters and toilet facilities be provided.
- The CBD's of all urban nodes (notwithstanding its nodal urban hierarchy) to be improved in order to address the present urban decay. Regeneration strategies in cooperation between the private/public sector and Taxi operators to be implemented. Building and development control to be applied and upgrading of existing commercial, businesses and industrial buildings to be implemented to

- enhance quality of the built environment.
- Removal of solid waste services to be improved in terms of frequency and reliability.
- Existing internal engineering services to be assessed upgraded and/or renewed.
- Use of alternative clean electricity power generation needs to be considered and promoted.
- Bulk engineering services to be upgraded and maintained.
- Division of functions between the DM and its LM's in terms of the Municipal Structures Act (1999) and the Municipal Systems Act (2001) to be reconsidered and applies as to ensure effective and efficient bulk services provision.
- Degrading ecosystem services to be protected and aligned to the NWBSP (2016) goals, objectives, policies, challenges and projects.
- Rural poverty and local job creation needs to be identified and implemented. A cooperation agreement between all sectors of the economy need to be entered into with the DM with a supporting implementation and incentive plan and programme.
- All communities to be provided with the basic social facilities and amenities as included in the CSIR Guidelines (2012).
- Land reform in term of the present political debate to be identified in a Land Reform Strategy for the DM and the LM's in terms of optimal location as to ensure access to nodal points, infrastructure services, social facilities and access to public transport.
- Provision of services to land reform sites to be assessed and included in in land reform implementation plan. Land reform nodes and corridors to be identified to enhance rural integration and addressing the spatial impact of the historic urban fragmentation.
- Establishment of an Economic Development Agency for the DM area can be implemented

FUTURE CHALLENGES:

- The continued low-density urban development needs to be addressed in context to the rural nodal development strategy as identified in this DM SDF Review.
- Agricultural diversification through specialist support to ensure job creation, increased production and adding of value to agricultural products and output to be investigated and applied. Spatially this SDF serves as a mechanism to optimising agricultural activities especially within high potential agricultural land

SPATIAL OPPORTUNITIES

RURAL REVITALISATION

- Guiding and directing rural form through implementation of rural development

- nodes in terms of the principles as contained in the NSDF (2018),
- Application of land reform initiative through development and integration of dispersed rural settlements with rural development nodes and rural development corridors which is accessible to basic infrastructure services, social and amenities as included in the CSIR Guidelines (2012).

INTEGRATED HOUSING AND LAND REFORM:

- Integrated housing to be provided within urban and rural nodes in terms of existing policies of the National and Provincial Department of Housing and included in the HSP Resource Book (2008) and the CSIR (HSPD) (2001)

URBAN RENEWAL:

- Intervention within all CBD's within the DM and its LM's to an urban renewal programme.
- Provision of adequate infrastructure and engineering services within the urban core areas. Focuses to be addressed include the architectural building quality; functionality of building spaces; safety and security of people within the CBD; Industrial Areas and Residential areas adjoining such areas.
- Enhancement of walkability with the CBD and alignment of parking areas; Taxi terminus and other land uses within the CBD.

HERITAGE AND NATURAL RESOURCE CONSERVATION:

- Development of a sensitivity of the heritage and natural resources within the DM through educational programmes within Primary and Secondary schools.
- Activation of a Heritage and Natural Resource Conservation Group or body consisting of public involvement and entrustment with the support of the DM and its LM's.
- Sensitivity development through existing community organisations, schools, churches and related social organisations.

ECO-TOURISM DEVELOPMENT:

- Tour Operators be identified to promote eco-tourism within the DM and its LM's. It serves as an opportunity to educate, training of potential staff to be employed by tour operators.
- Development of eco-tourism is closely linked to the activities and responsibilities of the proposed Economic Development Agency as proposed above

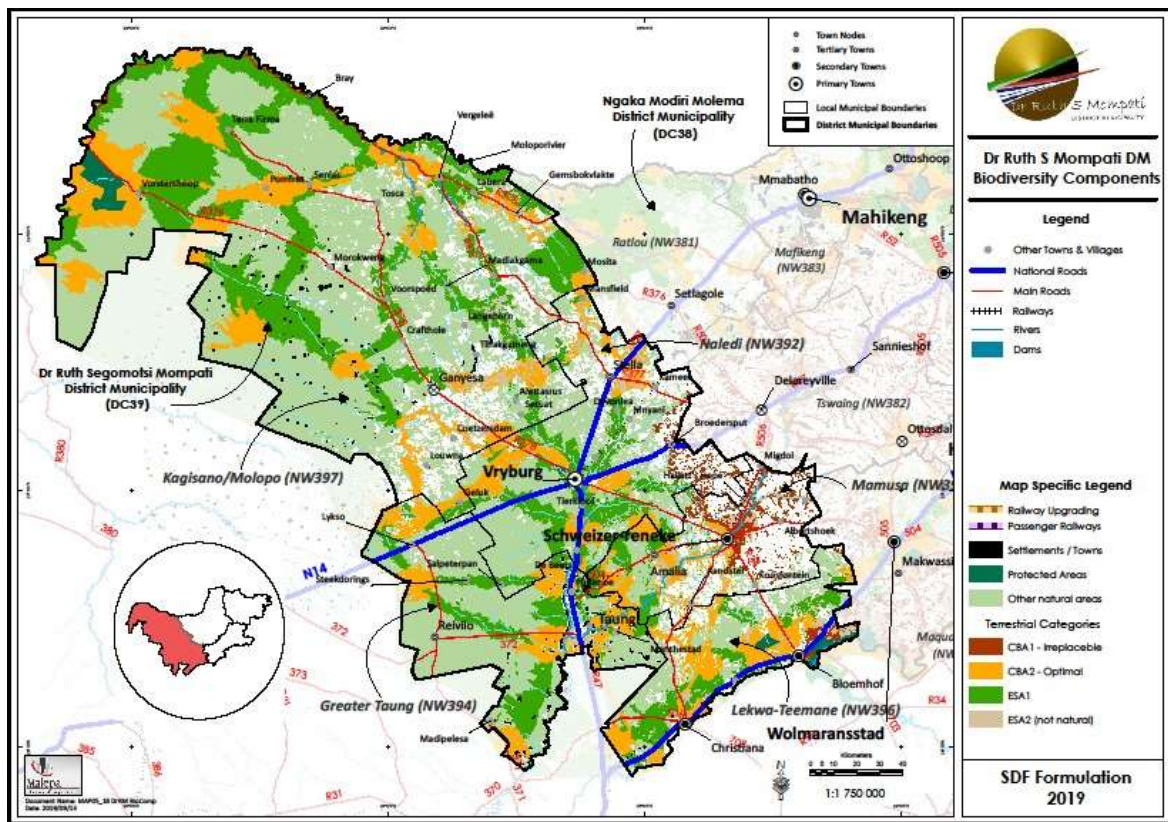
STRATEGY 1: ENVIRONMENTAL SPATIAL STRUCTURING COMPONENTS PROTECTION:

9.1.5 SPATIAL STRATEGIES

- Biodiversity: ecosystem protection; biodiversity and tourism catalyst and CBA's protection from brownfields development and/or settlement invasion (**Map 5.17** shows the spatial reality for the biodiversity preferential areas). Spatially it demonstrates the urban form and nodal points; protected areas; other natural areas supported by terrestrial categories (cross reference to the description dealt with earlier in this report). It thus creates a regional spatial framework based on biodiversity components to be incorporated in the spatial concept and SDF Formulation (2019).
- DM Environmental Management Framework: To be developed to protect the natural environment and to guide densification of the rural areas and illegal practices such as informal solid waste dumping sites; pollutions of underground water sources through practices as pit latrines being developed and used in more densely developed rural communities.
- Resilience and sustainability principles: To be applied in environmental projects and/or environmental rehabilitation projects and management.
 - *'Urban resilience refers to the ability of an urban system and all its constituent socio-ecological and socio-technical networks across temporal and spatial scales to maintain or rapidly return to desired functions in the face of a disturbance, to adapt to change, and to quickly transform systems that limit current or future adaptive capacity'.*
'Sustainable spatial development is generally accepted as a convergence between the three pillars of economic development, social equity and environmental protection'
- Application of the NWBSP (2016) principles: Refer to the natural vegetation; land cover; critical biodiversity areas (classification) and the aquatic protection areas. (Note the spatial linkages between Strategy 1 and Strategy 2 as reflected in the line of reasoning)

STRATEGY 2: ECOLOGICAL SUPPORT AREAS:

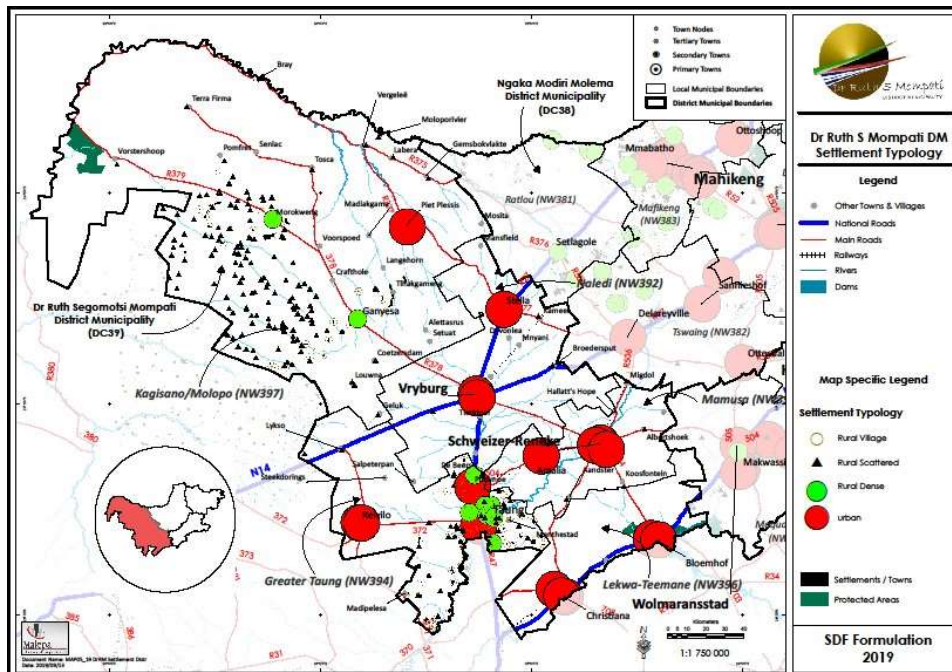
- Taung World Heritage Site; Catchment Areas; Wetlands; Groundwater recharge areas; Protected area buffers (NW Biodiversity Sector Plan); Nature Reserves form overexploitation and/over use by visitors. Daily maximum visitor’s capacity and nature sustainability to be determined depending on season, droughts, availability of resources etc.
- Refer to the interpretation under Strategy 1.



STRATEGY 3: SUSTAINABLE ECONOMIC GROWTH AND DEVELOPMENT:

- Enhancement of agricultural development and creation of employment and training of local communities as farmers. (Refer to Map 5.20 - Development of an Agri-Park within Vryburg)
- Optimum investment through IDP on DM and LM level in economic growth and development through investment in supporting infrastructure and maintenance of existing infrastructure.
- Development of agricultural orientated industries to support the sector locally within the proposed rural consolidation nodal areas.
- Support to land reform strategies to be rolled out within urban and rural settlements. Locational selection and optimization of land close to access routes, existing corridors and nodes. Development of agricultural orientated nodes in support of local rural communities and by adding value to the produce being cultivated and livestock.
- Transfer of agricultural knowledge, knowhow between existing farmers and new farmers to enter the market based on land reform projects within the DM.
- Formation of PPP's in agricultural enhancement and adding of market value from a commercial perspective and the notion of subsistence farming, industrial and commercial focuses and projects.
- Rendering of commercial and industrial sector support through provision and land being owned by LM's to all potential private sector investment. Ensuring access to and availability of supporting infrastructure.
- Engaging the private sector to invest in economic development within all LM's through establishment of commercial and industrial chambers to develop and assist future sector entrepreneurial members within all rural and urban communities.

STRATEGY 4: URBAN SPATIAL PLANNING AND RESTRUCTURING (CHANGE INCENTIVES AND FOCUSES)



- Introducing change within all urban fragment spatial structure within the existing urban nodes. The urban form in 2019 is even more divided and fragmented than in 1994 with Democratization.
- The existing growth experienced is located within the informal settlements in all urban orientated settlements.
- This spatial phenomenon needs to be addressed urgently by revisiting all existing IDP's and SDF's by detailed planning to spatially formalize informal settlements by identifying vacant land between the formal urban settlements (towns) and existing informal settlements.
- The development of spatial corridors and nodes to drive urban settlement integration should be investigated and applied.
- Development of spatial integration initiatives should form part of all LM SDF's with the formulation of detailed precinct plans as to address the phenomenon of spatial fragmentation within all urban spatial systems.
- Location of job opportunities and economic development orientation should form part of the drive to reverse existing urban fragmented spatial systems.
- All spatial planning and land use management should be in line with the focuses and orientation as contained in SPLUMA. LUMS should be integrated in a composite and/or single planning instrument and development control should be applied in terms of the provisions of SPLUMA (2013) and the SPLUMA Regulations (2015) through the Municipal Planning Tribunal.
- Urban edge policy to be identified for the integrated urban area. All densification should be directed within the urban boundary as identified and included in the LUMS.

- Provision of employment areas as close as possible to residential areas should be developed.

STRATEGY 5: CHANGE SPATIAL 'BROWNFIELDS' THROUGH URBAN RENEWAL AND DEVELOPMENT

- Identify suitably located vacant land to address the calculated area as dealt with in the quantification of future land use needs above.
- All such land should preferably be selected as to promote the current fragmented urban form.
- Provision of all social facilities and amenities needs to be provided in an integrated fashion and to be accessible to all communities.
- Backlogs in social facilities to be addressed in an integrated fashion of the envisaged integrated urban form.
- Involvement of public and private sector partnerships to be initiated and implemented.

The development corridors and nodes identified reflects accessibility networks (roads) representing spatial and functional linkages on an intra- and inter provincial scale serving as the core network guiding the District and LM spatial and development focuses in terms of the objectives as contained in all IDP's and SDF's for the existing with the Dr. Ruth Mompoti DM. In this the spatial goals and objectives as contained in Figures 5.9 and 5.10 illustrates the need for urban and rural spatial linkages and integration All spatial systems are dependent on accessibility for growth and development. It thus includes all corridors within spatial systems that may be classified as primary, secondary or tertiary order corridors.

It thus focusses on planning and development principles and policies; spatial planning reality and development concepts of a physical, economic and social nature. The intra movement of goods, services and people thus refers to the Dr. Ruth Mompoti DN area of jurisdiction and the inter movements between the research area and adjacent spatial systems.

The functional intervention zones as identified in terms of the spatial proposals. It builds on the concepts and principles of urban spatial integration and rural spatial integration model.

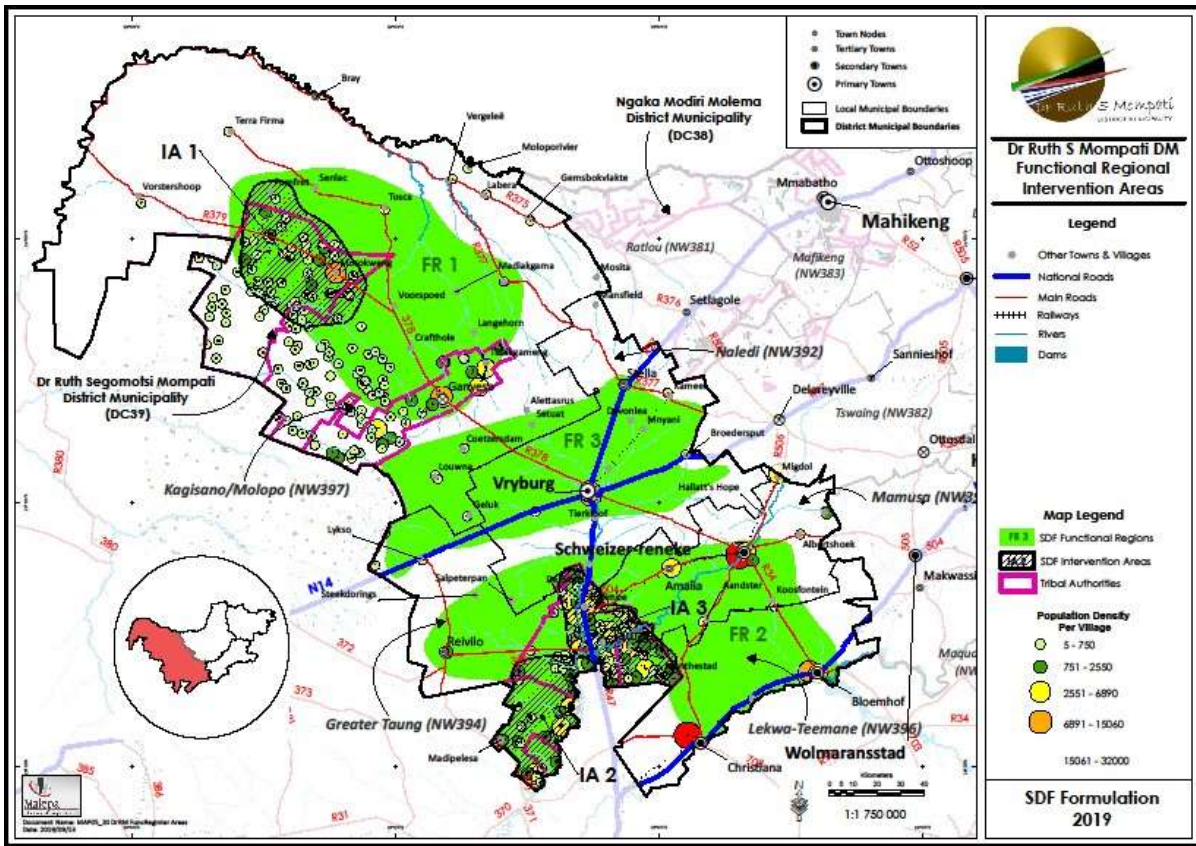
As far as FR 1 is concerned, Ganyesa (tertiary node) will fulfil the function of core nodal area delivering higher order services within the FR 1 spatial entity and areas outside the demarcated FR1. Within FR1, a boundary and SDF intervention area is identified to guide rural settlement consolidation. This is not a statutory boundary but a proposed edge to rural consolidation. The dispersed rural villages will thus form a SDF intervention zone guiding rural-urban development. This intervention zone is demarcated in terms of functionality and centralization spatial fundamentals. Spatial care should, standards of services and no solid waste sites should be provided for. High density development on areas underlain with dolomitic aquifers for consolidation and spatial intervention should be selected with the assistance of detailed site analysis by experts. Where urban and rural consolidation is proposed, provision of appropriate levels of services need to be determined.

FR2 guiding the spatial area within which Taung Christiana (Secondary node) and Schweizer Reneke (Secondary Node) that will supply higher order functions within the demarcated functional region. Taung will also serve as a tertiary education hub whilst it will also be developed as part of the NWSDF (2016) Cities Project. Within the functional region, provision is also made for the dispersed rural settlement to be consolidated within the context of the SDF intervention areas identified. The presence of the Traditional Area and the presence of underlying dolomitic aquifers should be taken into consideration.

FR 3 will have Vryburg as the Primary Order Node as focal point with Dr. Ruth S Mompoti DM. All other nodes as identified above will be dependent on this node. No intervention areas have been identified within FR 3. Vryburg will however accommodate the Agrihub.

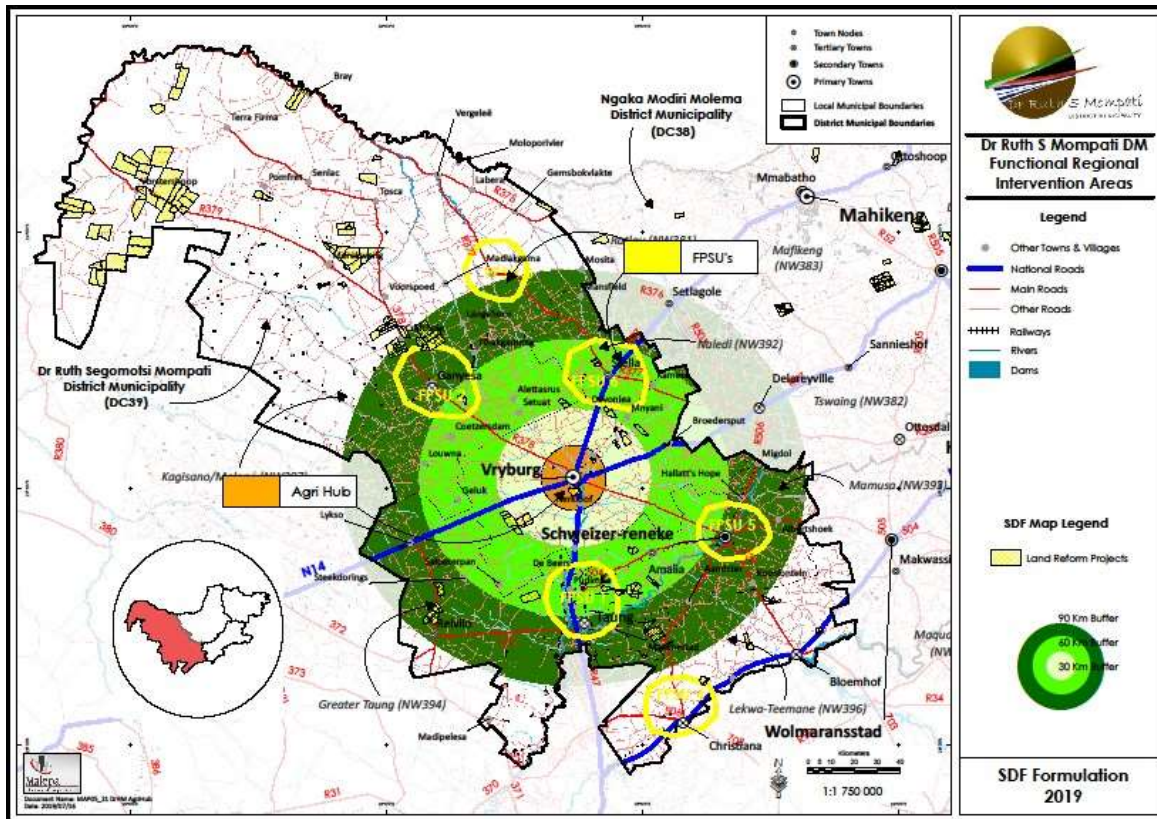
The identification of the functional regions is closely linked to the DRDP (2017) and the NWSBP (2016). The various functional regions are being linked by district roads and in the case of FR 2 and FR 3 transacted by national corridors (National Roads N12, N14 and N18). Local villages will be dependent on local roads but due to the proposed SDF intervention areas local accessibility will have to be upgraded in future. The same applies to the provision of bulk-engineering and reticulation services. It also implies provision of new social facilities and amenities.

The map below indicates detailed local spatial impact as far as functional geographical areas are concerned, (FR 1); (FR2); and (FR3)



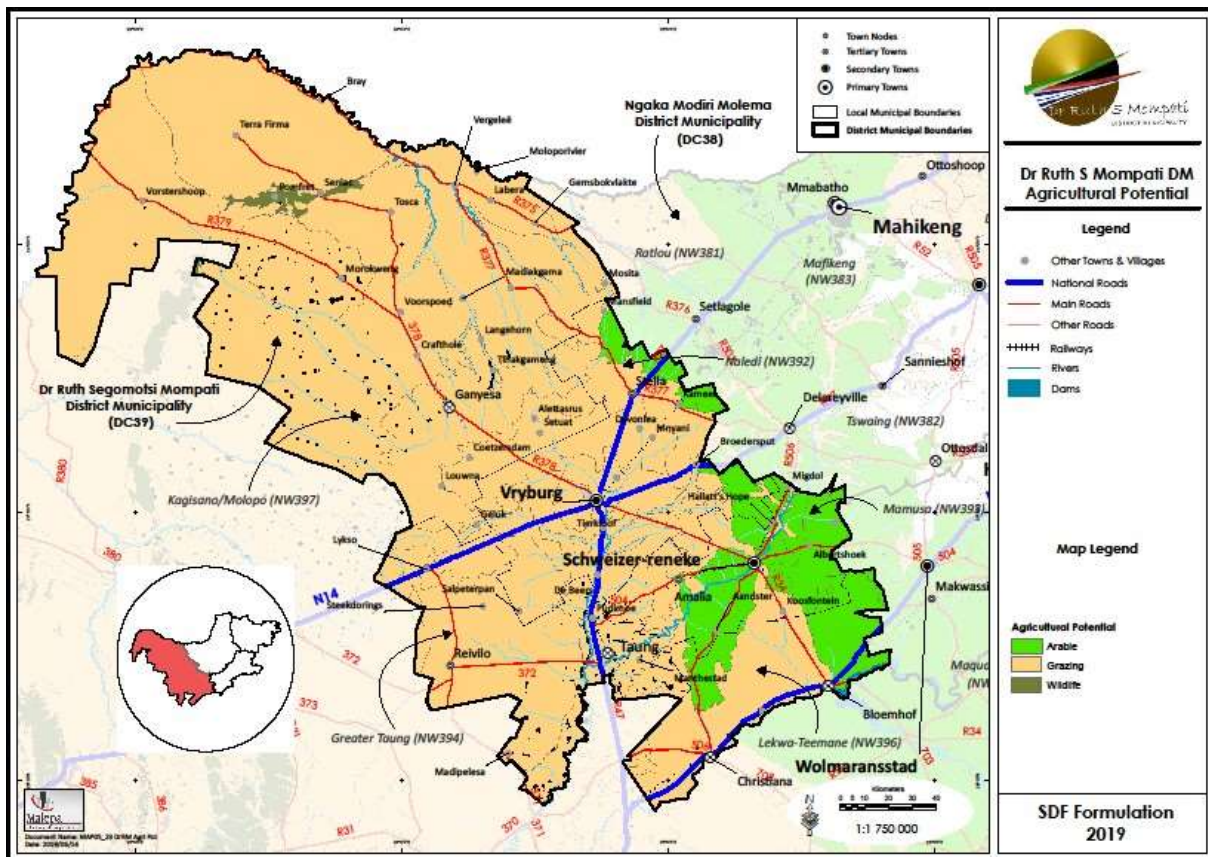
STRATEGY 6: RURAL, AGRICULTURAL AND TOURISM DEVELOPMENT:

- Implementation of the rural and agricultural development proposals as included in the District Rural Development Plan (2016) through development identified Agri-hubs and FPSU’s and Commodities. Road linkages in terms of functional road classes to be improved, upgraded and maintained
- Development of functional regions as contained in the Rural Development Plan for Dr. Ruth S. Mompoti DM (2016)



Development of Agri-Park within the District

Land Reform and Restitution Projects



STRATEGY 7: CORRIDOR AND NODAL DEVELOPMENT

- Corridor and nodal development strategy to be developed in context to the provincial spatial system reality and corridor development as provided for in the NW SDF (2016). Addition of N18 as a formal corridor and identification of the R34 as a secondary corridor spine

STRATEGY 8: URBAN RENEWAL, UPGRADING AND INFRASTRUCTURE SERVICES

- Upgrading of the built environment within all urban spatial systems need to be addressed within CBD (Second Order Nodes) and some shopping facilities within residential townships (Tertiary Nodes). The CBD's serves the local and regional population in the provision of higher order services and functions. Development of detailed engineering services plans with implementation strategy to be developed for all urban nodes inclusive of bulk and internal infrastructure systems.
- Renewal and upgrading of all infrastructure (bulk as well as internal infrastructure reticulation systems) need to be implemented on a programmed basis. Delivery and performance assessment to be compiled on an annual basis with intervention strategies

to ensure the planned delivery.

- Infrastructure sector master planning to be formulated for infrastructure within urban nodes as well as the rural consolidation areas. Linkage with sector plans inclusive of the IDP's and SDF's to be compiled for each Local Municipality and on an inclusive scale for the Dr. Ruth S. Mompati DM.
- Level of services to be applied in terms of GESRT (1996); HSPD (2001) and MIG standards as applied.
- Identification of new and more accessible Solid Waste Management sites to be identified. Solid waste to be used as an opportunity for job creation by selection of different types of solid waste like paper; plastic; steel; wood etc.
- Existing bulk water and water care works extension plans within the next 8 years to be undertaken and implemented/upgraded as identified in the Infrastructure Sector Master Plan to be compiled on LM and Dr. Ruth S. Mompati DM level.
- Regionalization of services and/ or by outsourcing to be investigated and reported on. Support and assistance from CoGTA and DPM &E to be sourced in.
- Access to water, sewerage, electricity and housing to communities to be improved in terms of addressing existing backlogs as a first priority.
- Building control management in terms of SANS 1400 and NHBRC standards to be applied and enforced in all communities.
- The application and promotion of green infrastructure practices in design and the type of engineering and building construction material used to be promoted and applied.
- The input on the regional land fill site and its location needs to be re-investigated through Environmental Specialist and Civil Consulting Engineers due to the new spatial relationships outlined in the Spatial Proposals. This implies the scientific determination of the optimal location of such a preferred site due to the space forming realities as included in the Dr. R S Momapati SDF 2019. It should re-assess the optimal location of such a site taking the environmental issues and location of dolomitic aquifers into consideration. The registration of such a land fill site with the National Department of Water and Sanitation implies further requirements for site identification. It may be necessary to the planning to consider more than one regional land fill site that will be informed by locational and operational feasibility studies.

STRATEGY 9: RURAL SETTLEMENT CONSOLIDATION AND DENSIFICATION

- The dispersed rural village location need to be consolidated as provided for in **Diagram 5.1 to 5.6**. The underlying principles support this planned consolidation and it is accepted that this action should form part of the land reform initiatives within all LM's and the DM area of jurisdiction.

- The consolidation of the dispersed villages into functional rural consolidation areas. These Dispersed Rural Development Functional Areas (DRDFA's) should be the focus for the provision of basic infrastructure and services provision. Its development will be focused on the description and definition of the intervention areas as included in the Dr. Ruth S. Mompoti DM Spatial Development Plan (SDF) 2019.
- The provision of social facilities and amenities will be provided in terms of the guidelines, principles and standards as contained in the CSIR Guidelines of 2012.
- The application of this strategy will imply a timeframe between 10 to 20 years as it will be subject to continued stakeholder participation and implementation agreement.
- Progress to be assessed on an annual basis after consultation with such communities and to be reported on in the Infrastructure Sector Master Planning to be compiled and reviewed on an annual basis.
- This strategy will include residential formalization and upgrading with the provision of the necessary level of infrastructure to be provided.
- Application of the proposals as contained in the District Rural Development Plan for Dr. Ruth S. Mompoti DM (2016).

STRATEGY 10: TRANSPORTATION AND ACCESSIBILITY

- Identification of the N18 as a development corridor and the R34 and R378 regional roads to be identified as a secondary development corridor to link Bloemhof, Schweizer-Reneke, Vryburg, Ganyesa.
- The role of rail transportation and bus and minibus taxi passenger transportation within Dr. Ruth S. Mompoti DM to be investigated by a Transportation Consultant inclusive of discussions with Transnet and Spoornet with special reference to present roles and service delivery and their planning for the medium (5 years) and long term (25 years) perspective.
- Feasible, accessible, safe and affordable public transport (Minibus Taxi's and Busses) to be promoted through engagement with the Province, LM's, Dr. Ruth S. Mompoti DM and service providers.
- The extent of the regional and district geographical area is huge and distances to travel in order to access higher order services need to be addressed through the compilation of a Public Passenger Transport Plan to be formulated and implemented by Dr. Ruth S. Mompoti DM.
- Scholar transport to secondary and tertiary institutions needs to be investigated and included in a public transport strategy as a chapter within the IDP.
- Pedestrian safety and safety of cyclist on public roads to be addressed through education and programmes within schools and villages
- Intervention in the maintenance of regional roads needs to be implemented with the NW Department of Public Works and Transport.
- Improved Law and Traffic enforcement of all roads to be prioritized as to reduce road accident through unlicensed private motor vehicle drivers; Minibus Taxis and

drivers of HMV's.

- An Integrated Transportation Plan for the Dr. R S Mompati DM to be compiled by a Consortium to include Transportation Engineers, Transportation Economists and Urban and Regional Planners. A proper and detailed ToR needs to be formulated for a Consulting Consortium with vast experience in rural orientated spatial systems. Consultation with all stakeholders as well as the Provincial Department of Public Works and Transport and the National Department of Roads needs to be undertaken as far as engagement is concerned. The Natmap 2015 and other transportation policies and legislative framework will have to be included and consulted.

9.2 RURAL DEVELOPMENT PLAN

9.2.1 Purpose of Rural Development Plan

The District Rural Development Plan (DRDP) aims to promote rural economic transformation through fostering agricultural development as well as other existing economic sectors such as mining, manufacturing and tourism. The envisaged transformational change is supposed to promote sustainable rural development i.e. improving the quality of life of communities in those areas. The DRDP therefore aims to:

- Improve competitiveness in the agriculture sector;
- Improve mining, manufacturing and tourism sectors;
- Target, invest and market non-agricultural economic activities;
- Promote the revitalisation of rural towns and villages;
- Promote competitive and sustainable rural businesses.

9.2.2 Agricultural Parks

Agri-Parks are geared towards transforming the agricultural sector across the country. Responding to the National Development Plan's (NDP) call for rural economic transformation, as well as Outcome 7 its emphasis on promoting food security through agrarian reform, Agri-Parks will act as agricultural industrial hubs. These hubs will be linked to existing rural villages and towns, providing key institutional, financial and spatial mechanisms for harnessing agro-related value chain belts and functional regions. In Dr. Ruth S Mompati DM, Vryburg has been identified as a site for Agri-Park. Within the Agri-Park the following activities will take place:

- a) *Knowledge Transfer & Innovation* – this will include development and training of farmers as well as people involved in agri-business, food and forestry sectors as well as agro-tourism. There will also be vertical and horizontal learning between emerging and established agri-business entrepreneurs. The Agri-Park will act as a hub for harnessing competitiveness, resource efficiency, and environmental consciousness of agricultural research centres and firms;
- b) *Advisory Services* – The Agri-Park will be a centre of excellence where experts disseminate information related to markets, investments, funding and other

- agriculture-oriented modalities;
- c) *Cooperation* – there will be incubation of small-scale farmers as well as cooperatives within the District Municipality. This will allow for small-scale agri-business operators to forge a critical mass that would enable them to compete in both local and global markets
 - d) *Investment in Physical Assets* – the introduction of Agri-Parks will be accompanied by massive investments in existing and potential physical infrastructure i.e. roads, pack-houses, and other related supporting amenities. Tied to that is the provision of basic services such as water and electricity;
 - e) *Agri-Business Development* – The Agri-Park will act as critical hub for the identification and harnessing of agricultural belts as well as agricultural value-chains. The spin-offs from agri- business development will transform rural towns and villages into vibrant economies

9.3.3 Agricultural Value Chain Analysis

The South African Beef Market Value Chain

Some of the largest Hereford herds in the world are to be found in the Vryburg area in the DRRSM DM, and the agricultural sector in the district is a significant producer of beef.

Some key issues impacting the beef value chain include:

- I. Inferior cattle genetics among the emerging farmers;
- II. Increasing standards across the value chain may lock out smaller farmers;
- III. Rising cost of red meat has seen poultry become the cheapest form of animal protein;
- IV. Health concerns and growing consumerism has seen increased marketing of white meat as a healthier protein.

9.3.4 Proposed Development Objectives

This section builds on the status quo overview as well as findings emanating from the distillation of district, provincial and national strategic spatial and economic development plans. The developmental challenges in Dr. Ruth S Mompati are multifaceted. However, there exists untapped potential and opportunities that can act as important levers for unlocking inclusive and sustainable rural development in the district.

The proposed strategies are also informed by an appreciation of complex relational economic, socio-spatial and environmental factors that define the district's developmental setting. As the primary unit of analysis and intervention is the district, the proposed strategies are not set at a ward or village level. However, it must be noted that there exists a number of local plans that take into account village-specific needs, notably the local IDPs, LED strategies, and sector-specific plans.

The salience of this district rural development plan is that it contributes to a broader family of strategic spatial and economic development plans aimed at fast-tracking integrated rural transformation and development.

The analysis of Dr. Ruth S Mompoti at a district level allows for the tracing and subsequent mapping of relational flows of goods, commodities, people and capital within and across the district. The existing economic system in Dr. Ruth S Mompoti therefore, can best be captured through the employment of the functional regional approach outlined in Section Eight above.

In proposing development-oriented interventions in Dr. Ruth S Mompoti District Municipality, an attempt was made to take into account the DRDP objectives as articulated in the preceding sections, as well as the findings from the status quo analysis.

This provided an opportunity for the formulation of operational strategies that are critical for the realization of the DRDP objectives. The DRDP objectives are outlined as follows:

Objective 1: Improving productivity and competitiveness in the agriculture sector;

Objective 2: Improving tourism competitiveness in the district;

Objective 3: Investment in rural industrialisation;

Objective 4: Conserving the natural environment;

Objective 5: Promoting small scale mining and mining beneficiation.

OBJECTIVE 1: IMPROVING PRODUCTIVITY AND COMPETITIVENESS IN THE AGRICULTURE SECTOR

Agriculture is an extremely important sector in the Dr. Ruth S Mompoti District Municipality, yet one that is not fully utilised. It has been established in the analysis that the majority of the agricultural activity taking place in the district is subsistence farming by nature, with small pockets of commercial activity.

There is potential for increasing agricultural activity in Dr. Ruth S Mompoti DM. Further agricultural development is likely to create jobs for many people residing in the district's towns and villages. The pressing need for agricultural development however should be underscored by a sound appreciation and conservation of natural capital.

Development Action 1: Optimizing the potential of Agri-Parks

The Agri-Park located in the Vryburg area will provide a unique opportunity for the realisation of transformative agricultural development and rural economic transformation in the district and beyond.

The three components of Agri Parks i.e. Farmer Production Support Unit (FPSU), the Agri-Hub (AH), and the Rural Urban Market Centre Unit (RUMC) allow for targeted financial, intellectual and infrastructural investment in agricultural development. To this end, Agri-Parks are presented in this district rural development plan as providing a holistic operational strategy to agrarian reform and agri-business development.

OBJECTIVE 2: IMPROVING TOURISM COMPETITIVENESS IN THE DISTRICT

The expansion of tourism in the district can boost employment and alleviate poverty. The Dr. Ruth S Mompoti District Municipality has a number of natural attractions, monuments, reserves and heritage sites that can be better utilised for this purpose, including the Molopo Game reserve, the Leon Taljaard Nature Reserve and the Taung Heritage Route.

The close proximity of the DRRSM district municipality to Gauteng – which is the greatest source of domestic tourism in the country as well as a gateway to international tourism – offers a huge advantage to the area, which should be taken advantage of.

Development Action 1: Harnessing the existing Tourism Attraction Sites i.e. Taung Heritage Site and Molopo Game Reserve

A key feature of the Dr. Ruth S Mompoti DM is the Taung heritage site which forms part of the serial listed Fossil Hominid Sites of the South Africa World Heritage Site. It was at the Taung heritage site that a fossilised juvenile skull of a hominid species *Australopithecus Africanus* was found in 1924. This brought the attention of the world to the Dr. Ruth S Mompoti District Municipality.

The Dr. Ruth S Mompoti District Municipality is also home to a great variety of game species including lion, buffalo and rhino. The Molopo Game Reserve offers game, birding, game drives as well as its special feature viz. the fossilised Phepane river bed which is many millions of years old.

The White Paper on tourism in South Africa states that tourism is government led, private sector driven and community based. Therefore, the stakeholders in the tourism projects proposed above will include communities, private sector (e.g. the hospitality industry and private game farmers), the provincial Department of Tourism, Dr. Ruth DM, as well as the local media. The Department of Roads and Transport will also be a key stakeholder to the extent that it can contribute to the development of the tourism master plan by providing and maintaining roads, signage, rail and other transport means to improve access to identified tourist attraction areas in the District Municipality.

OBJECTIVE 3: INVESTMENT IN RURAL INDUSTRIALISATION

Integrated rural development is dependent on the strength of economic, social and technological relations between economic nodes such as Vryburg, Schweizer Reneke, Taung, Christiana and Ganyesa, as well as the townships and villages surrounding them. To this end, the economic

functionality of the Dr. Ruth S Mompoti district must take into account the flow of goods and capital as well as the movement of people within and between urban and rural spaces.

One of the key challenges of DRRSM DM is the low levels of skill among its communities. As a result, the businesses operating in the area have to import skills from other parts of the country. However, in order to be able to attract skilled labour into the area, there needs to be investment in modernising and or improving the towns and surrounding villages.

The following operational strategies are therefore proposed:

Development Action 1: Promoting urban-rural linkages and functionality

- Provision of roads, rail, freight and ICT infrastructure that can foster intra and inter-district connectivity and mobility within and beyond the Dr. Ruth S Mompoti district;
- Improving access to communication technology, and harnessing the use of new media for promoting urban-rural business interactions and innovation;
- Develop a technology park that will foster innovation and act as an enabler for businesses in the district municipality. Ideally, this park should be located in Vryburg, the economic centre of the district municipality. The purpose of such a park would be to conduct research and foster innovation. The park is also meant to provide support to entrepreneurs, start-ups and small businesses to accelerate their competitiveness. Incubator programmes can also form part of the park. There will therefore be a need to identify potential partners and funding opportunities to develop such a park.

Development Action 2: Promoting the revitalisation of rural towns and villages

- Rural town revitalisation projects must be implemented in Christiana, Ganyesa and Stella. The renewal of these towns is important as it provides them with an opportunity to attract local and global investments of a financial, business and human capital nature;
- Township revitalisation projects for the entire district must be implemented to allow for infrastructural investments as well as the provision of basic services such as water, electricity, and decent housing. As rural townships continue to grow, their revitalisation will attract more skilled people, as well as other forms of investments;
- Village revitalisation projects must be implemented in all densely populated villages such as Devondale and Dithakwaneng. The focus of these projects must be on provision of water, electricity and other social services critical for the improvement of quality of life, in accordance with the NDP.

OBJECTIVE 4: CONSERVING THE NATURAL ENVIRONMENT

The Dr. Ruth S Mompoti District Municipality has natural resources that need to be nurtured when planning for development in the region. Rural industrialisation and economic development is important. However, there is also a need to ensure that the natural environment is protected. It is

imperative to reiterate in the DRDP that need for the improvement of people's quality of life in rural areas must not be separated from the need to conserve the natural environment. This would include:

Development Action 1: Preserving the regions biodiversity

Ensuring that a representative portion of the district's biodiversity is conserved for the benefit of current and future generations should be integral to the Dr. Ruth S Mompoti DRDP. Three biodiversity nodes have been identified in the district – between Britttten and Bloemhof, between Taung, DeBeers and Reivilo and to the North including Pomfret, Vorsterhoop and Terra Firma – to which particular attention must be paid. This can be achieved through:

- Ensure rural development decisions – particularly those relating to agriculture, mining and human settlements - are made with this in mind. This would require cross departmental collaboration, including the representation of the Environmental unit of READ in all major projects in the District Municipality;
- Conduct road-shows and community awareness sessions on environmental management, during which communities can also be provided with guidelines. This will emphasise the importance of environmental issues such as soil erosion that is caused by overgrazing.

Development Action 2: Promoting the conservation of natural resources

- The protection of natural resources impacts agricultural efficiency and production. Resources must therefore be protected against poor veld management and alien invasive species that can detrimentally impact the ability to harness agriculture as a core DRDP objective in the Dr. Ruth S Mompoti District Municipality.⁵¹ Managing the conservation of natural resources is critical and can be achieved by:
- Maintaining an up-to-date database of protected areas that fall in the DM; Promoting sustainable development in the use of natural resources through skills development and awareness programmes aimed at farmers and community members pertaining to the use of the natural environment.

OBJECTIVE 5: PROMOTING SMALL SCALE MINING AND MINING BENEFICIATION

The Dr. Ruth S Mompoti District Municipality is rich in natural and mineral resources with iron ore, alluvial diamonds and the rare dimension stone to be found within its borders. Resource constraints have meant that the district has not been able to take full advantage of these opportunities. However, utilising mineral resources for the purposes of community upliftment and alleviating poverty cannot be overlooked in the DRDP. With the recent mining licenses issued in the areas of Amalia, Mamusa and Greater Taung, it remains imperative that the mining companies operating in these areas are engaged in terms of community upliftment programmes as well as providing employment. Therefore, one of the proposed projects would be

- The development and promotion of services that are incidental to mining e.g.

catering, cleaning services etc.

- Enforcement and monitoring of compliance of the Mining Charter by mining companies operating in the area;
- Enterprise Development programmes to support small businesses that operate in the manufacturing sector of mining (mining beneficiation businesses)

SECTION 11: RURAL ROAD ASSET MANAGEMENT SYSTEM

The District Municipality is a recipient of the Rural Road Assets Management System (RRAMS) grant. The purpose of the RRAMS grant is to, *inter-alia*, collect road and traffic data on the municipal road network in line with the Road Infrastructure Strategic Framework for South Africa (RISFSA).

The road asset management guides the development of the road network maintenance strategies within the background of technically sound prioritization approach. The road asset management provides a framework within which the road network maintenance planning may be carried out. The project activities were done in all the local municipalities that are within the district, including Naledi, Mamusa, Lekwa-Teemane, Kagisano Molopo and Greater Taung Local Municipalities.

Road asset management is essentially a road network maintenance planning tool which offers a prospect of significantly improving road networks by development of decision tools to assist road agencies. Key areas include assessment of the effects of constant road use on the road network in terms of road condition both from the engineer's and the user's point of views, thus providing road agencies with a systematic approach to the management of transportation networks. Road network assessments will be done on all municipal paved (Tar and block) and gravel roads. No assessments will be done on earth roads.

The table below indicates the extent and RISFSA classification of the entire road network within the District

RISFSA Class 1 to 6							
Municipality	1	2	3	4	5	6	Total (km)
Naledi	178	101	229	727	177	193	1605
Mamusa	0	229	257	320	156	158	1120
Greater Taung	83,919	94	500	1061	2317	3717	7773
Lekwa-temane	144	147	120	423	169	139	1142
Kagisano Molopo	0	746	808	1120	1165	1526	5365
TOTAL	R405,92	R1 317,00	R1 914,00	R3 651,00	R3 984,00	R5 733,00	R17 005

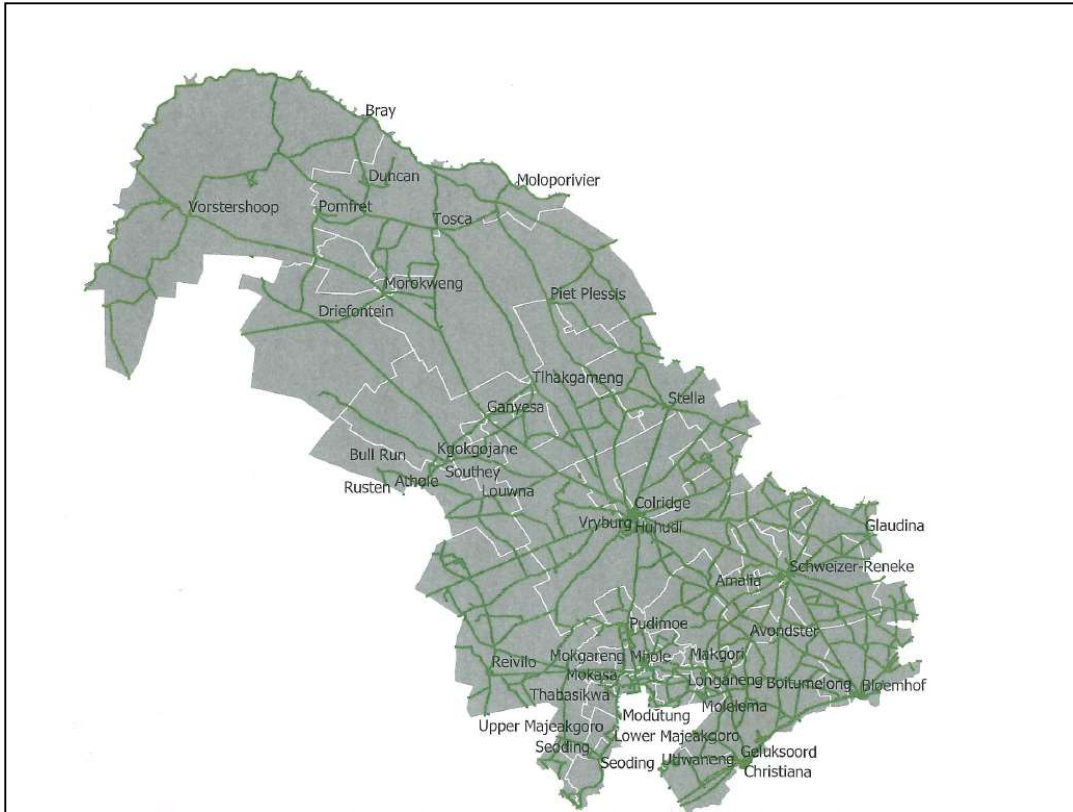


Figure above illustrates the entire District road network.

The table below indicates the extent of the Municipal Road network within the District

Total Municipal Road Network for Dr RSMDM					
Local Municipality	Flexible Network (km)	Interlocking Block Network (km)	Gravel Network (km)	Earth Network (km)	Total (km)
Naledi	93,98	34,00	42,37	84,17	254,51
Mamusa	39,08	37,12	23,24	147,67	247,13
Lekwa-Teemane	55,38	30,43	15,81	116,33	217,96
Kagisano Molopo	31,57	8,79	38,32	21,78	100,46
Greater Taung	20,39	22,19	55,25	2150,53	2248,37
Total	240,40	132,53	174,99	2520,48	3068,44

12. SECTION 12: STATUS QUO ASSESSMENT IN TERMS OF KEY PERFORMANCE AREA

12.1. PERFORMANCE AREA/THEMATIC AREA - SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

12.1.1 STRATEGIC OBJECTIVES:

Eradicate backlogs in order to improve access to services and ensure that sustainable operations and maintenance of the existing water and sanitation infrastructure is achieved.

12.1.2 INTENDED OUTCOME: Sustainable delivery of improved services to all households in the district municipality.

WATER

The Dr Ruth Segomotsi Mompoti District Municipality is fulfilling its mandate as a Water Service Authority by ensuring that basic water and sanitation services are delivered to its communities in the entire district. Most of service delivery needs by communities are captured through regular IDP and budget roadshows which form part of the Water Services Delivery Plan. In these public participation engagements, more challenges with regard to inadequate bulk and internal water were identified.

The Dr Ruth Segomotsi Mompoti District Municipality (DM) as the Water Service Authority (WSA), the DM's priority is to provide bulk water supply and reticulation infrastructure in order to accommodate the ever-increasing housing development and new villages' extensions in its area of jurisdiction. The District Municipality is currently implementing two Regional Bulk Water Supply projects in Greater Taung and Mamusa local municipalities. The construction of the new 11ML/Day Taung Water Treatment works is nearing its completion and is envisaged to provide bulk water supply to most villages in Greater Taung including the South Eastern villages. The Mamusa Bulk Water Supply Scheme project is in progress with the upgrading of Bloemhof Abstraction Works virtually completed and the new 12 ML/Day Water Treatment Works (WTW) at the early stages of construction. The District Municipality is constantly engaging the Department of Water and Sanitation to provide sufficient budget for the implementation of the Bloemhof to Mamusa Bulk Water Pipeline to ensure completion of the Mamusa Scheme. The Mamusa Bulk Water Supply Scheme is intended to provide the long-term solution to the current water shortage experienced in Schweizer-Reneke areas.

The Kagisano Molopo Bulk Water feasibility Study has confirmed the availability of ground water and further recommends the supply of water through regional schemes/clusters to address water scarcity challenges in the area. The provision of budget to implement the regional schemes as a water supply solution in Kagisano Molopo area is a challenge and the Department of Water and Sanitation is on a regular basis engaged regarding this matter. The Implementation Readiness Study reports for Tlapeng- Eskdale and Bona Bona-Tseoge clusters have been approved by the

Department of Water and Sanitation and the allocated funds are insufficient to implement both projects.

The District Municipality is furthermore implementing water supply to various villages within its area of jurisdiction through the Rural Water Supply Programme. This programme is used as a vehicle to address and eradicate current backlogs with regard to access to basic water supply in line with the regulated standards by the Department of Water and sanitation (DWS). As the Water Services Authority, the Dr Ruth S Mompoti District Municipality should enter into Service Level Agreements (SLA's) with Naledi, Mamusa and Lekwa Teemane Local Municipalities and Sedibeng Water Board for water services provision in Kagisano Molopo and Greater Taung Local Municipalities. The District Municipality is coordinating the reporting of water quality supplied by Sedibeng Water, Naledi, Lekwa Teemane and Mamusa local municipalities to ensure compliance with the Blue Drop requirements for drinking water quality which is being administered and regulated by the Department of Water and Sanitation. The District Municipality will ensure that adequate budget is provided for compliance with Blue Drop, Green Drop and Water Services Development Plan (WSDP).

SANITATION

The Budget Road Shows and the IDP Processes that took place over the five past years provided a need to upgrade and refurbish the existing bulk sewer infrastructure for the purpose of meeting the demand posed by housing development in communities and Green Drop compliance requirements by the Department of Water and Sanitation.

The construction of the new 16ML Waste Water Treatment Works in Naledi Local Municipality is envisaged to address the new housing development and the future investment in the area. Refurbishment of all Water Treatment Works and Waste Water Treatment Works in Lekwa Teemane and Mamusa local municipalities will ensure that compliance with Green Drop is achieved.

As the Water Services Authority, the Dr Ruth S Mompoti District Municipality should enter into Service Level Agreements (SLA's) with Naledi, Lekwa Teemane and Mamusa Local Municipalities and Sedibeng Water Board for sanitation services provision in Lekwa Teemane (only Bulk), Kagisano Molopo and Greater Taung Local Municipalities. The District Municipality is coordinating the reporting of effluent quality of Waste Water Treatment Works (WWTW's) operated by Sedibeng Water, Naledi and Mamusa Local municipalities respectively to ensure compliance with the Green Drop requirements for effluent quality which is being administered and regulated by the Department of Water and Sanitation.

WATER AND SANITATION PROJECTS

Greater Taung Local Municipality

2019/2020 FY	2020/2021 FY	2021/22 FY
Gravity Pipeline from Taung dam to Taung – Phase 2C	Modutung Water Supply	Rura Water Supply - Letlhapong & Gasebusho Water Supply
Taung Bulk Water Supply Augumentation – Phase 2D	Taung Ext. 4, 5 & 7 water supply	Replacement of existing 315mm mPVC with a new 315mm oPVC pipe section at Dry-Harts
Taung Bulk Water Distribution Phase 2E1	Taung Bulk Water Distribution Phase 2E1	Bulk Water Supply Upgrading Taung Phase 2C: Raw Water Pipeline
Shaleng Water Infrastructure Upgrade	Pitsong Water Supply	Bulk Water Supply Upgrading Taung Phase 2D: New Treatment Works
Reivilo Water Infrastructure Upgrade (Phase 2)	Letlhapong - Gasebusho	Bulk Water Supply Upgrading Taung Phase 2E-1: Bulk Water Supply: Bulk pump line from new WTW in Taung to new Reservoir in Morokweng
Lykso Water Infrastructure Upgrade	Dryharts pipeline Bulkline	Bulk Water Supply Upgrading Taung Phase 2C: Raw Water Pipeline
Matlhako 1&2 Water Supply	Rural Sanitation Programme	Bulk water supply upgrading Taung: Phase 2E-2 - Bulk distribution Southern Portion
Rural Sanitation Programme		Bulk water supply upgrading Taung: Phase 2E-2 - Bulk distribution Eastern Portion
Refurbishment of Sanitation System Serving the Diplankeng Village Near Taung		Bulk water supply upgrading Taung: Phase 2E-2 - Bulk distribution Northern Portion
Drought Relief Programme		Bulk water supply upgrading Taung: Phase 2E-2 - Bulk distribution Central Portion
		DR RSM DM Rural Sanitation (2000 units)

Lekwa-Teemane Local Municipality

2019/2020 FY	2020/2021 FY	2021/22 FY
Bloemhof Water Treatment Works Upgrade – Civil Works	Upgrading of Water Treatment Works in Christiana	Utlwanang Bulk Water Reticulation Upgrade
Bloemhof Water Treatment Works Upgrade – Mechanical Works	Rural Water Supply: Geluksoord Ext 5	Refurbishment of Christiana WTW
Bloemhof Water Treatment Works Upgrade – Electrical Works	Replacement of pipelines from Pump Station to Utlwanang & Christiana Water Tower	Bloemhof Ext. 10 & 12 Bulk Water Supply
	Rural Sanitation Programme	Rural Sanitation Programme (200 Units)

Mamusa Local Municipality

2019/2020 FY	2020/2021 FY	2021/22 FY
Mamusa Bulk Water Supply Gravity Main	Rural Sanitation Programme	Glaudina Water Supply
Mamusa Bulk Water Supply: Pipe Jacking	Mamusa Bulk Water Supply: Rising Main	Migdol Water Supply
	Rural Water Supply: Amalia	DR RSM DM Rural Sanitation (2000 units)
	Rural Water Supply: Nooitgedacht	Refurbishment of Schweizer – Reneke WTW
		Upgrading of Water supply to Migdol
		Upgrading of Water supply to Glaudina
		Bulk water supply from Bloemhof to Schweizer Reneke: Pump Main from Bloemhof to Reservoir at Olievenfontein

		Bulk water supply from Bloemhof to Schweizer Reneke: Gravity pipe line from Vaalkop Reservoir to Schweizer Reneke Reservoir
		Bulk water supply from Bloemhof to Schweizer Reneke: Pump Main from Olievenfontein Reservoir to Vaalkop Reservoir - Civil

Kagisano Molopo Local Municipality

2019/2020 FY	2020/2021 FY	2021/22 FY
Ditshukutswaneng Water Supply	Rural Sanitation Programme	Bray Water Supply
Louwna Water Supply	Kagisano-Molopo Regional Bulk Water Systems: Scheme 2 Bona Bona	Bona Bona Bulk Water Supply Cluster
Kagiso/Kagisonyane Water Supply	Rural Water Supply: Mabone	Tlapeng Bulk Water Supply Cluster
Kagisano-Molopo Regional Bulk Water Sysytems: Scheme 2 Bona Bona	Rural Water Supply: Morokwaneng	Ganyesa Bulk Water Supply Cluster
Rural Sanitation Programme	Design and Construction of Oxidation Ponds in Morokweng	Rural Sanitation Programme
Design and Construction of Oxidation Ponds in Bray	Design and Construction of Oxidation Ponds in Ganyesa	
	Design and Construction of Oxidation Ponds in Tlakgameng	
	Design and Construction of Oxidation Ponds in Bray	

Naledi Local Municipality

2020/21 FY	2021/22 FY
Stella WWTW	Refurbishment of Naledi Sewer networks
Rural Sanitation Programme	Stella Bulk Sewer & Internal Reticulation Phase A
	Rural Sanitation Programme (600 units)

12.2 KEY PERFORMANCE AREA/THEMATIC AREA - PUBLIC PARTICIPATION AND GOOD GOVERNANCE (GOVERNANCE STRUCTURES)

12.2.1 STRATEGIC OBJECTIVE:

- To promote a Culture of Participatory and Good Governance.

12.2.2 INTENDED OUTCOME:

- Entrenched culture of accountability and clean governance.

12.2.3 INTERNAL AUDIT FUNCTION

Establishment

The Shared Service of Internal Audit was established in 2004 with the aim of assisting the Local Municipalities with internal audit service. Some of the reasons amongst others for this establishment were to assist the local municipalities to comply with Section 165 of the MFMA no. 56 of 2003 which stipulates that each municipality and each municipal entity must have an internal audit unit; and to ease the financial burden for the locals in establishing their own internal audit units.

Composition

When the shared service started, the department had only 04 personnel which consisted of the Project Manager, a Senior Internal Auditor and two Auditors. The department has currently grown to have a total number of 18 personnel which consist of the following:

- Chief Audit Executive,
- 03 Managers,
- 03 Senior Internal Auditors,
- 10 Internal Auditors and

- Internal Audit Clerk.(vacant)

12.2.4 Nature of Work

The internal audit activity evaluates and contributes to the improvement of three areas which are:

- **Governance**

Internal audit assesses and make recommendations to improve the governance processes in the organisation by promoting appropriate ethics and values within the organisation.

- **Risk Management**

Internal audit evaluates the effectiveness and contribute to the improvement of risk management processes.

- **Control processes**

Internal audit assists the organisation in maintaining effective controls by evaluating their adequacy and effectiveness and by promoting continuous improvement. These controls should be designed by management and be evaluated by internal audit to see whether they are working as intended or they need to be improved.

The Audit and Performance Committee (APC) is established from Section 166 of the Municipal Finance Management Act and Circular 65 issued by National Treasury. The APC reports formally in terms of its Audit and Performance Committee Charter, and it regulates its affairs in compliance with this charter and discharges all its responsibilities as contained therein.

Audit committee composition

The APC, consists of six (5) independent outside members and must meet at least four times per annum as per its approved charter, although additional special meetings may be called as the need arises. The audit committee comprises of the chairperson with five (5) members. The APC members have qualifications in different disciplines (e.g. Finance, performance audit, internal & external audit, risk management and legal background).

Initials and Surname	Position
Ms F. Mudau	APC Chairperson
Mr L. Berend	APC Member
Ms M. Nkwane	APC Member
Ms V. Mothelesi	APC Member

Mr E. Van Rensburg	APC Member
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APC objectives

- To assess whether effective, efficient and transparent systems of financial and risk management and internal control are maintained by the Councils, which contribute to the effective utilisation of resources, safeguarding of assets and the accomplishment of goals.
- To promote the efficiency and effectiveness of accounting and management information systems.
- To promote in accordance with the Council's public accountability, justifiable decision-making pertaining to Municipal services rendering as indicated in policy statements, practices and the uncovering of malpractice.
- To create a distinct and clear communications channel between the council, management, external auditors and internal auditors.
- To inform the Councils regarding important problems that must be addressed concerning the preparation of and discussion of the financial statements.
- To monitor the effectiveness of the internal audit activity.
- To enhance the objectivity and credibility of reporting to stakeholders and district communities.

Internal Audit

The APC provides oversight and monitors the Internal Audit Department. The CAE reports functionally to the APC and administratively to the Accounting Officer.

Background

- The Shared Service of Internal Audit was established in 2004 with the aim of assisting the local municipalities with internal audit service.
- Some of the reasons amongst others for this establishment was to assist the local municipalities to comply with Section 165 of the MFMA no. 56 of 2003 which stipulates that each municipality and

each municipal entity must have an internal audit unit; and to ease the financial burden for the locals in establishing their own internal audit units.

- This service is currently rendered for free by the District to the local municipalities.

Staff Composition

When the shared service started, the department had only 04 personnel which consisted of the Project Manager, a Senior Auditor and two Auditors. The department structure has currently grown to have a total number of 17 personnel which consist of the following:

- Chief Audit Executive
- 03 Managers
- 03 Senior Internal Auditors
- 09 Internal Auditors (01 Vacant)
- 01 Audit Clerk (vacant)

Challenges

The following challenges are experienced by the APC and the Internal Audit:

- Key personnel at municipalities not attending APC meetings and not reporting to the APC recommendations consistently.
- Information requested not submitted or not submitted on time to the APC.
- Internal Audit recommendation not implemented by management.
- APC not able to report to Council due to Council not sitting/ APC not invited/No schedule of Council meetings.
- High rate of key vacant and acting positions in municipalities not communicated/reporting to Internal Audit and APC.
- Inadequate quality of financial and performance reports.
- High rate of debt owed to Eskom and other creditors e. Auditor-General and Water Boards
- Infrastructure budget invested with VBS that could not be recouped causing financial distress of the District municipality and some beneficiary local municipalities.

- Continuous labour unrest and community unrest.
- Undesired Auditor-General reports and findings that are not addressed timeously.

12.2.5 WARD COMMITTEES

MUNICIPALITY	NUMBER OF WARDS	STATUS
Greater Taung	24 Wards	Functional
Naledi Local Municipality	10 Wards	Functional
Lekwa Teemane	7 Wards	Functional
Mamusa Municipality	9 Wards	Not functional
Kagisano/Molopo	15 Wards	Functional

12.2.6 Challenges of Ward Committees

- ✚ Lack of support from Municipal level
- ✚ Lack of resources e.g. stationary, offices and transport
- ✚ Ward committees must be assisted by official from three office of the speaker as part of public participation process and not all five municipalities have office of the speaker
- ✚ From the five municipalities' two municipalities namely Mamusa and Lekwa-Teemane do not have the office of the speaker due to the size of the municipality.

12.2.7 Council Committees

Council Committees	Name of the Committee
1	Mayoral Committee
2	Corporate Services and Special Programmes Portfolio Committee
3	Finance Portfolio Committee
4	Community Services Portfolio Committee
5	Planning & Development Portfolio Committee

6	Local Economic Development Portfolio Committee
7	Engineering & Technical Services Portfolio Committee
8	MPAC
9	Budget Steering Committee
10	Audit Committee

12.2.8 Supply Chain Committees (SCM)

In terms of the Supply Chain Management policy –bids committees are established. There are three committees in place and they are as follows:

Table 4: Bid Committees

Chairperson of the Committee	Name of the Committee
Mr. Herman Bezuidenhout	Bid Specification Committee
Mr. Letlhogonolo Seichoko	Bid Evaluation Committee
Mr. Kgomotso Kumbi	Bid Adjudication Committee

12.2.9 RISK MANAGEMENT UNIT

12.2.10 Legislative Framework & Establishment

Dr. Ruth Segomotsi Mompati District Municipality has established a Risk Management Unit (RMC) in terms of the Local Government: Municipal Finance Management Act 56 of 2003. Some of the reasons for the establishment of the unit were to comply with Sections 62(1) (c) (i) and 95(c) (i) of the MFMA, which requires the Accounting Officer to ensure that the municipality have and maintains effective, efficient and transparent systems of risk management; and the District Municipality Audit & Performance Committee resolved that due to budget challenges and recommendations by the Accounting Officers and relevant stakeholders the District Risk Management Unit will support Local Municipalities with implementation and facilitation and roll out of Risk Management, the procedures and processes.

12.2.11 Composition

The Risk Management Unit is in total capacitated with three (3) officials; a Risk Manager and two (2) interns. The Risk management unit started with the appointment of a Risk Manager in November 2011, and later on grew with the appointment of two Risk Officer Interns in May 2014. The Unit has budget constraints and is currently facing resources capacity challenges, to ensure that the Unit provides effective, efficient and optimal risk services to the DRRSMDM and the Locals.

12.2.12 Nature of work

- **Governance**

The risk management unit drives and oversees the implementation, and monitoring and compliance to risk management processes, with the aim to improve governance processes and ensure that risks are appropriately managed.

- **Risk Assessments**

The risk management unit drives and oversees the implementation of, and monitoring of compliance to the risk management framework and policy by facilitating and coordinating the process of:

- ✚ Identifying risks;
- ✚ Reviewing and ranking of risks;
- ✚ Assigning responsibility to manage identified risks;
- ✚ Tracking and monitoring of risks; and
- ✚ Reporting on the status of risk management initiatives to the Accounting Officer, Management, Council and Audit Committee.

- **Objective**

The risk management implementation plan is to give effect to the implementation of the risk management policy and strategy and sets out all risk management activities planned for the year 2015/16.

- **Approach**

The development of the risk management implementation plan has taken into consideration:

- ✚ the risk management policy;
- ✚ the risk management strategy;
- ✚ available resources;
- ✚ Urgency, quick wins and sustainability.

Risk Management Committee

Dr. Ruth Segomotsi Mompoti District Municipality has established the Dr. Ruth S. Mompoti District Municipality Risk Management, Fraud & Anti-Corruption Committee (RMC), as a District Forum to strengthen good governance in terms of the Local Government: Municipal Finance Management Act 56 of 2003. The RMC is guided by the Committee Charter in conjunction with the Public Sector Risk Management Framework from the National Treasury Department and the Dr. Ruth Segomotsi Mompoti District Risk Management Framework and Policy.

A Chairperson has been appointed in terms of the adopted DRSM Risk Management Fraud & Anti-Corruption Committee Charter who is also a member of the Audit & Performance Committee. Permanent members of the Committee are formally appointed by the Accounting Officer; and Membership comprise of:

- External Chairperson: an appointed member from the Audit and Performance Committee;
- Municipal Manager (all municipalities within the District)
- Dr. Ruth Segomotsi Mompoti District Municipality Risk Management Unit: Manager
- Dr. Ruth Segomotsi Mompoti District Municipality Risk Management Unit (Support staff)

The primary objective of the Committee is to assist the Accounting Officer in discharging his accountability for risk management by reviewing the effectiveness of the Municipality risk management systems, practices and procedures, and providing recommendations for improvement.

10.3.12 MANAGEMENT AND OPERATIONAL SYSTEMS:

Indicate the availability and status of the following management and operational systems:

- Complaints Management System is currently in place but the management is in the process of establishing the system,
- Fraud Prevention Plan is in place and it is led by the speaker's office in the district,
- For the past three years Communication strategy has been compiled and submitted to Council for approval
- Stakeholder Mobilization Strategy / Public Participation Strategy are in a draft form and it is still to be submitted to council for submission.

12.2.13 COMMUNICATIONS

Communication is a two-way process in which there is an exchange of thoughts, opinions, or information by speech, writing, or symbols towards a mutually accepted goal or outcome. "Purpose of effective communication is sustaining the on-going work with maximum efficiency" Communication will help build good relationships with team members, sponsors, and other key stakeholders, to increase the likelihood of project or any activity success.

The Council also responds to the people 's needs and encourage the public to participate in policy-making through IDP Representative Forums and other intergovernmental Forums established by different departments within Dr Ruth S Mompoti District Municipality.

The Council fosters transparency by providing the public with timely, accessible and accurate information by publishing information in the local newspapers, using three predominant official languages of Setswana, Afrikaans and English. From time to time the municipality makes use of radio

broadcast to spread service delivery-oriented messages to communities. The Municipal Council also engages the community through consultation in matters such as the IDP, budget, performance management, provision of services etc.

A key part of the municipality's annual plans should be how to communicate all this to the people and how to involve them in decisions or as partners. The municipality has developed public participation (where is the strategy?) and communication strategies.

Both strategies take into consideration the approved IDP, MTREF Budget and the SDBIP and set out where and how communication and public participation should play a role to ensure that information is disseminated effectively to the public. The communication strategy is used to ensure that the Council provides regular report back and accounts to the communities about Council's decisions, plans and budgets. It ensures that the public is informed about new services, developments and policies and as such provides a platform for the communities to be partners for the delivery of government services.

The District Municipality has established the Communicators Forum and Editors Forum. Our current communication initiatives are our external newsletters issued twice a year and internal issued twice a year. There are also Executive Mayoral outreach programmes where the Executive Mayor in his capacity visits communities to listen to their needs and challenges they are encountering in their different villages. We have also hosted the District Budget Speech Address where all stakeholders attended and commented in the budget speech. The benefit of these processes is to provide Executive Mayor, Councillors and administrative arm with an opportunity to interact with communities so as make informed decisions.

The council also respond to the people 's needs and encourage the public to participate in policy-making through IDP Representative Forums. The Council fosters transparency by providing the public with timely, accessible and accurate information by publishing information in the local newspapers using three predominant officials' languages of Setswana, Afrikaans and English. From time to time the municipality make use of radio broadcast to spread service delivery-oriented messages to the community

The District Municipality also interacts with members of the communities during Setsokotsane Programme. The District Municipality, through its Communication Unit share Municipal Projects with communities. Members of communities also use this platform to register their Service Delivery Challenges, where they are noted and referred to the relevant departments for interventions. All complaints that are register during Community Participation and Setsokotsane Events are presented to the Council and Provincial Department of Local Government and Human Settlement.

12.2.14 INTERGOVERNMENTAL RELATIONS

Intergovernmental Relations

Background

Section 47 of the Intergovernmental Relations Framework Act, Act 13 of 2005 sets out the general principles and objects of intergovernmental relations primarily with focus on the outcomes that the system must achieve:-

- i. **Coherent government**
- ii. **Effective provision of services**
- iii. **Monitoring implementation of policy and legislation, and**
- iv. **Realization of national priorities.**

Section 154 of the Constitution placed a Constitutional obligation to national and provincial government in that “by legislation and other measures, they must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions”. The Dr. Ruth Segomotsi Mompati District Municipality managed to establish intergovernmental relations (IGR) structures wherein spheres of government both public and private sectors are invited for the realization of the above prescribed legislative requirements.

The President in the 2019 Presidency Budget Speech (2019) identified the “*pattern of operating in silos*” as a challenge which led to “*to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult*”. The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment. The President further called for the rolling out of “***a new integrated district based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities...***” The President is cognisant of the fact that such an approach will require that “*National departments that have district-level delivery capacity together with the provinces ... provide implementation plans in line with priorities identified in the State of the Nation address*”.

District Development Model

The District Development Model is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government to work jointly and to plan and act in unison. The model consists of a process by which joint and collaborative planning is undertaken at district and metropolitan level together by all three spheres of government resulting in a single strategically focussed Joined-Up plan (One Plan) for each of the 44 district and eight metropolitan geographic spaces in the country. The planning process is to be technically facilitated and supported in a more rigorous way at local level through reconfigured capacities. The resultant One Plan for each space will be approved and adopted by all three spheres of

government on the basis of consultative processes within government and with communities and stakeholders. The One Plan will consist of the objectives, outputs, roles and responsibilities, and commitments in terms of which all spheres and departments will have to act and against which they will be held accountable for prioritising resources and delivering results.

The District Municipality has already seized the opportunity in support of the statement made by the President of the Republic by starting the implementation of the District Development Model (DDM). The DDM have the following six pillars or working streams which must be complied with to have “ONE PLAN”

Namely:-

- i. Demographic and District Profile (which we have already submitted to province and national)**
- ii. Governance and Financial Management**
- iii. Integrated Services Provisioning**
- iv. Infrastructure Engineering**
- v. Spatial Restructuring and**
- vi. Economic Positioning**

IGR is part of the functions and responsibility of all spheres of government and not only municipalities as it is currently perceived by some sectors. The DDM enforces national and provincial spheres to submit their plans to the District One Plan failing which there must be consequences as compared to previously where some sectors would not submit their plans for inclusion in the IDP.

The District is looking to have the support of national and provincial spheres as required section 154 of the Constitution to ensure that information relevant to the others pillars/work streams is gathered with a view to conclude the process of having “One Plan” that will be jointly approved by leadership of the three spheres of government for implementation.

12.2.15 THE SPECIAL SPORTS PROJECTS

The municipality has no capital project budget for Sports. The amount is allocated from operational budget of the municipality. The municipality only budgeted for support of sporting codes in the district. This is as a result of municipal powers and functions. Sport is not core function of the municipality- it is the core function of Department of Sports. The district municipality is just providing a supportive role to communities on certain sporting codes. The following are the sports that this unit is developing are Soccer, Netball, Cricket, Indigenous Games, Golden Games, Hockey, Rugby, Athletics, Tennis, Boxing, Body Building. The sports Codes are done at an insignificant scale that can earn individuals some credit, but given the circumstances there are those that can benefit from the efforts. The sports codes that are listed are those that catered for and the last three are emerging. However, there is a lack of funds and manpower to significantly address them.

COMMUNITY DEVELOPMENT PROGRAMMES/SPECIAL PROGRAMMES

An NPO is defined, in terms of section 1 of the NPO Act, 71 of 1997, as a trust, company or other association of persons established for a public purpose and of which its income and property are not distributable to its members or office bearers except as reasonable compensation for services rendered. Non - Governmental Organisations (NGOs) and community-based organisations (CBOs) are collectively known as Non - Profit Organisations (NPOs). In some instances, NPOs are also referred to as Civil Society Organisations (CSOs).

Programmes in the Office of the Executive Mayor aims to benefit all designated groups including, NPOs focusing their attention on designated groups, namely; people infected and affected by HIV and AIDS, orphans and vulnerable children, youth, elderly, people with disabilities, as well as women empowerment and gender equality-oriented groups. The District commits to among others, principles of fairness and cost effectiveness. The District gives recognition and preference to organisations committed and actively involved in transformation process of the District and the Country.

Thus, according special attention to the NPOs concerned in addressing the national and district priorities. The focus is about forming alliance with civil society organizations as they serve as an extension of government services to communities. Furthermore, the aim is to alleviate poverty through support of self – help projects and creation of jobs through the Special Programme Budget and also tapping resources from the EPWP Programme through the incentive grant.

12.3 KEY PERFORMANCE AREA/THEMATIC AREA- INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

12.3.1 STRATEGIC OBJECTIVES:

- Improve organizational cohesion and effectiveness

12.3.2 INTENDED OUTCOME:

- Improved organizational stability and sustainability

Information Technology (IT): there are currently two permanent positions that are filled in the IT Unit, Recruitment for Technicians and Junior Technicians is still underway.

- Organisational Structure

The Organisational Structure (Staff Establishment) was last reviewed by the previous Council at its ordinary meeting held on 28th February 2018. The process to review the organisational structure will resume in March 2019 to inform Draft Budget after review of IDP 2018/19, and all the relevant stakeholders will be consulted and it will be submitted to council for approval as per Chapter 2 of the Regulations on the Appointment of Senior Managers dictates.

○ Availability of skilled staff

The council is progressively recruiting and selecting suitably qualified people for all vacant funded positions.

○ Vacancy rate

Currently there are 7 (Seven) senior management positions (Section 54 & 56 of Municipal Systems Act as amended) in the current organisational structure. Three (3) are filled and Four (4) are vacant. Appointments for Four (4) vacant positions will be done before the end of March 2019.

○ Skills development plan

The Skills Development Unit has conducted an assessment of the municipality's training needs in order to develop the annual training plan that will be incorporated in the Workplace Skills Plan of the district municipality. The required skills need of officials have been received from some departments and have also been included in the training plan for the next financial year.

○ Human Resource Management strategy/plan

The HR unit has developed the HRM Strategy and was approved by council during its meeting held in June 2015. The status of the HRM strategy has not changed since 2015 to date. The Strategy will be reviewed to incorporate the needs of the newly elected Council.

○ Individual and Organisational Performance Management System

The Performance Management System Framework Policy was initially for Section 56 Managers and on the 30th May 2016, Council resolved to cascade it to all officials. The municipality is not in the position to implement the PMS for lower level officials during 2018/2019 financial year.

Challenges

- Budget constraints,
- Insufficient office accommodation as some staff members are cramped in offices
- Cascading of performance management system

Proposed Solutions

- Budget allocation to be increased
- Renovations of the old Office Building to accommodate additional staff
- Recruitment of additional personnel in critical positions
- Performance management system be implemented in phases

12.4 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

12.4.1 STRATEGIES THAT WILL PROMOTE ORGANIZATIONAL COHESION, EFFECTIVE HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT; AND PERFORMANCE MANAGEMENT

- The department has developed Recruitment and Retention Strategy to retain the scarce skills and retain them. There is a need to review the Strategy to align it with the needs of the new Council
- A clear succession planning which involves the labour unions (acting on behalf of the employees) needs to be developed
- Departmental retreat will be conducted in the next financial year to align the work plans of employees with the technical SDBIP and reporting thereto with portfolio of evidence
- Promote teamwork (Collectivism) in our operations as opposed to working in silos.
- To have an informed workforce through departmental meetings and LLF Structures such as Training, Health & Safety Committees
- Strengthen Effective communication with the entire workforce
- Identify key skills and talents needed for the achievement of IDP strategic objectives and provide appropriate training thereto
- Recognition of the performance of employees and progressively improve benefits in line with Collective Agreements
- Ensure Performance Agreements of Section 54 & 56 Managers are signed in terms of the provisions of the Municipal Systems Act
- Cascade the PMS to lower echelons of the organizational hierarchical structure
- Build requisite capacity to appraise performance of the employees
- Develop Personal Development Plans to inform WSP
- Develop and aligned WSP to IDP to attain strategic objectives.

12.5 KEY PERFORMANCE AREA/THEMATIC AREA- FINANCIAL VIABILITY MANAGEMENT

STRATEGIC OBJECTIVE:

To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems

INTENDED OUTCOME:

Improved financial management and accountability

The key objective of the Municipal Finance Management Act (2003) (MFMA) is to modernise municipal financial management in South Africa so as to lay a sound financial base for the sustainable delivery of services. Sound financial management practices are essential to the long-term sustainability of municipalities; they underpin the process of democratic accountability. Weak or opaque financial management results in the misdirection of resources and increases the risk of corruption.

Municipal financial management involves managing a range of interrelated components: planning and budgeting, revenue, cash and expenditure management, procurement, asset management, reporting and oversight. Each component contributes to ensuring that expenditure is developmental, effective and efficient and that municipalities can be held accountable.

The management of key financial and governance areas is achieved by focusing on:

- reducing the levels of outstanding debt owed to the Municipality, to assist with service delivery spending and maintaining a healthy cash flow;
- Maintaining positive audit opinions by ensuring that systems are in place and by resolving audit findings and improving financial governance; and
- Spending budgets to maximise delivery

The Municipality 's annual budget comprises an operating budget and a capital budget. The operating budget funds employee related costs, provision of bulk water and sanitation services as well as other operating costs.

The capital budget is set aside for spending on infrastructure and services, such as roads, water and electricity as well as the many other utilities and services that Dr Ruth S Mompati District Municipality needs in order to function, grow and offer opportunities to its citizenry.

Financial Management Reforms

In order to achieve the set objectives, the Municipality will implement the following financial management reforms to ensure that resources are used efficiently:

- Efficient costing of services and projects by identifying and managing the cost drivers.
- Active use of forecasts and projections to manage cash flow efficiently.
- Active monitoring of income and expenditure against predetermined budget targets/projections.
- Set financial benchmarks and monitor performance against them.
- Development and implementation of a long term financial plan to ensure the financial viability of the municipality is maintained.

Impact of mSCOA on the Dr Ruth S Mompati District Municipality

As a new financial reform, the mSCOA has to be implemented by all municipalities and municipal entities with effect from the 01 July 2017. This new reform hopes to bring improved quality of data, improved financial reporting, improved decision-making processes and budget enhancement is expected.

Overall Objective

1. The primary objective is to achieve an acceptable level of uniformity and quality from the collection of Local Government (Municipality and Municipal Entities) data. This will require a classification framework specific to Local Government.
2. To achieve the main objective of mSCOA will require a classification framework specific to Local Government incorporating all transaction types, appropriation of funds, spending on service delivery, capital and operating spending, policy outcomes and legislative reporting requirements to the maximum extent possible.
3. The implementation of this framework (mSCOA) must give recognition to:
 - International standards, guidance and best practitioners;
 - Labels and accounts defined to have readily available the information needed for local government budgeting (annual budgets, adjustment budgets and SDBIP) and reporting (monthly, mid-year performance assessment and annual financial statements);
 - General alignment of financial reporting formats and the annual financial statements to key budget format reforms;
 - Alignment of budget and reporting formats with the Standards of GRAP and principles within the provisions of the transitional arrangements applicable to the different categories of municipality, especially recognising that local government uniquely operates in an accrual accounting and budgeting environment;
 - Consistent use of terminology across all municipalities by defining all accounts and labels in simple terms to support appropriate classification of transactions throughout all municipalities;
 - Standardisation across local government by clearly outlining the information requirements which will enable municipalities and their information system suppliers to develop software and report writing formats that are automated and compliant to reporting requirements governing Local Government;
 - Reporting on the —whole-of-local government||, and thus contribute to —whole-of-government|| monitoring and evaluation;
 - Finding a solution for the separation of the general government sector, which —consists of entities that fulfil the functions of government as their primary activity|| and business activities that sell services at market prices within a local government environment, especially where the management of these functions tend to be closely interrelated with general government activities;
 - Minimising the cost of compliance and information gathering; and
 - The classification framework must be kept simple and avoid unnecessary complexities to the maximum extent possible; this while ensuring the reform intent is maintained.

12.5.1 Supply Chain Management and the new SCM reforms

The municipality will focus on strengthening the Supply Chain Management unit to capacitate the unit and ensure that there is effective sourcing of goods and services to achieve service delivery.

Supply chain management is an enabler to achieving service delivery and to ensure that the developmental goals as outlined in this IDP are achieved.

12.6 KEY PERFORMANCE AREA/THEMATIC AREA- LOCAL ECONOMIC DEVELOPMENT

12.6.1 **STRATEGIC OBJECTIVES:** create an environment that promotes the development of the local economy and facilitate job creation

12.6.2 **INTENDED OUTCOME:** improved municipality economic viability

- Enhancement of agricultural development and creation of employment and training of local communities as farmers. - Development of an Agri-Park within Vryburg)
- Optimum investment through IDP on DM and LM level in economic growth and development through investment in supporting infrastructure and maintenance of existing infrastructure.
- Development of agricultural orientated industries to support the sector locally within the proposed rural consolidation nodal areas.
- Support to land reform strategies to be rolled out within urban and rural settlements. Locational selection and optimization of land close to access routes, existing corridors and nodes. Development of agricultural orientated nodes in support of local rural communities and by adding value to the produce being cultivated and livestock.
- Transfer of agricultural knowledge, knowhow between existing farmers and new farmers to enter the market based on land reform projects within the DM.
- Formation of PPP's in agricultural enhancement and adding of market value from a commercial perspective and the notion of subsistence farming, industrial and commercial focuses and projects.
- Rendering of commercial and industrial sector support through provision and land being owned by LM's to all potential private sector investment. Ensuring access to and availability of supporting infrastructure.
- Engaging the private sector to invest in economic development within all LM's through establishment of commercial and industrial chambers to develop and assist future sector entrepreneurial members within all rural and urban

communities.

Status Quo	Objective	Performance Indicator	Baseline
No existing Strategy to coordinating or facilitate economic planning and execution of plans.	To develop a strategy that will among other things: guide local economic development, integrate existing projects/programmes, promote participatory LED, initiate local economic development initiatives, establish partnerships and empower local communities by June 2020.	100%	There is no integrated LED strategy. The Integrated LED Strategy completed by June 2019. All economic sectors within the district will be included and alignment with Provincial and national economic priorities be considered.
Coordinating structure to facilitate economic planning and execution of plans.	To establish an institutional structure with sufficient capacity to drive and manage economic development by June 2020.	100%	Currently there is no specific economic planning forum for the District Local LM LED Fora will be re-established as terms of office expire In June 2019. All Local LED Forum will be re-established for period July 2019 to June 2020 for the value of R200 000.
Supporting the delivery of municipal services to communities	Ensure that existing economic infrastructure is upgraded and maintained.	100%	Current infrastructure is not conducive to

<p>to promote economic development.</p>		<p>promote economic growth and development and to attract investment.</p> <p>Funding and Resourcing of Economic infrastructure e across the District as follows</p> <p>Wentdzel Dam (on going) SWeizer Reineker</p> <p>SMME Hubs Design work to be completed by June 2019. Implementation on going</p> <p>Tourism Information Centre by June 2019</p> <p>Hawker Settlement Stalls to be completed by May 2019 in Ganyesa</p> <p>District Hawker Settlement Development across District (on going)</p> <p>SMME ICT Hub to be completed by May 2019 in Coldridge</p>
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<p>Expansion of support to SMME/Informal sector support.</p>	<p>To facilitate SMME skills development and capacity building programmes.</p>	<p>100%</p>	<p>Currently there is no specific plan to responding to development challenge in an integrated manner acknowledging that human development is integral to development in general.</p> <p>Cooperatives / SMME and Informal support ; Funding of Informal traders, Cooperatives as per list from LMs completed by June 2020</p>
<p>Establish Strategic Partnerships.</p>	<p>Identifying stakeholders and forge strategic partnerships. Forge strategic partnerships with both public and private sector institutions. To align the Districts Initiatives to both Provincial and National strategies.</p>	<p>100%</p>	<p>Currently there is no alignment of District's Initiatives to Provincial or National strategies.</p> <p>Establish MOU for programme and project planning and implementation April 2019-June 2022</p> <p>SEDA MOU with DRSM to be concluded by June 2019. Consolidated</p>

			close up report to be submitted by June 2019
Attract investment to the District.	To facilitate access to funding opportunities for SMMEs.	100%	<p>There is no clear initiative geared towards Facilitate access to funding opportunities for SMMEs.</p> <p>Impact assessment report following The District Investment Summit to be supported by June 2020.</p> <p>MOU developed for funding from Economic Agencies and Corporates for project support by June 2020.</p> <p>Explore Public Private Partnership resourcing arrangement by June 2020</p>
Enhancing Agricultural Practice throughout The District.	To intensify and commercialize agricultural practices in order to help people move away from subsistence farming and create opportunities to access the lucrative agricultural sector.	100%	Emerging farmers a for the value of Rare struggling to turn their operations in profitable and sustainable

			<p>agricultural businesses.</p> <p>Address Water access Challenges for agricultural use. Develop Plan future water requirements</p> <p>Partner with Commercial Farmer across the District and outside for market access March 2019-June 2022</p> <p>Develop Agri-villages (Farmers Production Support Units) across the District Research and development to seek additional commodities</p> <p>Aquaculture development across Bloemhof , Spitskop and Taung Dams By June 2020</p>
Facilitate Access to Agricultural Markets.	To facilitate and collaborate with the Department of Agriculture, Department of Rural Development and Land Reform, and other stakeholders to improve agricultural extension services in Local	100%	<p>Create a conducive environment for marketing agricultural products.</p> <p>Host Agricultural Product Market</p>

	Municipalities in order to allow local producers to access markets.		/Fresh Produce market Show in DRSM in Vryburg In June 2021 Attend Marketing Expos for emerging and commercial farmers
To explore and improve the tourism sector.	Formulation of a Rural Tourism Development Strategy and Sector Plan to promote and drive economic development in the local community as well as open new economic and employment opportunities.	100%	To develop a single common District rural development plan, that will be monitored and centrally driven. To ensure the development and promotion rural development throughout the District. Will be developed through the integrated LED Strategy by June 2019
To improve Sports Development.	Facilitate and promote sports development throughout the District.	100%	There is an urgent need: To improve the level of participation in sport and recreation, promote leadership, management, administration, financial management and marketing, including

			<p>coaching clinics held for various sporting codes per financial year.</p> <p>Develop partner and resource with relevant stakeholder (IGR)</p>
Improve Social cohesion	To promote social cohesion through sports and social initiatives.	100%	<p>This component deals with those activities that will be undertaken to achieve various socio-economic objectives of the municipality that will lead to positive community development.</p> <p>Host Sport events with local clubs and local schools June 2020</p>

Introduction

The Dr Ruth Segomotsi Mompati District recently review the current Local Economic Development (LED) Strategy, develop a more responsive LED Strategy, including an implementation plan, for the District.

This review is focused on building stakeholder buy-in and undertaking a rapid assessment of the local economy and institutional environment. This LED Strategy is, therefore, aimed at providing a framework for the District's interventions and planning for sustainable economic development in its jurisdiction. This also encourages community involvement and ensures maximum participation in municipal affairs. There is a clear need to enhance the LED capacity in order to improve the local area's economic future and quality of life for all residents.

What is Local Economic Development

Local economic development is an approach towards economic development that enables and encourages local stakeholders to work together and achieve sustainable economic growth and

development, thereby bringing economic benefits and improved quality of life for all residents in a specific locality. In addition, local economic development involves the identification and use of local resources, ideas, and skills to stimulate economic prosperity in an area.

The mandate of LED seeks to create employment opportunities for residents, alleviate poverty, redistribute resources and create opportunities to benefit all residents in a local area. In the South African context, LED is viewed as a key macro-economic growth pillar as it seeks to create jobs, new economic opportunities and increase income levels to broaden the tax and revenue base of a municipality. LED encompasses a range of disciplines which include physical planning, economics, and marketing. It also incorporates local government and private sector functions such as environmental planning, business development, infrastructure provision, real estate development and finance which translate into a range of sector investments.

Therefore, the District is expected to play a pivotal role in coordinating and/or integrating all local economic development activities throughout the region. This includes developing an all-encompassing regional LED strategy that will highlight potential areas that the District needs to focus investment on to ensure that an enabling environment for businesses and the community within the region is created. Such investments also provide local economic growth and development, uplift the population of DRSM and target poverty alleviation. The strategy will also assist in providing information to be used in strategic decision-making processes for local economic development.

The Broader View on Local Economic Development

Local Communities are affected by macro-economic issues such as globalisation, decentralisation and market liberalisation. These macro-economic issues offer various opportunities and challenges for smaller and poorer localities.

At a national level, there are efforts to address these macro-economic challenges, however, leaders at local government level need to have a clear understanding of the impact that these macro-economic issues have on micro-economies as well as other local economic development efforts. This includes an understanding of policies and strategies, at a national level, that can possibly guide local economic development.

With the national and provincial policies and strategies in mind, a huge impact on economic development can be made at a local level to address macro and micro-economic challenges. However, this can be achieved when local economic development is used as an important tool to create economic opportunities and reduce poverty by:

- a) **Supporting the pursuit of inclusive economic development** that provides for both the promotion of local wealth creation and poverty reduction;
- b) **Ensuring that the traditionally marginalised become active participants** in the economy and have access to economic opportunities resulting from local economic development efforts;

- c) **Ensuring inclusivity by supporting both formal and informal sectors** and their critical role in economic development; and
- d) **Incorporating explicit poverty reduction efforts** through the implementation of coordinated local economic development programmes and projects.

A change in attitude, by all stakeholders, is critical in implementing a paradigm shift towards achieving the goals and objectives of local economic development. This paradigm shift entails the mobilisation of the locally available skills and applying a new creative way of thinking in terms of the utilisation of community assets to achieve economic growth and development.

Local economic development has several benefits that can improve the situation of a community not just economically but also in terms of human development because it can create a strong functioning community with the necessary access to key human development services, such as education and health.

In order to achieve the full benefits of local economic development, it is important for such local economic development to operate on several principles which are listed below:

- a) Local economic development must **promote equitable and sustainable economic growth**. This means opportunities to wealth creation must be open to both men and women of working age, the rich and poor, to urban and rural dwellers, and to all ethnic and religious groups.
- b) **Achieve sustainable economic growth** by ensuring that local resources are transformed into marketable goods for the current population and continuously regenerated so as not to deprive the future generation of the same resources.
- c) **Local economic development** is a multi-stakeholder partnership wherein those who are affected and/or can affect economic growth in the locality, have a role to play (e.g. government, business, non-governmental organisations and communities).
- d) **The private sector, including SMMEs**, is acknowledged as the main creator of employment and growth whereas local government authorities must be conscious of their role as the **“enablers”** of local economic development by setting a conducive environment for the local economy to grow.
- e) In circumstances where there is an inadequate investment, in the local economy, **local governance authorities may decide to perform play the role of creating employment and growth opportunities**.
- f) A good economy thrives when there is a **transparent and accountable governance system** which is a practice that should permeate throughout the political and economic structures in the community.

In summary, the local economic development must be centred towards achieving sustainable economic growth and development by enabling and encouraging collaboration between local, provincial and national stakeholders. The implementation of a local economic development strategy should therefore result in the creation of employment opportunities, poverty reduction and/or alleviation and the redistribution of local resources to the benefit of all sectors of the local economy.

The path towards local economic development should entail a wide range of disciplines such as environmental planning, business development, infrastructure provision, real estate development and finance. This, therefore, translates into a range of sector investment and involvement required to achieve sustainable economic growth and development.

PLANS AND PROGRAMMES FOR THE 2021/22 FINANCIAL YEAR:

LED Project/Programme	Focus	Motivation	Budget
SMME HUB	Formalization of Informal Trader Market	Build SMME Hub Stalls in Mamusa and District wide	R 10 million
Farmers Support and Development Programme		Continues support to Emerging Farmers through LED Grant policy	R2 million
Tourism establishment /products support	Improve the product quality and market of products	Provide material improvement support of products	R2 million
LED Benchmarking programme	Ensure implementation of the developed and Council adopted Implementation plan of the signed MOU.	Partner with established District Hubs in agri-tourism and related sectors	R100 000.00
Tourism event and expos and events	Support market access for the Tourism sector both local and outside	Host and attend market access opportunities	R500 000

Marketing of the District: Billboards	Fix and furnish current billboard structures	Continues market visibility of the District area	R500 000
Small Business & Cooperatives(all sectors) on-going support (skills development, market access, funding/funding referrals, etc)	Ensure an equitable reach of relevant information, support programmes and skills development for small businesses across the district in partnership with relevant stakeholders.	Equitable support & information reach for all small businesses in the district.	R15 million

12.7 KEY PERFORMANCE AREA/THEMATIC AREA- BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT :COMMUNITY SERVICES

12.7.1 STRATEGIC OBJECTIVE:

All citizens have a right to an environment that is not harmful to human health, and it imposes a duty on the State to provide community services that are accessible to the communities of DR RSM in an efficient and effective manner

INTENDED OUTCOME:

Optimal and coordinated Municipal/ Environmental Health and Management Services; Co-ordinated and regulated Fire and Disaster management services

Dr Ruth Segomotsi Mompati District Municipality's Community Services Department is made out of the following Sections:

- A. Solid Waste Management Services
- B. Fire and Disaster Management Services
- C. Environmental / Municipal Health Services
- D. Environmental Management (these services can be incorporated into EHPs trained as EMI cause they form part the function need further engagement as its principal activities are with the Provincial and National functions)

12.7.2 Solid Waste Management Environment

Section 24 of the Republic of South Africa Constitution Act 108 of 1996 states that; everyone has the right to an environment that is not harmful to their health and well-being and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures.

Division of functions and powers between District and Local Municipalities;

Section 84(1)(e) of the local Government Municipal Structures ACT,117 of 1998 states that the District municipal has the following function; **Solid Waste disposal sites serving the area of the district municipality as a whole**. Furthermore, schedule 4. Part of the constitution outlines the Local functions for which solid waste management is not part.

During 2009 the DR RSMDM Council in terms of Council Resolution no.2009/29 accepted the responsibility of Solid Waste Management services for the Local municipalities of Mamusa, Kagisano-Molopo, Greater Taung and Lekwa-Teemane which were the municipalities that did not have the capacity to provide the optimum waste management services. The resultant of this is due to the MEC of the Provincial Legislature having adjusted the powers and functions of the District Municipality in terms of Section 85 of structures Act whereby the ~~local~~ function of the Solid Waste Management was put as a competency of the District with effect from 1 July 2008. This is a function of the District which is not funded amongst the services provided by the District Municipality. A formal section 78 Assessment was conducted ~~out~~ to determine the Municipality's capacity to deliver the function of Solid Waste Management and the District Municipality sourced the service provider to that effect (Vide Project No. No.12615865- 003).

The District Municipality undertook a feasibility study on the performance of the function and the recommendation of the study reflected that the function be allocated back to the local Municipality where it resides, and the District took a resolution NO.149/2016 to inform the MEC to consider the recommendations of the study and to take back the Solid waste services to the local municipalities.

The Local Government Municipal structures Amendment Act 2000 provide for the amendment of section 84 of the principal Act by substituting for subsection (1) as follows;

A District Municipality has the following function and power

(e) Solid Waste disposal sites [**servicing the area of the district municipality as a whole**], in so far as it relates to---

- i. The determination of **a waste disposal strategy**
- ii. The regulation of waste **disposal**
- iii. The establishment, operation **and control of waste disposal** sites, bulk waste transfer facilities and **waste disposal** facilities for more than one local municipality in the district.

Challenges and Proposed Solutions

DR RSMDM is mandated to perform a function that is best executed by the Local Municipalities the said function is not funded in the basket of function of the District Municipality.

Since 2016 the District Municipality has been battling with the application of the re-allocation of solid waste management services to the local municipalities, through the MEC of Local Government without success. This needs to be considered with urgency to relieve the District from the alleged performing of functions which is not its full responsibility but has a part, i.e **When there is a regional land fill.**

12.7.3 MUNICIPAL HEALTH SERVICES

Constitution of the Republic of South Africa, Act No. 108 of 1996

Schedule 4 Part B outlines the local government matters to the extend set out in section 155 (6) (a) and (7) and Municipal Health Services as part of the matter

“Municipal Health Services” as the following;

- a. Water quality monitoring;
- b. Food control;
- c. Waste management;
- d. Health Surveillance of Premises;
- e. Surveillance and prevention of communicable disease excluding immunizations;
- f. Vector Control
- g. Environmental Pollution Control;
- h. Disposal of the dead and
- i. Chemical safety.

But exclude port health, malaria control and control of hazardous substances.

In order to promote the health and well-being of communities, the Environmental Health Practitioners of the MHS Section render the services through;

- Building and Site Development inspections and Plans scrutiny;
- Various Premises Certification, including and not limited to Child care centres, Martenity homes, Beauty Salons, Prisons/police station holding cells, industrial premises, etc;
- Premises Inspection; Residential, business and public premises, etc
- Sample collection and Management and
- Health awareness, Promotion campaigns and events.

Section 32(1) of the Health Act 61 of 2003 further make provision for the Health Services to be provided by municipalities.

Appointment of EHPs

Environmental Health Practitioner- Means, subject to the provisions of the Health Professions Act, 1974(Act No.56 of 1974) as amended, any person registered as such with the health professions council of SA and includes EHP, EHP doing compulsory community services and Health officers described under the Act.

Section 80(1)(c) of the Health Act 61 of 2003 provide for the appointment of Health officers and stipulates that the mayor of a Metropolitan or district council may appoint any person in the employ of the council in question as a health officer for the municipality in question.

Environmental Health is a fundamental public Health approach affecting the whole population and services provided by the EHP's are essential elements building healthy population. These includes amongst others, food safety; sanitation; water quality monitoring; health surveillances of premises; waste management; the protection of indoor and outdoor air quality; communicable disease control and Tobacco control.

The continued neglect on basic public health practices in general and of EH, has resulted in the emerging and re-emerging environmental diseases seen around the world. EH remains the first line of defence against disease as a result the provision of quality EHS is critical, and it is the basis that the Government published the Regulations that governs the Scope of Profession for EH and for the Environmental Health Norms and Standards.

EHP's act as public arbiters of EH standards, maintaining close contact with the communities they serve. They act as advisors, educators, consultants, managers and enforcement officers (enforcing health policies), ensuring people are able to live, work and play in safe, healthy environment.

Environmental Health

Environmental Health is the field of science that studies how the environment influences human health and disease. Environment in this context, means things in the natural environment like air, water soil and also all the physical, chemical, biological and social features of our surroundings.

Municipal Health Services Functions are said to be functions that are described in the Regulations defining the Scope of the Profession of Environmental Health 26 June 2009. DR RSM DM is one of the District Municipalities that renders Municipal Health Services.

Environmental Health Services includes Performance of the Following Acts:

10.6.3 Water Quality Monitoring

- (a) Monitoring water quality and availability, including mapping water sources and enforcing laws and regulations relating to water quality management.
- (b) ensuring water safety and accessibility in respect of a safe quality (microbiological, physical and chemical) and an adequate quality for domestic use as well as in respect of the quality for recreational, industrial food production and any other human or animal use.
- (c) Advocating proper safe water usage and waste water disposal
- (d) Sampling and testing water in the field and examining and analysing it in a laboratory.

12.7.4 Food Control

- (a) Ensuring food safety in respect of acceptable microbiological and chemical standards, quality of all food for human consumption and optimal hygiene control throughout the food supply chain from the point of origin, all primary material or raw product production, up to the point of consumption.
- (b) Inspecting food production, distribution and consumption areas.
- (c) Monitoring informal food trading
- (d) Inspecting food premises and any nuisances emanating therefrom;
- (e) Enforcing food legislation and the Codex Alimentarius.
- (f) Applying food quality monitoring programmes i.e. HACCP System audits.
- (g) Promoting the safe transportation, handling, storage and preparation of foodstuffs used in PSNP, prisons, health establishments, airports etc.
- (h) Promoting the safe handling of meat and meat products, through amongst others, meat inspections and examination of abattoirs.
- (i) Promoting the safe handling of milk and milk products.

12.7.5 Waste Management and General Hygiene Monitoring.

- (a) Ensuring proper refuse storage, collection, transportation, transfers and processing, materials recovery and final disposal.
- (b) Ensuring proper management of liquid waste including sewage and industrial effluents;
- (c) Investigating and inspecting any activity relating to the waste stream or any product resulting therefrom.
- (d) Ensuring waste management and including auditing of waste management system and adhere to the cradle-to-grave approach.

12.7.6 Health Surveillance of Premises

- (a) Conducting environmental Health Impact assessments of amongst others, housing projects.

(b) Assessing aspects such as ventilation and indoor air quality, lighting moisture-proofing, thermal quality, structural safety and flower space.

(c) Assessing overcrowded, dirty or other unsatisfactory health conditions on any residential, commercial, industrial or other occupied premises;

(d) Monitoring all buildings and all other permanent or temporary physical structures used for residential, public or institutional purposes including health care and other care, detainment, work and recreation, travel, tourism, holidaying and camping and the facilities in connection therewith.

(e) Ensuring the prevention and abatement of any condition on of any condition on any premises which is likely to constitute a health hazard.

12.7.7 Surveillance and Prevention of Communicable Diseases, Excluding Immunizations

(a) Promoting health and hygiene, aiming at preventing environmentally induced diseases and related communicable diseases.

(b) Using the Participatory Hygiene and Sanitation Transformation (PHAST) training approaches and any other educational training programs or approaches for effectual control measures at community level;

(c) Conducting epidemiological surveillance of disease;

(d) Developing environmental health measures, including protocols, with reference to epidemics, emergencies, diseases and migrations of populations.

12.7.8 Vector control;

(a) Identifying vectors, their habitats and breeding places;

(b) conducting vector control in the interest of public health, including control of arthropods, molluscs, rodents and other alternative hosts of diseases;

(c) removal or remedying conditions resulting in or favouring the prevalence of or increase in rodents, insects, disease carriers or pests;

(d) investigate zoonotic diseases and vector-borne diseases in the working and living environment;

12.7.9 Environmental pollution control;

(a) Ensuring hygienic working, living and recreational environment;

(b) identifying the polluting agents and their sources i.e. air, land and water

(c) Accident prevention e.g. owing to paraffin usage

(d) Approval of environmental health impact Assessment applications

(e) ensuring clean and safe air externally (ambient and point sources) through emission inventory monitoring, modelling and toxicological reports, reviews and complaint investigations;

(f) controlling and preventing vibration and noise pollution;

(g) Taking the required preventative measure to ensure that the general environment is free from health risk.

(h) ensuring the registration, permitting, monitoring and auditing of all industries, activities, trade, etc., which involves controlling the internal effects of pollution on the worker and the external effects of pollution on the community and the environment.

(i) ensuring jointly with other role players, readiness for abnormal operating conditions and disasters.

12.7.10 Disposal of the dead;

- (a) Controlling, restricting or prohibiting the business of an undertaker or embalmer, mortuaries and other places or facilities for the storage of dead bodies;
- (b) Managing, controlling and monitoring exhumations and reburials or the disposal of human remains.

12.7.11 Chemical safety.

- (a) Monitoring and regulating all operators, fumigation firms and formal and informal retailers that deal with the manufacture, application, transport and storage of chemicals;
- (b) Permitting, licensing and auditing the premises of the above, e.g. by issuing scheduled Trade Permits
- (c) facilitating advice, education and training on pesticides and/or chemical safety;

12.7.12 Noise Control

- (a) Assessment of the extend of noise pollution and its effect on human health.
- (b) Facilitating noise control measures.
- (c) measuring of ambient sound levels and noise levels

DR RSM DM has a total number of 20 qualified Environmental Health Practitioners. The staffing norm of Environmental Health Practitioners according to the World Health Organization, it recommends that for an effective and efficient performance of the EHPs, the Norm should be 1EHP/10 000 populations. DR RSM DM has a population of 459 357(CS,2016) which means that according to the norm there is a need of approximately 46 registered Environmental Health Practitioners, to be practicing in the entire District. Amongst the 20 EHPs, only 18 are operational and are distributed as follows:

Greater Taung 4; Lekwa-Teemane 3; Mamusa 3 Naledi 3; Kagisano/Molopo 5.

Challenges and Resolutions

1. Although Section 78 assessment was not conducted during the devotion of MHS to the District Municipality, the District has developed an organogram that aims to address the needs of the district regarding the employment of EHPs and to comply with the staffing norms requirements of the World Health Organization of 1/10 000.
2. There is still a challenge regarding the insufficiency of budget allocation to the department to enable the department to achieve and source other needed tools of trade that includes microorganism's detectors, on-site water analysers, food samplers, etc.
3. Out-reach educational awareness activities are not carried out constantly due to lack of funds.

4. Lack of proper cooperation and coordination of MHS in Local Municipalities because of not signing of the service level agreement (MOUs) by the locals on Municipality Health Services.
5. Reports of Environmental Health Performance are sent to Local Municipalities but they do not receive the attention nor interpretation they deserve by the local Councils through relevant portfolio committee
6. In Local Municipalities, the EHPs that are deployed by the district should form part of community services department and report EHS activities to the Community Services Portfolio Committees.
7. There is insufficient office space and even where the EHPs can be accessed at the local municipalities.

12.8 Fire and Disaster Management Services

Fire Fighting Service - District Function

The District Municipality is responsible for provision of firefighting service throughout the District in terms of Section 84(2) of the Municipal Structures Act, Act 117 of 1998. The **District Municipality** is, inter alia, responsible for provision of firefighting services serving the area of the district municipality as a whole, which include:

- Planning, co-ordination and regulating fire services
- Specialised firefighting services such as mountain, veldt and chemical fire services
- Co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures
- Training fire officers

Fire Fighting Service - Local Municipality Function

The District Municipality is also responsible for provision of firefighting service to local municipalities in terms of Section 84 (1) j of the Municipal Structures Act, Act 117 of 1998. The Act further describes the **local function** as:

- Preventing the outbreak or spread of a fire
- Fighting or extinguishing a fire
- The protection of life or property against a fire or other threatening danger
- The rescue of life or property from a fire or other danger

The Local Municipalities of Naledi and Lekwa-Teemane are currently still responsible for provision of the Local Municipality function regarding to firefighting services according to Section 84(1) j of the Municipal Structures Act, Act 117 of 1998, within their respective areas of jurisdiction as agreed with the Provincial Government.

Dr. Ruth S Mompoti District Municipality adopted as part of its five-year planning recommendations derived from the survey and assessment to make provision for the improvement of the existing services to ensure compliance with the standards and to provide equitable service delivery as well as to establish such services within the district as deemed necessary where such shortfalls are identified. Namely; -

- 1) To established new fire stations, complete with facilities and amenities at the towns of Bloemhof, Christiana and Stella.

2) Improving fire service/fire station, appliances, equipment and personnel shortages as captured in the annual report to ultimately comply with the Code of Practice SANS 10090:2003 to ensure equitable, effective and efficient fire service delivery relevant to the identified and prevailing fire risk associated with that area of jurisdiction.

3) Provide CAPEX business plans to the Provincial Government so that budgetary provision be made according the attached proposed five-year planning to procure the required fire appliances, fire equipment, communications equipment and protective clothing and implement the required minimum standards in terms of "Weight & Speed of Response" to meet the requirements in relation to the fire risk identified per area.

4) Hosting of fire awareness campaigns to make the community, commerce and industry aware of fire risk and how to deal with it as well as the methods of communicating with the fire services in case of fire incidents.

5) Establishing "BY LAWS RELATING TO COMMUNITY FIRE SAFETY" for implementation and enforcement to ensure fire safety compliance and practices within the area of jurisdiction.

Challenges

- Budget constraints to do maintenance of fire station facilities, vehicles and equipment.
- Lack of new fire stations facilities and amenities at the towns of Bloemhof, Christiana.
- Insufficient capacitated personnel to render effective efficient fire services.
- Request adjustment of powers and functions to absorb Lekwa-Teemane Firefighting Service

Proposed Solutions

- Recruitment and training of personnel.
- Budget allocation to be increased to expectable norms and standards (8% of value of capital asset to be maintained)
- Request MEC to adjust Powers and Functions

12.8.1 Disaster Management

A pro-active approach of **planning for and mitigating the effects** of occurrences is now a strict requirement.

The fundamental approach to disaster management should therefore focus on reducing risk.

This requires a significantly improved **capacity to track, monitor and disseminate information** on phenomena and activities that trigger disaster events.

To finally achieve an effective and positively impacting Disaster Management plan it would entail dedicated planning and commitment to the discipline of disaster management. The complexities of a detailed Disaster Management Plan will grow and develop over a number of years and cannot be attained with one attempt. The following areas needs be focused on; -

Augment the plans of the local municipalities for post disaster recovery and rehabilitation, and develop appropriate prevention and mitigation strategies. These actions should be incorporated into existing and future policies, plans, and projects of national, provincial and district governments, as well as procedures and practices of the private sector. It should culminate in the reduction of the probability and severity of potential disastrous occurrences through developmental planning.

Expand Disaster Risk Management Information System and link to the local municipalities Disaster Risk Management Information Systems, and add data collated by the local municipalities to the district electronic database.

Develop a process to promote a culture of risk avoidance among communities by capacitating role players through integrated education, training and public awareness programmes informed by research.

Challenges and Proposed Solutions

- Lack of sufficient personnel: To establish and maintain institutional arrangements that will enable the implementation of the Act.
- A general lack of preparedness for disaster on the part of communities:
 - Uninformed and unprepared communities: To develop and implement mechanisms for creating public awareness to inculcate a culture of risk avoidance.

Proposed Solutions

- Recruitment of additional personnel.
- To facilitate the development, implementation and maintenance of disaster risk reduction strategies that will result in resilient areas, communities, households and individuals
- Measures to be implemented to develop progressive risk profiles to inform the IDP processes of municipalities for the purposes of disaster risk reduction and to determine the effectiveness of specific disaster risk reduction programmes and projects undertaken
- Develop and implement mechanisms for creating public awareness to inculcate a culture of risk avoidance.

FIGHTING SERVICES

Dr RUTH SEGOMOTSO MOMPATI DISTRICT MUNICIPALITY		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Adjusting powers and functions to absorb Naledi and Lekwa-Teemane fire	Engaging on the outstanding processes and procedures to absorb firefighting services of Naledi and Lekwa-

	services as a district competency	Teemane as a district function.
	Objective 2 Establish and adopte Norms and Standards for delivery of equitable services within the district.	Establishment and adopt fire fighting services delivery models for each of the Local Municipalities according to SANS 10090 for Fire Services within the District.
	Objective 3: Establish Fire Services By-Laws and Legislation	Establish and assist local municipalities to i indorsed Fire Services By-Laws,
	Objective 5: Organisationsl Structure	Amend the Existing Organogram providing for senior positions in the fire services. (Chief Fire officer, Assistant Chief fire officer and Senior Divisional officers)
		Fill vacancies (Appoint Assistant Manager Fire and Disaster Management, Station Officer at Molopo, Mamusa, Bloemhof Fire Services)
Recommendations Kagisano / Molopo Fire Service		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Upgrade existing fire station infrastructure capacity at Kagisano	Create Additional Machine Bays to Secure Fire Appliances
	Objective 2: Explore the Need for Additional Remote Fire	Investigate the Viability to Establish Additional Fire Houses for Remote Villages

	Houses in Kagisano/Molopo area	and Small Towns to Reduce Response Times to Fires
	Objective 3: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction
	Objective 4: Improvement of Management Practices	Improve Management Practices at Molopo and Kagisano Fire Services
2) Fire Fighting Equipment and Specialised Fire Fighting	Objective 1: Maintain and Upgrade of Existing Portable Fire Fighting Equipment at Kagisano and Molopo Fire Services	Replace redundant Portable Fire Fighting Equipment at Kagisano and Molopo Fire Services i.e. Fire Hose and Fittings
3) Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human resources at Kagisano and Molopo Fire Services Resources	Amend Expand and Restructure Institutional Organogram to Meet Minimum Standards Requirement in terms of Manning Levels and Level of Service Deliver.
		Recruit and Appoint Operational Fire Fighters to Achieve Minimum Appliance Manning Levels (Both Day & Night) time for Kagisano and Molopo Fire Services

	Objective 2: Appoint Supervisory Management Personnel	Appoint Personnel at Kagisano & Molopo Fire Services at Minimum Station Officer Level to Manage and Ensure Effective and Optimal Fire Fighting Services
	Objective 3: Staff Training	Implement Operational Fire Fighters Training at Fire Station level and provide specialised training for specialised conditions.
4) Communication Infrastructure and Resources	Objective 1: Develop/Expand and Maintain Existing Two Way Radio Communications System	Extend Existing Two Way Radio Communications Network to Provide Radio Coverage to Western Part of Kagisano
		Provide two-way radios for fire services personnel and vehicles.
		Link Proposed Additional Area Repeater with the Existing Microwave Link Network
	Objective 2: Build Community Awareness.	Implement Awareness Program Through Flyers, Newspaper notices and Road shows.
5) Fire Prevention and Fire Safety Activities and Legislation	Objective 1: Develop Fire Prevention & Fire Safety Capacity	Adopt Fire Brigade By-Laws and Promulgate New Flammable Liquids & Substance Handling & Transportation By-laws

		Establish and Implement Fire Prevention & Fire Safety Activities
		Introduce Fire Safety and Fire Awareness Campaigns.
6) Fire Suppression Operations	Objective 1: Set Operational Standards	Implement Written SOP's and PDA's in terms of Fire Suppression Operations.
		Set Standards to Comply with for Daily Vehicle and Human Resource Emergency Response Preparedness.
	Objective 2: Pre Fire Plans and Risk Visits	Prepare and Implement Planned Risk Visits in terms of Fire Risk Awareness and Preparedness.
		Prepare Pre-Fire Operations Plans in relation to High Fire Risks
	Objective 3: Asset Management and Maintenance	Ensure Asset Management and Maintenance in terms of Fleet and Asset Management Policy and Procedure
7) Occupational Health And Safety	Objective 1: Health and Safety Standards	Establish Occupational Health and Safety Practices at Each Fire Service
		Health and Safety Equipment to Allow for Safe Fire Fighting Practices
		NFPA Compliant Structural Fire Fighting Clothing for Operational Personnel
Recommendations Naledi Local Municipality		

Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Reduce the Fire & Risk Hazard Response Exposure in North Eastern Parts of Naledi	Establish Fire Service within North Eastern Parts of Naledi (Stella) to Provide Effective and Equitable Fire Fighting Services to Remote Villages and Town Currently Without any Effective Fire Suppression Coverage.
	Objective 2: Replacement of old Fire Appliances	Replacement of Resque/pumper Fire Appliance
2) Fire Fighting Equipment and Specialised Fire Fighting	Objective 1: Replacement of Fire Fighting Equipment	Replace old Redundant Fire Fighting Equipment and Portable Fire Fighting Equipment
	Objective 2: Reduce the Risk of Exposure and Contain Hazmat Incidents	Purchase Specialised Equipment and Protective Suites to deal with Hazardous Material Incidents
	Objective 3: Fire & Water Provisioning Services Forum	Establish a Forum towards Improving the Provision and Maintenance of Fire Fighting Water Infrastructure
3) Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human Resources	Amend Expand and Restructure Institutional Organogram to Meet Minimum Standards Requirement in terms of Manning Levels and Level of Service Deliver.
	Objective 2: Chief Fire Officer	MEC concurrency for the appointed Chief Fire Officer

	Objective 3: Training of Personnel	Set a Standard for Minimum Requirement of Skills Levels Required by Operational Staff
		Implement a Skills Training Program for Operational Staff
4) Communication Infrastructure and Resources	Objective 1: Develop/Expand and Maintain Existing Two Way Radio Communications System	Extend Existing Two Way Radio Communications Network to Provide Radio Coverage to Western Part of Kagisano
		Provide two-way radios for fire services personnel and vehicles.
		Link Proposed Additional Area Repeater with the Existing Microwave Link Network
5) Fire Suppression Operations	Objective 1: Set Operational Standards	Implement Written SOP's and PDA's in terms of Fire Suppression Operations.
		Set Standards to Comply with for Daily Vehicle and Human Resource Emergency Response Preparedness.
	Objective 2: Pre Fire Plans and Risk Visits	Prepare and Implement Planned Risk Visits in terms of Fire Risk Awareness and Preparedness.

6) Fire Prevention and Fire Safety Activities and Legislation	Objective 1: Fire Prevention/Fire Safety Standards	Implement an Effective Fire Prevention and Fire Safety Division to deal with Fire Risk and Hazards within the Municipal area.
	Objective 2: Fire Services By-laws and Legislation	Review and Amend Existing Fire Services By-Laws
		Enforce Fire Services By-Laws and Legislation to Reduce Fire and Risk Hazards
	Objective 3: Awareness Campaign	Implement a Fire Safety and Fire Prevention Awareness Campaign
7) Occupational Health And Safety	Objective 1: Health and Safety Standards	Establish Occupational Health and Safety Practices at Fire Service and Incidents
		Health and Safety Equipment to Allow for Safe Fire Fighting Practices
		NFPA Compliant Structural Fire Fighting Clothing for Operational Personnel
Recommendations Mamusa Fire Service		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction

	Objective2: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction
	Objective 4: Improvement of Management Practices	Improve Management Practices at Mamusa Fire Services
2) Fire Fighting Equipment and Specialised Fire Fighting	Objective 1: Breathing Apparatus Recharging Compressor	Purchase BA Compressor for Mamusa Fire Services
	Objective 2: Specialised and Hazardous Material Incident Handling	Purchase specialised Equipment and Protective clothing to Deal with Hazardous Material Incidents
3) Institutional Capacity and Human Resources	Objective 1: Appoint Supervisory Management Personnel	Appoint Personnel at Kagisano & Molopo Fire Services at Minimum Station Officer Level to Manage and Ensure Effective and Optimal Fire Fighting Services
	Objective2: Vacant Positions	Fill Vacant Fire Fighter Positions
4) Communication Infrastructure and Resources	Objective 1: Develop/Expand and Maintain Existing Two Way Radio	Extend Existing Two Way Radio Communications Network to Provide Radio Coverage to Western Part of Kagisano

	Communications System	
		Provide two-way radios for fire services personnel and vehicles.
		Link Proposed Additional Area Repeater with the Existing Microwave Link Network
5) Fire Prevention and Fire Safety Activities and Legislation	Objective 1: Develop Fire Prevention & Fire Safety Capacity	Adopt Fire Brigade By-Laws and Promulgate New Flammable Liquids & Substance Handling & Transportation By-laws
		Establish and Implement Fire Prevention & Fire Safety Activities
		Introduce Fire Safety and Fire Awareness Campaigns.
6) Fire Suppression Operations	Objective 1: Set Operational Standards	Implement Written SOP's and PDA's in terms of Fire Suppression Operations.
		Set Standards to Comply with for Daily Vehicle and Human Resource Emergency Response Preparedness.
	Objective 2: Pre Fire Plans and Risk Visits	Prepare and Implement Planned Risk Visits in terms of Fire Risk Awareness and Preparedness.
		Prepare Pre-Fire Operations Plans in relation to High Fire Risks

	Objective 3: Asset Management and Maintenance	Ensure Asset Management and Maintenance in terms of Fleet and Asset Management Policy and Procedure
7) Occupational Health And Safety	Objective 1: Health and Safety Standards	Establish Occupational Health and Safety Practices at Each Fire Service
		Health and Safety Equipment to Allow for Safe Fire Fighting Practices
		NFPA Compliant Structural Fire Fighting Clothing for Operational Personnel
Recommendations Greater Taung Municipality		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Improvement of Management Practices	Improve Management Practices at G/Taung Fire Services
	Objective 2: Water Fire Appliances	Replacement of old Water Tanker at G/Taung Fire
	Objective 4: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction
2) Fire Fighting Equipment and Specialised Fire Fighting	Objective 1: Specialised and Hazardous	Purchase specialised Equipment and Protective clothing to deal with

	Material Incident Handling	Hazardous Incidents	Material
3) Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human Resources	Amend and Restructure Organogram to Meet Minimum Standards Requirement in terms of Manning Levels and Level of Service Deliver.	Expand Institutional to Meet
	Objective 2: Appoint Supervisory Management Personnel	Appoint Personnel in Vacant Position at G/Taung Fire Services to Optimal Fire Fighting Services	
4) Communication Infrastructure and Resources	Objective 1: Develop/Expand and Maintain Existing Two Way Radio Communications System	Expand the Existing Digital Link to Existing Radio Repeater at Reivilo to Provide Area Radio Coverage	
		Provide two-way radios for fire services personnel and vehicles.	
	Objective 2: Build Community Awareness.	Implement Awareness Program Through Flyers, Newspaper notices and Road shows.	
5) Fire Prevention and Fire Safety Activities and Legislation	Objective 1: Develop Fire Prevention & Fire Safety Capacity	Adopt Fire Brigade By-Laws and Promulgate New Flammable Liquids & Substance Handling & Transportation By-laws	
		Establish and Implement Fire Prevention & Fire Safety Activities	

		Introduce Fire Safety and Fire Awareness Campaigns.
	Objective 2: Build Community Awareness.	Implement Awareness Program Through Flyers, Newspaper notices and Road shows.
6) Fire Suppression Operations	Objective 1: Set Operational Standards	Implement Written SOP's and PDA's in terms of Fire Suppression Operations.
		Set Standards to Comply with for Daily Vehicle and Human Resource Emergency Response Preparedness.
	Objective 2: Pre Fire Plans and Risk Visits	Prepare and Implement Planned Risk Visits in terms of Fire Risk Awareness and Preparedness.
		Prepare Pre-Fire Operations Plans in relation to High Fire Risks
	Objective 3: Asset Management and Maintenance	Ensure Asset Management and Maintenance in terms of Fleet and Asset Management Policy and Procedure
7) Occupational Health And Safety	Objective 1: Health and Safety Standards	Establish Occupational Health and Safety Practices at Fire Service and Incidents
		Health and Safety Equipment to Allow for Safe Fire Fighting Practices
		NFPA Compliant Structural Fire Fighting Clothing for Operational Personnel

Recommendations Lekwa Teemane Municipality		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Establishment of Fire Service Infrastructure	Establish Fire Service Infrastructure at Bloemhof, 3 Bay Fire Station Complete with overnight facilities for on-duty Personnel
		Upgrade and Establish overnight facilities for on-duty Personnel at Christiana
	Objective2: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction
	Objective 3: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction
	Objective 6: Improvement of Management Practices	Improve Management Practices at Lekwa-Teemane Fire Services
2) Fire Fighting Equipment and Specialised Fire Fighting	Objective 1: Specialised and Hazardous	Purchase specialised Equipment and Protective clothing to Deal with

	Material Incident Handling	Hazardous Material Incidents at Bloemhof
		Purchase specialised Equipment and Protective clothing to Deal with Hazardous Material Incidents at Christiana
3) Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human Resources	Create Institutional Organogram to Meet Minimum Standards Requirement in terms of Manning Levels and Level of Service Deliver.
	Objective 2: Appoint Supervisory Management Personnel	Recruit and Appoint Personnel to Perform Operational Fire Fighting Functions at Minimum Station Officer Level to Manage and Ensure Effective and Optimal Fire Fighting Services
	Objective 3: Operational Personnel	Recruit and Appoint Personnel to Perform Operational Fire Fighting Functions
	Objective 4: Training	Establish Training Program for Operational personnel
4) Communication Infrastructure and Resources	Objective 1: Develop/Expand and Maintain Two Way Radio Communications System	Secure and maintain Two Way Radio Repeater communication installation at Bloemhof and Christiana.
		Provide two-way radios for fire services personnel and vehicles.

5) Fire Prevention and Fire Safety Activities and Legislation	Objective 1: Develop Fire Prevention & Fire Safety Capacity	Adopt Fire Brigade By-Laws and Promulgate New Flammable Liquids & Substance Handling & Transportation By-laws
		Establish and Implement Fire Prevention & Fire Safety Activities
		Introduce Fire Safety and Fire Awareness Campaigns.
	Objective 2: Build Community Awareness.	Implement Awareness Program Through Flyers, Newspaper notices and Road shows.
6) Fire Suppression Operations	Objective 1: Set Operational Standards	Implement Written SOP's and PDA's in terms of Fire Suppression Operations.
		Set Standards to Comply with for Daily Vehicle and Human Resource Emergency Response Preparedness.
	Objective 2: Pre Fire Plans and Risk Visits	Prepare and Implement Planned Risk Visits in terms of Fire Risk Awareness and Preparedness.
		Prepare Pre-Fire Operations Plans in relation to High Fire Risks
	Objective 3: Asset Management and Maintenance	Ensure Asset Management and Maintenance in terms of Fleet and Asset Management Policy and Procedure

7) Occupational Health And Safety	Objective 1: Health and Safety Standards	Establish Occupational Health and Safety Practices at Fire Service and Incidents
		Health and Safety Equipment to Allow for Safe Fire Fighting Practices
		NFPA Compliant Structural Fire Fighting Clothing for Operational Personnel

INTEGRATED SOLID WASTE MANAGEMENT SERVICES FOR THE PERIOD 2016 TO 2021

Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
		7	8		0	

<p>Institutional functioning and planning</p>	<p>Assist the Local Municipalities in capacitating the officials in waste management in order to fulfill their waste management mandate.</p>	<p>Ensure training is conducted on integrated waste management for municipal officials in solid waste management within the Local Municipalities.</p> <p>Convene District Waste Forum meetings which serves as a platform for legislative reform and compliance.</p>	<p>Ensure all the Local Municipalities designate Waste Management Officers.</p> <p>Convene District Waste Forum meetings which serves as a platform for legislative reform and compliance.</p>	<p>Arrange training for Local Municipalities on aspects of solid waste management as and when the need arises.</p> <p>Assist the Local Municipalities in achieving the targets which are indicated in the action plans of their respective Integrated Waste Management Plans.</p> <p>Convene District Waste Forum meetings on a quarterly basis which serves as a platform for legislative reform and compliance.</p>
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Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Minimum service standards and cost recovery	Assist the Local Municipalities to provide a reliable weekly collection service and to undertake a review of tariffs charged for waste collection services.	Assist the Local Municipalities with waste collection problem areas when the need arises.	Assist the Local Municipalities with developing the maintenance roster and replacement plan for waste collection vehicles.	Assist the Local Municipalities to determine the number of households serviced.	Arrange workshops on tariff structures for each Local Municipality.	

Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Waste minimisation, re-use, recycling and recovery of solid waste	Create an enabling environment for waste minimisation and recycling.	<p>Compile a data base of recyclers in the District and update it annually.</p> <p>Develop a paper recycling policy for the Dr Ruth Segomotsi Mompoti municipal offices and revise it annually.</p> <p>Encourage the Local Municipalities (LMs) to undertake a feasibility assessment of where best to establish recycling drop-off centres in their respective areas.</p>				

Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Sound landfill and transfer station management	To provide the public with an accessible and safe waste transfer and disposal system.	<p>Give project management assistance to the LMs in terms of landfill site and transfer station development. This includes planning, licencing, development, closure, rehabilitation of landfill sites and transfer stations.</p> <p>Assist with closure and rehabilitation of currently used dump sites and ensure compliance with license conditions.</p> <p>Assist LMs to ensure management and operations of landfill sites and transfer stations is in accordance with licence requirements.</p> <p>Ensure establishment of new landfill sites and transfer stations is done in accordance with NEMWA.</p>				

Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
		7	8		0	

Waste information system	Management of waste information in a manner that makes it accessible and useful, and that complies with the Waste Information Regulations.	Ensure the LMs are registered on the South African Waste Information System (SAWIS).	<p>Monitor and ensure that LMs are reporting waste disposal tonnages on SAWIS on a quarterly basis.</p> <p>Assist with the characterisation exercise of domestic waste stream undertaken in the LMs, annually.</p> <p>Assist the LMs in terms of waste management data collection and reporting (data sheets, templates).</p>
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Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Rural waste management	Improve waste collection and waste disposal services within rural and outlying areas.	<p>Assist LMs to identify all problem areas within their municipal jurisdiction, mainly rural areas, where waste management services are insufficient.</p> <p>Encourage the use of Community Based Organisations to collect waste in rural areas.</p>				

Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021

Education and Awareness Initiatives	Ensure a programme of ongoing waste awareness campaigns.	Support the Youth Jobs in Waste programme undertaken within the district. Create awareness of waste management with the general public including youth at schools.
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Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Monitoring, Compliance, Enforcement and Remediation	Ensure compliance and enforcement of the waste legislation.	<p>Monitor compliance of all systems, structures and operations within LMs and ensure that non-compliances are addressed by providing guidance and assistance.</p> <p>Assist with mapping of dumping hotspots within LMs (district municipality's GIS services could assist). This can be used as a base line to reduce the number of dumping hotspots within the DRSMMDM.</p> <p>Assist LMs in terms of environmental and waste management legal compliance including by-laws and policies.</p>				

13 SECTION 13: DISTRICT DEVELOPMENT PLAN AS ALIGNED TO THE NATIONAL DEVELOPMENT PLAN

National Linkages

13.1 National Key Performance Areas

The table below indicates the National Key Performance Areas:

KPA	Description
Basic Service Delivery	Water, sanitation, refuse removal, roads, storm water, public transport, electricity, land and housing
Municipal Transformation and Organisational Development	Organisational transformation to match IDP requirements, internal policies dealing with national priorities, general management practices and training
Local Economic Development	Financial policies, budget management, assets and liability control, and supporting strategies to fund priorities
Good Governance and Public Participation	Public relations, marketing and communication, empowering wards, public participation structures and mechanisms, and service ethics (Batho Pele)

13.2 National Development Plan (NDP)

The President of SA appointed a National Planning Commission in May 2010 to draft a vision and plan for the country. On 9 June 2011 the Commission released a diagnostic document and elements of a vision statement. On 11 November 2011 the vision statement and the plan was released for consideration. The Commission consulted widely on the draft plan. The National Development Plan was handed to President Zuma in August 2012 and was adopted by Cabinet in September 2012. The plan focuses on the critical capabilities needed to transform the economy and society. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

Given the complexity of national development, the plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.

- Promoting active citizenry to strengthen development, democracy and accountability.
- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and the state. ☐ Building a capable and developmental state. Encouraging strong leadership throughout society to work together to solve problems.

13.2.1 The plan in brief

By 2030:

- Eliminate income poverty: Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39% to zero. Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6

13.2.2 Enabling milestones

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.☐ Increase the share of national income of the bottom 40% from 6% to 10%.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and wellbeing.
- effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.

11.3.4 Critical actions

- A social compact to reduce poverty and inequality, and raise employment and investment.
- A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
- Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
- Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
- An education accountability chain, with lines of responsibility from state to classroom.
- Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- Public infrastructure investment at 10% of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
- Interventions to ensure environmental sustainability and resilience to future shocks.
- New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
- Reduce crime by strengthening criminal justice and improving community environments.

13.2.3 Back-to-Basics

The Minister of Cooperative Governance and Traditional Affairs (COGTA) introduced the Back to Basics approach at the Presidential Local Government Summit on 18 September 2014. In presenting the approach the Minister also pronounced the national plan of action to roll-out the programme with the aim of addressing challenges facing municipalities in a sustainable manner. This approach was adopted at the summit as the framework for the implementation of targeted measures towards improving the functioning of municipalities and sustainable provision of services to the citizens. After the summit the National COGTA stated with the task of preparing for the implementation of the approach in each of the nine provinces. These preparations have culminated in the development of the back to basics conceptual framework and the operationalization plan that provides the foundation for the onward implementation of the approach.

At the most basic level National Government will expect municipalities to:

- ❖ Put people and their concerns first and ensure constant contact with communities through effective public participation platforms. The basic measures to be monitored include:
 - Regular ward report backs by councillors
 - Clear engagement platforms with civil society
 - Transparent, responsive and accountable

- Regular feedback on petitions and complaints
- The regularity of community satisfaction surveys carried out.
- Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency. Municipalities are expected to perform the following basic activities, and the performance indicators will measure the ability of our municipalities to do so:
 - Develop fundable consolidated infrastructure plans.
 - Ensure Infrastructure development maintenance (7% OPEX) and reduce losses.
 - Ensure the provision of free basic services and the maintenance of indigent register
 National and Provincial Rapid Response and technical teams will be established and strengthened and service delivery interruptions will be monitored at a national level.

- ❖ Be well governed and demonstrating good governance and administration - cutting wastage, spending public funds prudently, hiring competent staff, ensuring transparency and accountability. Municipalities will be constantly monitored and evaluated on the following basics:
 - Clear delineation of roles and responsibilities.
 - Functional structures.
 - Transparency, accountability and community engagement
 - Proper system of delegation to ensure functional administration
 - The existence and efficiency of anti-corruption measures.
 - The extent to which there is compliance with legislation and the enforcement of by laws. ☐ The rate of service delivery protests and approaches to address them.
- ❖ Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities. Performance against the following basic indicators will be constantly assessed:
 - Proper record keeping and production of annual financial statements.
 - Credit control, internal controls and increased revenue base.
 - Wasteful expenditure including monitoring overtime kept to a minimum.
 - Functional Supply Chain Management structures with appropriate oversight
 - The number disclaimers in the last three to five years.
 - Whether the budgets are cash backed.

- ❖ Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels. The basic requirements to be monitored include:
 - Competent and capable people and performance management.

- Functional delegations.
- Regular interactions between management and organised labour.
- Shared scarce skills services at district level.
- Realistic organograms aligned to municipal development strategy.
- Implementable human resources development and management programmes.

14 SECTION 12: SUSTAINABLE DEVELOPMENT GOALS



The sustainable development goals (SDGs) and its 169 targets seeks to build on the Millennium development Goals (MDGs) and complete that which was not achieved by the MDGs. They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. It is therefore regarded as the 2030 Agenda for sustainable development wherein all the signatory country under UN are expected to embody and implement.

The SD Goals and targets are cohesive and inseparable, global in nature and universally applicable, taking into account different national realities, capacities and levels of development and respecting national policies and priorities. Targets are defined as aspirational and universal, with each Government setting its own national targets guided by the global level of ambition but taking into account national circumstances. Each Government decides how these aspirational and global targets should be incorporated into national planning processes, policies and strategies. It is important to recognize the link between sustainable development and other relevant ongoing processes in the economic, social and environmental fields.

Below is the table that highlights the UN endeared 17 Sustainable Development goals

14.1 SUSTAINABLE DEVELOPMENT GOALS GLOBAL INDICATORS

SDG	OPPORTUNITIES/FREEDOMS	STRATEGIC AREAS OF INTERVENTION	GLOBAL INDICATORS/TARGETS	CONSTITUTION	THE ROLE OF LOCAL GOVERNMENT
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Goal. 1	End poverty in all its forms everywhere	Economy	By 2030, eradicate extreme poverty for all people everywhere By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	Bill of Rights, FBS with health care, food, and social security	FBS, Community Development Projects, War on Poverty
Goal. 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	Agriculture, Economy	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round. By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively iBy 2030, reduce the global maternal mortality ratio to less	Health care: food, water, social security sec27, Life sec 11, children sec28	Local AIDS Councils and Primary Health Care (Provincialised)

			<p>than 70 per 100,000 live births</p> <p>By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases</p> <p>improve land and soil quality</p>		
Goal 3	Ensure healthy lives and promote well-being for all at all ages.	Education	<p>By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births</p> <p>By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases</p>	Environment Sec24	Environmental Management Plan
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Health	<p>By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes</p> <p>By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they</p>	Education, sec 9	Access to ECD's& Bursaries

			<p>are ready for primary education</p> <p>By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university</p>		
Goal 5	Achieve gender equality and empower all women and girls	Politics	<p>End all forms of discrimination against all women and girls everywhere</p> <p>Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation</p>	Equity, sec 9	Prioritise the need of women and gender mainstreaming
Goal 6	Ensure availability and sustainable management of water and sanitation for all	Environment (in particular Water and sanitation)	<p>By 2030, achieve universal and equitable access to safe and affordable drinking water for all</p> <p>By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations</p>	Health care: food, water, social security sec27, Environment Sec24	Local AIDS Councils, Youth Desks, Municipal Sports

Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all	Environment	<p>By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>By 2030, double the global rate of improvement in energy efficiency</p> <p>By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p>		
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Finance and communication	<p>Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries</p> <p>Achieve higher levels of economic</p>		

			productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors		
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Public works	Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries		
Goal 10	Reduce inequality within and among countries	International relations (politics)	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting	Chapter 7 (verify)	Inter-municipal planning, CCP, Learning and exchanged programme

			<p>appropriate legislation, policies and action in this regard</p> <p>Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p> <p>Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations</p>		
Goal 11	Make cities and human settlements inclusive, safe, resilient and Sustainable	Human settlement	<p>By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</p> <p>By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p>		
Goal 12	Ensure sustainable consumption and production patterns	Environment Health and agriculture	By 2030, substantially reduce waste generation through		

			<p>prevention, reduction, recycling and reuse</p> <p>Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>		
Goal 13	Take urgent action to combat climate change and its impacts	Environment	<p>Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>Integrate climate change measures into national policies, strategies and planning</p> <p>Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>		
Goal 14	Conserve and sustainably use the oceans, seas and marine	Environment	By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based		

	resources for sustainable development		activities, including marine debris and nutrient pollution By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans		
+Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Environment	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally By 2030, combat desertification, restore degraded land and soil, including land		

			affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world		
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	Safety and security	Significantly reduce all forms of violence and related death rates everywhere End abuse, exploitation, trafficking and all forms of violence against and torture of children Promote the rule of law at the national and international levels and ensure equal access to justice for all		
Goal 17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	International relations	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection		

15 SECTION 15: PRIORITIES

15.1 Local Municipal Priorities are derived during the community-based planning process whereby inputs are received from the Communities and captured as needs by respective municipalities. They are informed by undertaken by municipalities.

NALEDI LOCAL MUNICIPALITY (NW 392)			
IDP PRIORITIES			
PRIORITY NUMBER	FUNCTION	COMMUNITY NEED	2020-21 PRIORITIES
1.	Water and sanitation	Uninterrupted Water provision. Upgrading of Sewerage Network Develop mechanism to reduce bad odour from the WWTP There is a need to upgrade the Sewerage network to prevent future spillage Regular maintenance of VIP toilettes Regular maintenance of jojo tanks Provision of additional jojo tanks Additional Reservoir Additional Stand Pipes Construction of New Sewerage Network	Provision of additional jojo tanks Regular maintenance of jojo tanks Improved provision of water and reduction of interruptions Construction of 36ML WWTP
2.	Road and storm water	Upgrading of internal roads Maintenance of existing roads Speed humps Road Signs	Upgrading of internal roads Regular Maintenance of existing roads Construction of Speed humps and Road Signs
3.	LED	Resuscitation of Existing LED projects through support and capacity building (Brick	

NALEDI LOCAL MUNICIPALITY (NW 392)

IDP PRIORITIES

PRIORITY NUMBER	FUNCTION	COMMUNITY NEED	2020-21 PRIORITIES
		Making, Bottle/Glass recycling, etc.) Resuscitation of the Huhudi CBD through Township tourism. Consideration of Skilled Unemployed Youth in all projects implemented. Development of Arts Centre in Greater Vryburg Increased Visible Policing Availing of Land for Grazing Engage DRDLA for acquisition of land (both Gazing and Human Settlement) Business and Youth Development Availing of Land for Grazing Engage DRDLA for acquisition of land (both Gazing and Human Settlement) in Devondale and other rural areas in the area of Naledi Revitalisation of Industrial Area Revitalisation of Railway Station Development of SMMEs	
4.	Revenue Enhancement		Development and Piloting of the Revenue enhancement Strategy

NALEDI LOCAL MUNICIPALITY (NW 392)

IDP PRIORITIES

PRIORITY NUMBER	FUNCTION	COMMUNITY NEED	2020-21 PRIORITIES
5.	Solid Waste Management	<p>Refuse Removal Illegal Dumping Regularly cleaning of the area north of segawana (the road to the Old Sewerage Plant), Kashe Street between Mosiapo, Mokhutsane, Cnr Cathrine Mothusi and Bakery street. Construction of the Transfer station in each ward Implementation of Refuse Removal mechanisms in Tlhakeng</p>	<p>Regular Refuse Removal Regular Cleaning of Illegal Dumping sites</p>
6.	Electricity	<p>Repair the Street Light at Jomo Khasu street with regular maintenance High Mast Light installed between Huhudi and the Indian Business Centre and behind Family Units Additional high mast and street lights to be installed H/H Connections in 4 houses Additional Street lights Installation of High Mast Lights</p>	<p>Retrofitting Replacement of Copper Cables with Alluminium Cables Installation of additional High Mast and Street Lights in Greater Vryburg Electrification of additional 700H/H in Greater Vryburg</p>

PRIORITIES NALEDI LOCAL MUNICIPALITY (NW 392)**IDP PRIORITIES**

PRIORITY NUMBER	FUNCTION	COMMUNITY NEED	2020-21 PRIORITIES
1.	Housing	<p>Resuscitate and incorporation of Ward 10 in the Dilapidated Housing Programme</p> <p>Awareness campaigns on Housing Subsidies</p> <p>Formalization of informal settlements</p> <p>Completion of incomplete houses south of Ward 9</p> <p>Conduct Survey on Occupation of Houses South of Ward 9</p> <p>Destruction of Unoccupied Shanties in the informal settlements</p> <p>Incorporation of Dithakwaneng in the Dilapidated Housing programme</p> <p>Quality Houses</p> <p>Construction of 500 Housing Units – Tlhakeng</p> <p>Construction of additional RDP Houses - Devondale</p> <p>Some of the RDP{ houses needs renovations due to cracks – Devondale</p> <p>Dilapidated Housing</p> <p>Approvals for Housing Subsidies takes a long time</p> <p>Issuing of Title deeds</p> <p>Dilapidated Housing</p> <p>Asbestos Roofing</p> <p>Low Cost Housing</p>	

PRIORITIES NALEDI LOCAL MUNICIPALITY (NW 392)

PRIORITY NUMBER	FUNCTION	COMMUNITY NEED	2020-21 PRIORITIES
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8.	Environmental Management	<p>The development of a programme for and cleaning of the area between houses and the railway line during and after rainy seasons.</p> <p>develop tree cutting programme</p> <p>Development / Enforcement of By-Laws regarding the empty ervens (Privately owned but not well maintained)</p> <p>Regular Cleaning of the area behind Phomolong Family Units</p> <p>Development of a Cleaning and Environment awareness Programmes for the area next to Daniel Letebele str during and after rainy season.</p>	
9.	Cemeteries	<p>Fencing of Grave Yard behind Mokgosi School and conversion into a memorial Park</p>	
		<p>The old Grave yard in Pholoholo street be converted into a memorial park with regular maintenance</p> <p>The Grave Yard in Monoto Moseleha be fenced</p> <p>A care taker for all the grave yards be appointed</p> <p>Allocation of additional site for construction of cemeteries</p> <p>Availing of Land for Construction of Cemeteries</p> <p>Fencing of cemeteries</p>	

10.	FET College (Education)	Establishment of FET institution in Grater Vryburg Construction of a High School Bursaries Establishment of FET Bursary for Grade 12 Construction or establishment of a Primary school near Homesteads in Broedersput Renovation and Upgrading of the Devondale School Improved Scholar Transportation for Devondale Scholars Transport for School Kids Construction of the second primary school – ward 1 School for the Disabled Learners	
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7.	Local Economic Development	<ul style="list-style-type: none"> • Job Creation, • Shopping Complex, • Upgrading of Wentzeldam, • Grazing land, • Farming, • Agric Villages and Establishment of Sub-District NWDC.	
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PRIORITY NEED MAMUSA LOCAL MUNICIPALITY

	FUNCTION	COMMUNITY NEEDS	2020/2021 PRIORITIES
1.	Water and Sanitation	Insufficient Water •Insufficient Bulk Water Supply,	

		<ul style="list-style-type: none"> •Water Reticulation and •Insufficient Reservoirs. <p>Insufficient Sanitation</p> <ul style="list-style-type: none"> •Lack of Bulk Sewerage Infrastructure and •VIP Toilets. 	
2.	Electricity	<p>Insufficient Electrification</p> <ul style="list-style-type: none"> •High Mast Lights, •Maintenance of Street and high mast lights and •H/H Connection in New Extension. 	
3.	Road and Storm Water	<ul style="list-style-type: none"> • Rehabilitation Streets, •Re-Gravelling and Grading, •Tarring of Roads and •Speed Humps. 	
4.	Human Settlement	<ul style="list-style-type: none"> • Provision of Land for Housing Development and Provision of Housing. 	
5.	Social Amenities	<ul style="list-style-type: none"> •Construction and Upgrading of Sports Facilities, •Provision of Community Halls, •Provision of Library and •Provision of Centres (Home Based Care) 	
6.	Transport	<ul style="list-style-type: none"> • Upgrading of Taxi Rank and •Upgrading of Testing Station 	
7.	Local Economic Development	<ul style="list-style-type: none"> • Job Creation, •Shopping Complex, •Upgrading of Wentzeldam, •Grazing land, •Farming, •Agric Villages and •Establishment of Sub-District NWDC. 	

PRIORITIES KAGISANO MOLOPO LOCAL MUNICIPALITY

PRIORITY NUMBER	FUNCTION	COMMUNITY NEED	2020-21 PRIORITIES
1.	Water and Sanitation	Insufficient water in the Western part of the municipality. New water stands	
2.	Health Services	Shortage of health services Shortage of Doctors Shortage of Ambulances	
3.	Human Settlement	Construction of new houses for the needy	
4.	Road and Storm Water	Incomplete road D327 and Z 389 Poor conditions of roads D966 D973 Z394 Lack of resources to maintain municipal access roads	
5.	Social Amenities	Construction of sports facilities in various villages	
6.	Electricity	Residents in new stands do not have access to electricity	
7.	Local Economic Development	High rate of unemployment especially in active youth	

PRIORITIES GREATER TAUNG LOCAL MUNICIPALITY

PRIORITY NUMBER	FUNCTION	COMMUNITY NEED	2020-21 PRIORITIES
1.	Water and Sanitation	Extension of Standpipes at Matlhako I Matlhako II Tamasikwa Tlapeng Thomeng Lothwanyeng Manokwane Nhole Graspan Lower Majeakgoro Kgomotso Madithamaga Tlapeng1 Tlapeng 2 Manokwane (central) Matolong Ikageng Kameelputs	

PRIORITIES LEKWA-TEEMANE LOCAL MUNICIPALITY

PRIORITY NUMBER	FUNCTION	COMMUNITY NEED	2020-21 PRIORITIES

1.	Electrical infrastructure	Electrical infrastructure	
2.	- Water and Sanitation	Water and Sanitation	
3.	- Roads and Storm water	Roads and Storm water	
4.	Electrical infrastructure	Electrical infrastructure	
5.	- Upgrading of ICT	Upgrading of ICT	
6.	- Local Economic Development (LED)	Local Economic Development (LED)	
7	- Parks and Facilities	- Parks and Facilities	

PRIORITISED NEEDS FOR THE DISTRICT

Below are the prioritised needs across the five local municipalities in their hierarchal order.

	PRIORITIES	
Priorities	COMMUNITY NEED	FUNCTION
1.water and sanitation	✓	Yes
2.Roads and storm water	✓	No
3.LED	✓	Yes
4.Community Lighting	✓	No
5.waste management	✓	Yes

**16 SECTION 15: DEVELOPMENTAL STRATEGIES, PROGRAMS AND PROJECTS
DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS**

16.1 DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIES THAT WILL ADDRESS THE PROVISION AND MAINTENANCE OF THE SERVICES PROVIDED BY MUNICIPALITY SUCH AS- WATER, ELECTRICITY, SOLID WASTE, ROADS AND SANITATION

Facilitate the provision of basic services to the institutions relevant to the sectors

Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services

Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport

Maintain and expand water purification works and waste water treatment works in line with growing demand Improve maintenance of municipal road networks.

16.1.1 PROGRAMMES AND PROJECTS THAT WILL SUPPORT THE DELIVERY OF THE SERVICES

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT								
Status Quo (Challenges arising from Status quo analysis)	Objective	Performance Indicator	Baseline	5 Yr Targets				
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
				2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021 /22
Eradication of the bucket system	Ensure all the bucket system is eradicated in the district	Number of bucket system eradicated	Eradication has been done in other areas	20%	20%	20%	20%	20%
Provide sanitation in all rural areas	Ensure that the access to basic proper sanitation is provided to	Number of VIP toilets provided	Other rural areas have already been	20%	20%	20%	20%	20%

	communities in the rural areas		provided for					
Provide water in all municipalities in the district	Ensure that the access to basic provision of water is provided to communities in the district	Provision of water constantly provided to communities	The new water pipeline Has been installed	20%	20%	20%	20%	20%

16.2 LOCAL ECONOMIC DEVELOPMENT

STRATEGIES THAT PROMOTE DEVELOPMENT OF THE LOCAL ECONOMY

Establish an LED Coordinating Forum at district level to ensure and facilitate joint economic planning and execution of plans.

Enhance information dissemination on products and services offered by government mainly to support the growth and development of small businesses and cooperatives.

Intensify support for Agricultural programmes and projects in partnership with relevant departments and associations.

Ensure market access for existing and emerging small businesses and cooperatives.

Develop and promote all tourism products and services with the aim of selling the district as an agricultural rich region.

Ensure implementation of high impact projects aimed at attracting investment to the region in order to create more sustainable jobs.

Resuscitate and develop an Exit Strategy for all existing LED projects to be managed independently by beneficiaries.

Continue sourcing required funding for some of the prioritized long term projects to effect successful implementation.

Continue developing skills required for the economic landscape of the region.

Lastly, the department will continue to provide and equally require the necessary political support in ensuring implementation of programmes and projects as envisaged.

16.2.1 PROGRAMMES AND PROJECTS THAT WILL CONTRIBUTE TO ECONOMIC GROWTH AND EMPLOYMENT CREATION

LOCAL ECONOMIC DEVELOPMENT								
Status Quo (Challenges arising from Status quo analysis)	Objective	Performance Indicator	Baseline	5 Yr Targets				
				Yr 1 2017/18	Yr 2 2018/19	Yr 3 2019/20	Yr 4 2020/21	Yr 5 2021/22
No existing coordinating structure to facilitate economic planning and execution of plans	To establish and support a functional LED coordinating Forum for the District by June 2017	100%	Currently there is no specific economic planning forum for the District	100%	30%	30%	30%	Review and report on effectiveness and functionality
No specific multi stakeholder advocacy campaigns promoting	To ensure quarterly multi stakeholder advocacy campaigns on	100%	Ineffective individual advocacy campaigns by	20%	40%	20%	20%	Progress reporting and Review

g products and services beneficial to small businesses and cooperatives	products and services beneficial to small businesses and cooperatives across the district by June 2017		partners					
Expansion of support mechanisms of agricultural programmes and projects to designated groups	To establish and support a functional LED coordinating Forum for the District by June 2017	100%	Most agricultural initiatives managed by women and youth have collapsed	30%	30%	40%	Progress reporting and review	Progress reporting and review
Existing manufacturing initiatives' products finishing not attracting	To enhance and support product finishing on manufactured products to attract	100%	Manufactured products' finishing still poses a challenge	60%	40%	On-going	On-going	On-going

relevant markets	relevant markets and agencies by June 2017							
Development and promotion of all tourism products and services to attract tourists to the district	To ensure the development and promotion of all tourism products and services to attract tourists to the district by June 2017	60%	Slow progress in completing and promoting existing tourist attraction products and services	30%	30%	Progress reporting and review	Progress reporting and review	Progress reporting and review
Implementing planned high impact job-creating projects	To ensure implementation of planned high-impact job creating projects by June 2017	40%	Slow progress and possible investors' written commitments	20%	20%	Progress reporting and review	Progress reporting and review	Progress reporting and review

High rate of collapsing job-creating projects	To facilitate the resuscitation of existing job-creating projects with the view of permanently handing them over to LMs by June 2017	100%	Most job-creating projects have collapsed	30% resuscitated	30% resuscitated	20% resuscitated	20% resuscitated	Progress reporting and review
Ensure implementation of the Reviewed LED strategy.	To develop the projects' Exit strategy to manage all municipal initiated projects by June 2017	100%	The LED Strategy review process finalised	100%	Policy application and reporting	Policy application and reporting	Policy application and reporting	Policy review
Completion of the LED strategy process	To ensure completion of the LED strategy	100%	TORs for the Strategy review process developed	100%	100% completed	Strategy Implementation	Strategy Implementation	Strategy Implementation

	review process by September 2017		ed and an SLA guiding the process finalized					
Source addition al project specific funding	To source relevant project specific funding for all prioritize d high impact projects	60%	Insuffici ent allocate d funds to ensure operati onalise specific projects	30%	20%	10% Progress assessme nt and reporting	Progress assessme nt and reporting	Progress assessme nt and reporting
Inadequa te human capital skills requisite to the economi c landscap e of the district	To ensure continuo us skills develop ment support in order to enhance requisite skills for the economi c landscap e of the region	60%	Existing human capital skills inadequ ate to support the econom ic landscap e of the district	20%	20%	20%	Progress reporting and review	Progress reporting and review
North West Parks &	-Upgrade internal	100%	Existing human capital	30%	30%	40%	Progress reporting	Progress reporting

Tourism Board to implement Game Reserve Project in Kagisano-Molopo LM	<p>tourist's roads.</p> <ul style="list-style-type: none"> -Tourist Lodges -Tourist Entertainment -Erection of Fencing 		skills & inadequate resource to support the economic landscape of the district				and review	and review
North West Parks & Tourism Board to implement Bloemhof Dam Nature Reserve Project in Lekwa-Teemane LM	<p>Upgrade internal tourist's roads.</p> <ul style="list-style-type: none"> -Tourist Lodges -Tourist Entertainment -Erection of Fencing 	100%	Existing human capital skills & inadequate resource to support the economic landscape of the district	30%	30%	40%	Progress reporting and review	Progress reporting and review

16.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
 STRATEGIES THAT PROMOTES FINANCIAL VIABILITY AND MANAGEMENT

Develop & implement an instrument to mobilise private sector funding and support to municipalities

16.3.1 PROGRAMMES AND PROJECTS TO BE IMPLEMENTED TO ACHIEVE FINANCIAL VIABILITY AND EFFECTIVE FINANCIAL MANAGEMENT

FINANCIAL VIABILITY AND MANAGEMENT								
Status Quo (Challenges arising from Status quo analysis)	Objective	Performance Indicator	Baseline	5 Yr Targets				
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
				2017/18	2018/19	2019/20	2020/21	2021/22
Implementation of preferential procurement Act	To make all community members aware of the tendering processes	Number of awareness campaigns conducted	Legislation in place as a guide	2 workshops per year and reports	2 workshops per year and reports	2 workshops per year and reports	2 workshops per year and reports	2 workshops per year and reports
Facilitate inclusion of designated groups into our SCM policies	Ensure that the designated groups benefit from the procurement processes	Number of workshops undertaken by the department	Legislation in place as a guide	2 workshops per year and reports	2 workshops per year and reports	2 workshops per year and reports	2 workshops per year and reports	2 workshops per year and reports

Facilitate disaggregated data of beneficiaries of SCM	Ensure that the designated groups are included in the SCM	Number of reports produced	Legislation in place as a guide	1 report	1 report	1 report	1 report	1 report
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16.4 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

STRATEGIES THAT WILL PROMOTE ORGANIZATIONAL COHESION, EFFECTIVE HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT; AND PERFORMANCE MANAGEMENT

The department has developed Recruitment and Retention Strategy to retain the scarce skills and retain them. There is a need to review the Strategy to align it with the needs of the new Council

A clear succession planning which involves the labour unions (acting on behalf of the employees) needs to be developed

Departmental retreat will be conducted in the next financial year to align the work plans of employees with the technical SDBIP and reporting thereto with portfolio of evidence

Promote teamwork (Collectivism) in our operations as opposed to working in silos.

To have an informed workforce through departmental meetings and LLF Structures such as Training, Health & Safety Committees

Strengthen Effective communication with the entire workforce

Identify key skills and talents needed for the achievement of IDP strategic objectives and provide appropriate training thereto

Recognition of the performance of employees and progressively improve benefits in line with Collective Agreements

Ensure Performance Agreements of Section 54 & 56 Managers are signed in terms of the provisions of the Municipal Systems Act

Cascade the PMS to lower echelons of the organizational hierarchical structure

Build requisite capacity to appraise performance of the employees

Develop Personal Development Plans to inform WSP

Develop an aligned WSP to IDP to attain strategic objectives.

16.4.1 PROGRAMMES AND PROJECTS THAT WILL BE IMPLEMENTED TO SUPPORT THE ACHIEVEMENT ORGANIZATION COHESION, EMPLOYMENT EQUITY AND EFFECTIVE PERFORMANCE MANAGEMENT

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								
Status Quo (Challenges arising from Status quo analysis)	Objective	Performance Indicator	Baseline	5 Year Targets				
				Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Year 5 2021/22
The Recruitment and Retention Strategy has some flaws/gaps	To review the Recruitment and Retention Strategy by June 2019	100% reviewed Strategy	Current Recruitment and Retention Strategy was last reviewed February 2018	100%	Review against legislation	Review against legislation	Review against legislation	Review against legislation
No Succession Planning in place	To develop the Succession Plan By June 2019	(100%) Approved Succession Plan	Non-existent of the Succession Plan	100%	Review against the identified needs	Review against the identified needs	Review against the identified needs	Review against the identified needs
Promote Sound	To fully revive		Functional	100% revisit	Review Commit	Review Commit	Review Commit	Review

Labor Relations Promote Sound Labor Relations	Forums that Labor Representatives are involved in, by June 2019	100% engagements	structures that involve Labor Representatives	of the Occupational Health and Safety Committee and formalize the appointment of committee members	tee and its functionality	tee and its functionality	tee and its functionality	Committee and its functionality
				100% Revisit the composition of LLF and train newly elected members	Review Committee and its functionality	Review Committee and its functionality	Review Committee and its functionality	Review Committee and its functionality
				100% Revisit the composition of Training and Equity	Review Committee and its functionality	Review Committee and its functionality	Review Committee and its functionality	Review Committee and its functionality

				Committee				tionality
The Human Resources Management Strategy has flaws/gaps	To review the Human Resources Strategy by June 2019	100% HR Strategy in place	Current HR Strategy was last reviewed in 2015	100%	Review against the identified gaps	Review against the identified gaps	Review against the identified gaps	Review against the identified gaps
Information Technology partly outsourced	To establish a fully functional IT Unit by June 2019	100% fully functional IT Unit	IT functions are partly outsourced (e.g. Collaborator, etc.)	Appoint 60% of personnel for the IT Unit	30% personnel appointed	30% personnel appointed	Review if more personnel is needed	Review if more personnel is needed
PMS not yet cascaded to lower level employees	To cascade PMS to lower level employees by June 2019	Fully functional PMS in the whole municipality	PMS applicable to senior managers only	10% Cascade PMS to Level 4 officials	20% PMS cascade to Level 6	20% PMS cascade to Level 8	20% PMS cascade to Level 10	30% PMS cascade to the lowest level
Some Councilors do not attend Portfolio	To improve functionality of Portfolio	Fully functional Portfolio	Non-regular attendance of Portfolio	50% Improved attendance	50% Improved attendance	Review functionality	Review functionality	Review functionality

Committees regularly and hence late submission of items	Committees by June 2019	Committees	Committee Meetings by Councilors	and on time	once on time			
Non-alignment of WSP to IDP	To conduct skills audit for the development of WSP linked to objectives in the IDP by March 2019	WSP informed by Skills Audit	Skills Audit not regularly conducted	50% PDP to inform WSP	50% PDP to inform WSP	Review PDP	Review PDP	Review PDP
Employment Equity Targets not met	To set realistic target adhere to them as set in the Equity Plan	Equity Plan informed by the demographics of the District	Non-appointment of people living with disabilities	20% appointment of the target group	20%	20%	20%	20%

16.5 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

STRATEGIES THAT WILL PROMOTE EFFECTIVE GOVERNANCE AND ACCOUNTABILITY

Formulate appropriate policies on matters affecting designated groups in the District;

Make necessary submissions through the various portfolio committees in regard to the policies of these groups in the district;

Commission or do research on specific issues affecting designated groups in the district;

Monitor impact of the legislation on the affairs of designated groups as implemented by departments internally and externally

Convene intra and inter-departmental Committee meetings on specific issues pertaining to designated groups; Co-ordinate and ensure the implementation of specific programmes for all designated groups;

16.5.1 PROGRAMMES AND PROJECTS TO BE IMPLEMENTED TO ENSURE - EFFECTIVE PUBLIC PARTICIPATION AND ACCOUNTABILITY AND TRANSPARENCY

PUBLIC PARTICIPATION AND GOOD GOVERNANCE							
Corporate Objective	Key Performance Indicator	Target	5 year Targets				
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Establishment of the Call Centre to enhance communication and Public Participation	Number on complaints and service delivery matters reported by communities	4 reports on complaints and service delivery matters reported by communities	Research and Benchmarking on the establishment of the Call Centre	Budgeting and Establishment of the Call Centre	Quarterly reports on complaints and service delivery matters reported by communities	Quarterly reports on complaints and service delivery matters reported by communities	Quarterly reports on complaints and service delivery matters reported by communities
Mainstreaming of Special Programs into the Municipal Sectoral Plans	Number of integrated reports on the inclusion of Special Programs in Municipal Sectoral Plans by 2022	4 reports on the inclusion of Special Programs in Municipal Sectoral Plans	Quarterly report on the inclusion of Special Programs in Municipal Sectoral Plans by	Quarterly report on the inclusion of Special Programs in Municipal Sectoral Plans by	Quarterly report on the inclusion of Special Programs in Municipal Sectoral Plans by	Quarterly report on the inclusion of Special Programs in Municipal Sectoral Plans by	Quarterly report on the inclusion of Special Programs in Municipal Sectoral Plans by

		compiled by June 2022	June 2018	June 2019	June 2019	June 2021	Plans by June 2022
Establishment, Strengthening, Capacitation and Support of Forums for Designated Groups	Number of reports on progress made on establishment, Strengthening, Capacitation and Support of Forums for Designated Groups Plans by 2022	4 reports on the progress made on establishment, Strengthening, Capacitation and Support of Forums for Designated Groups by June 2022	Quarterly report on the progress made on establishment, Strengthening, Capacitation and Support of Forums for Designated Groups by June 2018	Quarterly report on the progress made on establishment, Strengthening, Capacitation and Support of Forums for Designated Groups by June 2019	Quarterly report on the progress made on establishment, Strengthening, Capacitation and Support of Forums for Designated Groups by June 2019	Quarterly report on the progress made on establishment, Strengthening, Capacitation and Support of Forums for Designated Groups by June 2021	Quarterly report on the progress made on establishment, Strengthening, Capacitation and Support of Forums for Designated Groups by June 2022
Supplementary provision of resources to organizations addressing human Rights Priority Programmes (NPO)	Number of reports on the provision of resources to organizations addressing human Rights Priority Programmes (NPO Support Program) by June 2022	4 reports on the provision of resources to organizations addressing	Quarterly report on the provision of resources to organizations addressing	Quarterly report on the provision of resources to organizations addressing	Quarterly report on the provision of resources to organizations addressing	Quarterly report on the provision of resources to organizations addressing	Quarterly report on the provision of resources to organizations addressing

Support Program)		human Rights Priority Programmes (NPO Support Program) by June 2022	human Rights Priority Programmes (NPO Support Program) by June 2018	human Rights Priority Programmes (NPO Support Program) by June 2019	human Rights Priority Programmes (NPO Support Program) by June 2020	human Rights Priority Programmes (NPO Support Program) by June 2021	ing human Rights Priority Programmes (NPO Support Program) by June 2022
Inclusion of organizations for Special Programs in EPWP	Number of reports on the inclusion of organizations for Special Programs in EPWP by June 2022	4 reports on the inclusion of organizations for Human Special Programs in EPWP by June 2022	Quarterly report on the Inclusion of organizations for Human Rights Special Programs in EPWP by June 2018	Quarterly report on the Inclusion of organizations for Special Programs in EPWP by June 2019	Quarterly report on the Inclusion of organizations for Special Programs in EPWP by June 2020	Quarterly report on the Inclusion of organizations for Special Programs in EPWP by June 2021	Quarterly report on the Inclusion of organizations for Special Programs in EPWP by June 2022
Community outreach programs creating awareness on Special Program issues	Number of reports on progress made on community outreach programs creating awareness on Special Program issues by June 2022	4 reports on progress made on community outreach programs	Quarterly report on progress made on community outreach programs creating	Quarterly report on progress made on community outreach programs creating	Quarterly report on progress made on community outreach programs creating	Quarterly report on progress made on community outreach programs creating	Quarterly report on progress made on community outreach programs creating

		ms creatin g awaren ess on Special Progra m issues by June 2022	awarene ss on Special Program issues by June 2018	awarene ss on Special Program issues by June 2019	awarene ss on Special Program issues by June 2020	awarene ss on Special Program issues by June 2021	progra ms creatin g awaren ess on Special Progra m issues by June 2022
Strengtheni ng and capacitation of Intergovern mental Relations	Number of reports on progress made on establishment, Strengthening, Capacitation and Support of Intergovernmental Relations in the District and its Local Municipalities	4 reports on progres s made on establis hment, Strengt hening, Capacit ation and Suppor t of Intergo vernme ntal Relatio ns Forums in the District and its Local Munici palities	Quarterl y reports on progress made on establish ment, Strength ening, Capacitat ion and Support of Intergov ernment al Relations Forums in the District and its Local Municipa lities by June 2018	Quarterl y reports on progress made on establish ment, Strength ening, Capacitat ion and Support of Intergov ernment al Relations Forums in the District and its Local Municipa lities by June 2019	Quarterl y reports on progress made on establish ment, Strength ening, Capacitat ion and Support of Intergov ernment al Relations Forums in the District and its Local Municipa lities by June 2020	Quarterl y reports on progress made on establish ment, Strength ening, Capacitat ion and Support of Intergov ernment al Relations Forums in the District and its Local Municipa lities by June 2021	Quarterl y reports on progres s made on establis hment, Strengt hening, Capacit ation and Suppor t of Intergo vernme ntal Relatio ns Forums in the District and its Local Munici palities

		by June 2018					by June 2022
Effective Implementation of Communications Strategy in the District and its Local Municipalities	Number reports on progress made on Implementation of Communications Strategy by June 2022	4 reports on progress made on Implementation of Communications Strategy by June 2022	Quarterly reports on progress made on Implementation of Communications Strategy by June 2018	Quarterly reports on progress made on Implementation of Communications Strategy by June 2019	Quarterly reports on progress made on Implementation of Communications Strategy by June 2020	Quarterly reports on progress made on Implementation of Communications Strategy by June 2021	Quarterly reports on progress made on Implementation of Communications Strategy by June 2022
Interactive and Cohesive Sports & Recreation Programs	Number of reports on progress made on community Sports & Recreation programs on creating cohesive and Interactive participation of Youth on Sport & Recreation Special Program issues by June 2022	4 reports on progress made on community Sports & Recreation programs in creating cohesive and Interactive participation of Youth on Sport &	Quarterly reports on progress made on community Sports & Recreation programs in creating cohesive and Interactive participation of Youth on Sport &	Quarterly report on progress made on community Sports & Recreation programs in creating cohesive and Interactive participation of Youth on Sport &	Quarterly report on progress made on community Sports & Recreation programs in creating cohesive and Interactive participation of Youth on Sport &	Quarterly report on progress made on community Sports & Recreation programs in creating cohesive and Interactive participation of Youth on Sport &	Quarterly report on progress made on community Sports & Recreation programs in creating cohesive and Interactive participation of Youth on Sport &

		ation of Youth on Sport & Recreation Special Program issues by June 2022	Recreation Special Program issues by June 2018	Recreation Special Program issues by June 2019	Recreation Special Program issues by June 2020	Recreation Special Program issues by June 2021	participation of Youth on Sport & Recreation Special Program issues by June 2022
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FIRE FIGHTING SERVICES

Dr RUTH SEGOMOTSO MOMPATI DISTRICT MUNICIPALITY		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Adjusting powers and functions to absorb Naledi and Lekwa-Teemane fire services as a district competency	Engaging on the outstanding processes and procedures to absorb firefighting services of Naledi and Lekwa-Teemane as a district function.
	Objective 2: Establish and adopt Norms and Standards for delivery of equitable services within the district.	Establishment and adopt fire fighting services delivery models for each of the Local Municipalities according to SANS 10090 for Fire Services within the District.

	Objective 3: Establish Fire Services By-Laws and Legislation	Establish and assist local municipalities to i ndorsed Fire Services By-Laws,
	Objective 5: Organisational Structure	Amend the Existing Organogram providing for senior positions in the fire services. (Chief Fire officer, Assistant Chief fire officer and Senior Divisional officers)
		Fill vacancies (Appoint Assistant Manager Fire and Disaster Management, Station Officer at Molopo, Mamusa, Bloemhof Fire Services)
Recommendations Kagisano / Molopo Fire Service		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Upgrade existing fire station infrastructure capacity at Kagisano	Create Additional Machine Bays to Secure Fire Appliances
	Objective 2: Explore the Need for Additional Remote Fire Houses in Kagisano/Molopo area	Investigate the Viability to Establish Additional Fire Houses for Remote Villages and Small Towns to Reduce Response Times to Fires
	Objective 3: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision

		Collection Points within the Municipal Area of Jurisdiction
	Objective 4: Improvement of Management Practices	Improve Management Practices at Molopo and Kagisano Fire Services
2) Fire Fighting Equipment and Specialised Fire Fighting	Objective 1: Maintain and Upgrade of Existing Portable Fire Fighting Equipment at Kagisano and Molopo Fire Services	Replace redundant Portable Fire Fighting Equipment at Kagisano and Molopo Fire Services i.e. Fire Hose and Fittings
3) Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human resources at Kagisano and Molopo Fire Services Resources	Amend Expand and Restructure Institutional Organogram to Meet Minimum Standards Requirement in terms of Manning Levels and Level of Service Deliver.
		Recruit and Appoint Operational Fire Fighters to Achieve Minimum Appliance Manning Levels (Both Day & Night) time for Kagisano and Molopo Fire Services
	Objective 2: Appoint Supervisory Management Personnel	Appoint Personnel at Kagisano & Molopo Fire Services at Minimum Station Officer Level to Manage and Ensure Effective and Optimal Fire Fighting Services
	Objective 3: Staff Training	Implement Operational Fire Fighters Training at Fire Station

		level and provide specialised training for specialised conditions.
4) Communication Infrastructure and Resources	Objective 1: Develop/Expand and Maintain Existing Two Way Radio Communications System	Extend Existing Two Way Radio Communications Network to Provide Radio Coverage to Western Part of Kagisano
		Provide two-way radios for fire services personnel and vehicles.
		Link Proposed Additional Area Repeater with the Existing Microwave Link Network
	Objective 2: Build Community Awareness.	Implement Awareness Program Through Flyers, Newspaper notices and Road shows.
5) Fire Prevention and Fire Safety Activities and Legislation	Objective 1: Develop Fire Prevention & Fire Safety Capacity	Adopt Fire Brigade By-Laws and Promulgate New Flammable Liquids & Substance Handling & Transportation By-laws
		Establish and Implement Fire Prevention & Fire Safety Activities
		Introduce Fire Safety and Fire Awareness Campaigns.
6) Fire Suppression Operations	Objective 1: Set Operational Standards	Implement Written SOP's and PDA's in terms of Fire Suppression Operations.
		Set Standards to Comply with for Daily Vehicle and Human Resource Emergency Response Preparedness.

	Objective 2: Pre Fire Plans and Risk Visits	Prepare and Implement Planned Risk Visits in terms of Fire Risk Awareness and Preparedness.
		Prepare Pre-Fire Operations Plans in relation to High Fire Risks
	Objective 3: Asset Management and Maintenance	Ensure Asset Management and Maintenance in terms of Fleet and Asset Management Policy and Procedure
7) Occupational Health And Safety	Objective 1: Health and Safety Standards	Establish Occupational Health and Safety Practices at Each Fire Service
		Health and Safety Equipment to Allow for Safe Fire Fighting Practices
		NFPA Compliant Structural Fire Fighting Clothing for Operational Personnel
Recommendations Naledi Local Municipality		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Reduce the Fire & Risk Hazard Response Exposure in North Eastern Parts of Naledi	Establish Fire Service within North Eastern Parts of Naledi (Stella) to Provide Effective and Equitable Fire Fighting Services to Remote Villages and Town Currently Without any Effective Fire Suppression Coverage.
	Objective 2: Replacement of old Fire Appliances	Replacement of Resque/pumper Fire Appliance

2) Fire Fighting Equipment and Specialised Fire Fighting	Objective 1: Replacement of Fire Fighting Equipment	Replace old Redundant Fire Fighting Equipment and Portable Fire Fighting Equipment
	Objective 2: Reduce the Risk of Exposure and Contain Hazmat Incidents	Purchase Specialised Equipment and Protective Suites to deal with Hazardous Material Incidents
	Objective 3: Fire & Water Provisioning Services Forum	Establish a Forum towards Improving the Provision and Maintenance of Fire Fighting Water Infrastructure
3) Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human Resources	Amend Expand and Restructure Institutional Organogram to Meet Minimum Standards Requirement in terms of Manning Levels and Level of Service Deliver.
	Objective 2: Chief Fire Officer	MEC concurrency for the appointed Chief Fire Officer
	Objective 3: Training of Personnel	Set a Standard for Minimum Requirement of Skills Levels Required by Operational Staff
		Implement a Skills Training Program for Operational Staff
4) Communication Infrastructure and Resources	Objective 1: Develop/Expand and Maintain Existing Two Way Radio Communications System	Extend Existing Two Way Radio Communications Network to Provide Radio Coverage to Western Part of Kagisano

		Provide two-way radios for fire services personnel and vehicles.
		Link Proposed Additional Area Repeater with the Existing Microwave Link Network
5) Fire Suppression Operations	Objective 1: Set Operational Standards	Implement Written SOP's and PDA's in terms of Fire Suppression Operations.
		Set Standards to Comply with for Daily Vehicle and Human Resource Emergency Response Preparedness.
	Objective 2: Pre Fire Plans and Risk Visits	Prepare and Implement Planned Risk Visits in terms of Fire Risk Awareness and Preparedness.
6) Fire Prevention and Fire Safety Activities and Legislation	Objective 1: Fire Prevention/Fire Safety Standards	Implement an Effective Fire Prevention and Fire Safety Division to deal with Fire Risk and Hazards within the Municipal area.
	Objective 2: Fire Services By-laws and Legislation	Review and Amend Existing Fire Services By-Laws
		Enforce Fire Services By-Laws and Legislation to Reduce Fire and Risk Hazards
	Objective 3: Awareness Campaign	Implement a Fire Safety and Fire Prevention Awareness Campaign
7) Occupational Health And Safety	Objective 1: Health and Safety Standards	Establish Occupational Health and Safety Practices at Fire Service and Incidents

		Health and Safety Equipment to Allow for Safe Fire Fighting Practices
		NFPA Compliant Structural Fire Fighting Clothing for Operational Personnel
Recommendations Mamusa Fire Service		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction
	Objective2: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction
	Objective 4: Improvement of Management Practices	Improve Management Practices at Mamusa Fire Services
2) Fire Fighting Equipment and Specialised Fire Fighting	Objective 1: Breathing Apparatus Recharging Compressor	Purchase BA Compressor for Mamusa Fire Services
	Objective 2: Specialised and Hazardous Material Incident Handling	Purchase specialised Equipment and Protective clothing to Deal with Hazardous Material Incidents

3) Institutional Capacity and Human Resources	Objective 1: Appoint Supervisory Management Personnel	Appoint Personnel at Kagisano & Molopo Fire Services at Minimum Station Officer Level to Manage and Ensure Effective and Optimal Fire Fighting Services
	Objective2: Vacant Positions	Fill Vacant Fire Fighter Positions
4) Communication Infrastructure and Resources	Objective 1: Develop/Expand and Maintain Existing Two Way Radio Communications System	Extend Existing Two Way Radio Communications Network to Provide Radio Coverage to Western Part of Kagisano
		Provide two-way radios for fire services personnel and vehicles.
		Link Proposed Additional Area Repeater with the Existing Microwave Link Network
5) Fire Prevention and Fire Safety Activities and Legislation	Objective 1: Develop Fire Prevention & Fire Safety Capacity	Adopt Fire Brigade By-Laws and Promulgate New Flammable Liquids & Substance Handling & Transportation By-laws
		Establish and Implement Fire Prevention & Fire Safety Activities
		Introduce Fire Safety and Fire Awareness Campaigns.
6) Fire Suppression Operations	Objective 1: Set Operational Standards	Implement Written SOP's and PDA's in terms of Fire Suppression Operations.
		Set Standards to Comply with for Daily Vehicle and Human

		Resource Emergency Response Preparedness.
	Objective 2: Pre Fire Plans and Risk Visits	Prepare and Implement Planned Risk Visits in terms of Fire Risk Awareness and Preparedness.
		Prepare Pre-Fire Operations Plans in relation to High Fire Risks
	Objective 3: Asset Management and Maintenance	Ensure Asset Management and Maintenance in terms of Fleet and Asset Management Policy and Procedure
7) Occupational Health And Safety	Objective 1: Health and Safety Standards	Establish Occupational Health and Safety Practices at Each Fire Service
		Health and Safety Equipment to Allow for Safe Fire Fighting Practices
		NFPA Compliant Structural Fire Fighting Clothing for Operational Personnel
Recommendations Greater Taung Municipality		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Improvement of Management Practices	Improve Management Practices at G/Taung Fire Services
	Objective 2: Water Fire Appliances	Replacement of old Water Tanker at G/Taung Fire
	Objective 4: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire

		Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction
2) Fire Fighting Equipment and Specialised Fire Fighting	Objective 1: Specialised and Hazardous Material Incident Handling	Purchase specialised Equipment and Protective clothing to deal with Hazardous Material Incidents
3) Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human Resources	Amend Expand and Restructure Institutional Organogram to Meet Minimum Standards Requirement in terms of Manning Levels and Level of Service Deliver.
	Objective 2: Appoint Supervisory Management Personnel	Appoint Personnel in Vacant Position at G/Taung Fire Services to Optimal Fire Fighting Services
4) Communication Infrastructure and Resources	Objective 1: Develop/Expand and Maintain Existing Two Way Radio Communications System	Expand the Existing Digital Link to Existing Radio Repeater at Reivilo to Provide Area Radio Coverage
		Provide two-way radios for fire services personnel and vehicles.
	Objective 2: Build Community Awareness.	Implement Awareness Program Through Flyers, Newspaper notices and Road shows.
5) Fire Prevention and Fire Safety Activities and Legislation	Objective 1: Develop Fire	Adopt Fire Brigade By-Laws and Promulgate New Flammable

	Prevention & Fire Safety Capacity	Liquids & Substance Handling & Transportation By-laws
		Establish and Implement Fire Prevention & Fire Safety Activities
		Introduce Fire Safety and Fire Awareness Campaigns.
	Objective 2: Build Community Awareness.	Implement Awareness Program Through Flyers, Newspaper notices and Road shows.
6) Fire Suppression Operations	Objective 1: Set Operational Standards	Implement Written SOP's and PDA's in terms of Fire Suppression Operations.
		Set Standards to Comply with for Daily Vehicle and Human Resource Emergency Response Preparedness.
	Objective 2: Pre Fire Plans and Risk Visits	Prepare and Implement Planned Risk Visits in terms of Fire Risk Awareness and Preparedness.
		Prepare Pre-Fire Operations Plans in relation to High Fire Risks
	Objective 3: Asset Management and Maintenance	Ensure Asset Management and Maintenance in terms of Fleet and Asset Management Policy and Procedure
7) Occupational Health And Safety	Objective 1: Health and Safety Standards	Establish Occupational Health and Safety Practices at Fire Service and Incidents
		Health and Safety Equipment to Allow for Safe Fire Fighting Practices

		NFPA Compliant Structural Fire Fighting Clothing for Operational Personnel
Recommendations Lekwa Teemane Municipality		
Focus Area	Objective	Recommendation
1) Planning, Co-ordinating and Regulating of Fire Services	Objective 1: Establishment of Fire Service Infrastructure	Establish Fire Service Infrastructure at Bloemhof, 3 Bay Fire Station Complete with overnight facilities for on-duty Personnel
		Upgrade and Establish overnight facilities for on-duty Personnel at Christiana
	Objective2: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction
	Objective 3: Fire Fighting Water Infrastructure	Establish Form with Water Services Delivery Department towards the Provisioning of Fire Hydrants and Strategic Located Fire Fighting Water Provision Collection Points within the Municipal Area of Jurisdiction
	Objective 6: Improvement of Management Practices	Improve Management Practices at Lekwa-Teemane Fire Services
2) Fire Fighting Equipment and Specialised Fire Fighting	Objective 1: Specialised and Hazardous	Purchase specialised Equipment and Protective clothing to Deal with

	Material Incident Handling	Hazardous Material Incidents at Bloemhof
		Purchase specialised Equipment and Protective clothing to Deal with Hazardous Material Incidents at Christiana
3) Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human Resources	Create Institutional Organogram to Meet Minimum Standards Requirement in terms of Manning Levels and Level of Service Deliver.
	Objective 2: Appoint Supervisory Management Personnel	Recruit and Appoint Personnel to Perform Operational Fire Fighting Functions at Minimum Station Officer Level to Manage and Ensure Effective and Optimal Fire Fighting Services
	Objective 3: Operational Personnel	Recruit and Appoint Personnel to Perform Operational Fire Fighting Functions
	Objective 4: Training	Establish Training Program for Operational personnel
4) Communication Infrastructure and Resources	Objective 1: Develop/Expand and Maintain Two Way Radio Communications System	Secure and maintain Two Way Radio Repeater communication installation at Bloemhof and Christiana.
		Provide two-way radios for fire services personnel and vehicles.
5) Fire Prevention and Fire Safety Activities and Legislation	Objective 1: Develop Fire	Adopt Fire Brigade By-Laws and Promulgate New Flammable

	Prevention & Fire Safety Capacity	Liquids & Substance Handling & Transportation By-laws
		Establish and Implement Fire Prevention & Fire Safety Activities
		Introduce Fire Safety and Fire Awareness Campaigns.
	Objective 2: Build Community Awareness.	Implement Awareness Program Through Flyers, Newspaper notices and Road shows.
6) Fire Suppression Operations	Objective 1: Set Operational Standards	Implement Written SOP's and PDA's in terms of Fire Suppression Operations.
		Set Standards to Comply with for Daily Vehicle and Human Resource Emergency Response Preparedness.
	Objective 2: Pre Fire Plans and Risk Visits	Prepare and Implement Planned Risk Visits in terms of Fire Risk Awareness and Preparedness.
		Prepare Pre-Fire Operations Plans in relation to High Fire Risks
	Objective 3: Asset Management and Maintenance	Ensure Asset Management and Maintenance in terms of Fleet and Asset Management Policy and Procedure
7) Occupational Health And Safety	Objective 1: Health and Safety Standards	Establish Occupational Health and Safety Practices at Fire Service and Incidents
		Health and Safety Equipment to Allow for Safe Fire Fighting Practices

		NFPA Compliant Structural Fire Fighting Clothing for Operational Personnel
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INTEGRATED SOLID WASTE MANAGEMENT SERVICES FOR THE PERIOD 2016 TO 2021

Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021

<p>Institutional functioning and planning</p>	<p>Assist the Local Municipalities in capacitating the officials in waste management in order to fulfill their waste management mandate.</p>	<p>Ensure training is conducted on integrated waste management for municipal officials in solid waste management within the Local Municipalities.</p> <p>Convene District Waste Forum meetings which serves as a platform for legislative reform and compliance.</p>	<p>Ensure all the Local Municipalities designate Waste Management Officers.</p> <p>Convene District Waste Forum meetings which serves as a platform for legislative reform and compliance.</p>	<p>Arrange training for Local Municipalities on aspects of solid waste management as and when the need arises.</p> <p>Assist the Local Municipalities in achieving the targets which are indicated in the action plans of their respective Integrated Waste Management Plans.</p> <p>Convene District Waste Forum meetings on a quarterly basis which serves as a platform for legislative reform and compliance.</p>
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Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Minimum service standards and cost recovery	Assist the Local Municipalities to provide a reliable weekly collection service and to undertake a review of tariffs charged for waste collection services.	<p>Assist the Local Municipalities with waste collection problem areas when the need arises.</p> <p>Assist the Local Municipalities with developing the maintenance roster and replacement plan for waste collection vehicles.</p> <p>Assist the Local Municipalities to determine the number of households serviced.</p> <p>Arrange workshops on tariff structures for each Local Municipality.</p>				
Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021

Waste minimisation, re-use, recycling and recovery of solid waste	Create an enabling environment for waste minimisation and recycling.	<p>Compile a data base of recyclers in the District and update it annually.</p> <p>Develop a paper recycling policy for the Dr Ruth SegomotsiMompoti municipal offices and revise it annually.</p> <p>Encourage the Local Municipalities (LMs) to undertake a feasibility assessment of where best to establish recycling drop-off centres in their respective areas.</p>				
Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Sound landfill and transfer station management	To provide the public with an accessible and safe waste transfer and disposal system.	<p>Give project management assistance to the LMs in terms of landfill site and transfer station development. This includes planning, licencing, development, closure, rehabilitation of landfill sites and transfer stations.</p> <p>Assist with closure and rehabilitation of currently used dump sites and ensure compliance with license conditions.</p> <p>Assist LMs to ensure management and operations of landfill sites and transfer stations is in accordance with licence requirements.</p> <p>Ensure establishment of new landfill sites and transfer stations is done in accordance with NEMWA.</p>				

		Actions				
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Focus Area	Recommendation	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Waste information system	Management of waste information in a manner that makes it accessible and useful, and that complies with the Waste Information Regulations.	Ensure the LMs are registered on the South African Waste Information System (SAWIS).	Monitor and ensure that LMs are reporting waste disposal tonnages on SAWIS on a quarterly basis. Assist with the characterisation exercise of domestic waste stream undertaken in the LMs, annually. Assist the LMs in terms of waste management data collection and reporting (data sheets, templates).			

Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Rural waste management	Improve waste collection and waste disposal services within rural and outlying areas.	Assist LMs to identify all problem areas within their municipal jurisdiction, mainly rural areas, where waste management services are insufficient. Encourage the use of Community Based Organisations to collect waste in rural areas.				

Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021

Education and Awareness Initiatives	Ensure a programme of ongoing waste awareness campaigns.	Support the Youth Jobs in Waste programme undertaken within the district. Create awareness of waste management with the general public including youth at schools.
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Focus Area	Recommendation	Actions				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Monitoring, Compliance, Enforcement and Remediation	Ensure compliance and enforcement of the waste legislation.	<p>Monitor compliance of all systems, structures and operations within LMs and ensure that non-compliances are addressed by providing guidance and assistance.</p> <p>Assist with mapping of dumping hotspots within LMs (district municipality's GIS services could assist). This can be used as a base line to reduce the number of dumping hotspots within the DRSMMDM.</p> <p>Assist LMs in terms of environmental and waste management legal compliance including by-laws and policies.</p>				

17 SECTION 17 : APPROVAL

17.1 Approval by DR Ruth's Segomotsi Mompoti District Municipality

The IDP will be tabled for adoption by the Council during the month of May

17.2 Submission and Publication of the IDP

The Dr Ruth S Mompoti District Municipality will publish the draft IDP through the relevant media and allow the public to make inputs

18 SECTION 18: CONCLUSION

The content of this IDP was simplified in an effort to have a much more user-friendly IDP. This approach must be seen as planning of the collective effort but due to the much clearer understanding of the sector it actually makes integration of planning much easier. The focus in this reviewed IDP was on having small relevant sections with reference to the comprehensive documents that is available in the office of the Municipal Manager and the organizational website. All these documents can be accessed upon request by individuals or organisations.

ANNEXURE A: PLANS AND PROGRAMMES BY SECTOR DEPARTMENTS

DEPARTMENT OF HEALTH

Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
RSM HVAC Term Contract	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 11,305,968	R 5,497,257	R 1,344,000	R 1,296,000	R 1,296,000
Maintenance at Tlakgameng CHC	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R -	R -	R 3,000,000	R -	R -
Maintenance at Taung Hospital	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R -	R 1,104,228	R 4,700,000	R 22,000,000	R 22,000,000
Maintenance at Ganyesa Hospital	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R -	R 2,374,204	R 2,050,000	R 1,000,000	R 1,000,000
RSM District - Statutory Maintenance	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 14,617,000	R 42,028,781	R 7,250,000	R 2,100,000	R 2,100,000
RSM District - Generator Term Contracts Phase 2	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R -	R -	R 1,560,000	R 1,485,000	R 1,485,000
UPS Maintenance Term Contract - RSM	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R -	R -	R 500,000	R 1,300,000	R 1,300,000

Fire Equipment Term Contract - DR RSM	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R -	R -	R 1,300,000	R 1,300,000	R 1,300,000
Transformer and Switchgear Term Contract - RSM	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R -	R -	R 1,500,000	R 2,000,000	R 2,000,000
Schweizer Reneke Hosp. Complete Maintenance	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R -	R 880,536	R 950,000	R -	R -
Maintenance on Prioritized Clinics - Ruth Segomotsi Mompoti District	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R -	R -	R 2,500,000	R 1,500,000	R 1,500,000
Sekhing CHC (New Facility)	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 141,611,811	R 95,271,538	R 6,000,000	R -	R -
Sekhing CHC HT	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 8,619,481	R 6,079,964	R 5,000,000	R -	R -
Ganyesa CHC ABM	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R -	R -	R 3,550,000	R 12,000,000	R 23,400,000

Sekhing CHC ICT	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 2,000,000	R -	R 5,000,000	R -	R -
Manthe CHC Upgrade - ABM	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R -	R -	R 7,000,000	R 21,367,000	R 41,367,000
Manthe CHC Upgrade HT	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R -	R -	R -	R 1,100,000	R 1,100,000
Ganyesa CHC-HT	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R -	R -	R -	R -	R 3,500,000
Bray CHC Generator	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R 445,860	R 445,860	R 2,000,000	R -	R -
Christiana Hospital HVAC and Refrigeration and Refurbishment	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R -	R -	R 2,000,000	R -	R -
Ganyesa Hospital - Refurbishment of HVAC and Refrigeration	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations &	R -	R -	R 1,000,000	R -	R -

		Refurbishment					
Refurbish medical Gas systems - RSM	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R -	R -	R -	R -	R 200,000
Joe Morolong Hospital - HVAC Refurbishment	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R -	R -	R 1,000,000	R -	R -
Pudumoe CHC Generator	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R -	R -	R 1,000,000	R -	R -
Schweizer Reneke Hospital refurbish HVAC	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R 3,333,620	R 3,250,211	R 2,250,000	R -	R -
Taung Hospital Generator	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R -	R -	R 1,000,000	R -	R -

Ganyesa Hospital Sewer Treatment Plant	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R -	R -	R 3,350,000	R 1,150,000	R 1,100,000
Magogoe Clinic Additional Space ABM	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R -	R -	R 3,100,000	R -	R -
Office Accommodation for Community Health Workers ABM - Dr Ruth Segomotsi Mompoti	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R -	R -	R 2,000,000	R -	R -
Taung Hospital Mental Unit - Upgrade	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R -	R -	R 2,700,000	R -	R -

DEPARTMENT OF CULTURE, SPORTS & RECREATION

Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Southy Community Library	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 17,422,000	R -	R 5,000,000	R -	R -
TLAPENG MODULAR LIBRARY	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 1,800,000	R -	R 1,800,000	R -	R -
Migdol Modular Library	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 1,800,000	R -	R 1,800,000	R -	R -
Coverdale / Boitumelong Community Library	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 19,000,000	R -	R -	R 5,000,000	R12,000,000
Ipelegeng Multi-Purpose Sports Facility	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R 18,323,000	R 2,256,000	R 400,000	R -	R -
Manthe Multi-Purpose Sports Facility	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R 19,438,000	R -	R 5,504,000	R 5,384,000	R -
Ganyesa Community Library	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 10,395,000	R -	R 1,000,000	R 5,605,000	R 3,790,000
Reivilo Community Library	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 10,500,000	R -	R -	R -	R 6,600,000

DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT, CONSERVATION AND TOURISM

Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Taung Skull Maintenance	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 2,500	R -	R 1,500,000	R 500,000	R 1,000,000
Taung Skull Repairs	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 2,500	R -	R 1,500,000	R 500,000	R 1,000,000
Taung Hotel School (Proposed New Lecturer Halls & Kitchen)	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 57,114,929	R 48,481,382	R 17,403,000	R -	R -
Taung Skull-Completion of Thomeng Ablution	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 12,565,000	R 3,500,000	R 5,565,000	R -	R -
Taung Hotel School (Proposed New Student Residents)	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 38,261,000	R 14,891,346	R 4,440,000	R -	R -
Taung Hotel School (Admin Block and Assembly Area)	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 74,945,950	R 6,228,188	R -	R 20,210,000	R 13,764,000

Taung Hotel School (Proposed New Library)	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 29,684,389	R 1,641,780	R -	R 12,790,000	R 12,483,000
Taung Skull WHS Fencing of the Powerhouse Complex	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 19,880,000	R -	R -	R -	R -
Taung Skull - Entrance Complex and Parkeing	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 7,500,000	R -	R -	R -	R 7,500,000
Taung Skull WHS Restaurant	Dr Ruth Segomotsi Mompoti	Rehabilitation , Renovations & Refurbishment	R 19,000,000	R -	R -	R 5,000,000	R 8,000,000
Taung Skull - Protection of Sensitive Sites	Dr Ruth Segomotsi Mompoti	Rehabilitation , Renovations & Refurbishment	R 2,800,000	R 2,800,000	R -	R -	R 3,000,000
Taung Skull - Restoration of Mine Compound	Dr Ruth Segomotsi Mompoti	Rehabilitation , Renovations & Refurbishment	R 59,130,000	R 5,800,000	R 7,000,000	R 7,000,000	R 8,000,000
Taung Skull - Stone Miner`s Cottage	Dr Ruth Segomotsi Mompoti	Rehabilitation , Renovations & Refurbishment	R 5,258,000	R 1,700,000	R 4,358,000	R -	R -

Taung Skull Education Centre Phase 1	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 26,559,000	R -	R 3,000,000	R 3,000,000	R -
Taung Skull - Education Centre Phase II	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 7,845,000	R -	R -	R -	R 7,845,000
Taung Skull - Landscaping upgrading	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 2,163,000	R -	R -	R -	R 2,163,000
Taung Skull Internal roads	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 9,536,092	R -	R 1,925,000	R 8,560,000	R -
Taung Skull- Completion of Core Area Fencing	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 11,851,000	R 1,200,000	R 6,000,000	R 5,000,000	R -
Taung Hotel School (Upgrade of existing Hotel rooms)	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 6,169,000	R -	R -	R 13,440,000	R -
Taung Hotel school (Bulk Earthworks, Refurbishment of Sewerage Networks and Treatment Facilities, and Combined domestic and	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 12,599,345	R 21,047,582	R 8,000,000	R -	R -

Fire Protection Water Pumping Sytsem)							
Taung Skull - Endecon	Dr Ruth Segomotsi Mompoti	Non-Infrastructure	R 3,833,000	R -	R 2,303,000	R 3,299,000	R 3,756,000

DEPARTMENT OF EDUCATION

Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Dr. Ruth Segomotsi Mompoti	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 12,000,000	R 11,951,207	R 20,000,000	R 10,000,000	R 10,000,000
MM Sebitloane Special	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 21,000,000	R 6,638,835	R 3,000,000	R -	R -
Bloemhof Primary	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 4,719,000	R 2,110,254	R 2,000,000	R 18,000,000	R 20,000,000
Retshegeditse Primary	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 2,003,000	R -	R 2,000,000	R 18,000,000	R 20,000,000

Maiketso Primary	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 60,000,000	R 55,802,384	R 4,587,000	R -	R -
Tlakgameng Primary	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 40,000,000	R 5,694,752	R 17,250,000	R 25,000,000	R 18,000,000
Plotlang Thuto Secondary	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 35,000,000	R 51,898,236	R 10,000,000	R -	R -
VAALOEVER COMBINED SCHOOL	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 35,000,000	R -	R 2,000,000	R 18,000,000	R 20,000,000
RETSHEGEDITSE PRIMARY SCHOOL	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 3,500,000	R -	R -	R -	R -
Lykso Primary (Phase 2)	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 160,846,000	R 130,671,704	R 25,000,000	R -	R -
HUHUDI EXT 25 PRIMARY	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 59,000,000	R 4,585,287	R 25,000,000	R 22,399,000	R 27,000,000
LYKSO PRIMARY (PHASE3)	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 13,114,000	R -	R 938,000	R -	R -

Shupu Primary	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 6,000,000	R 57,152,349	R 2,224,000	R -	R -
Monchusi Secondary	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 69,000,000	R 4,064,905	R 17,250,000	R 16,450,000	R 27,800,000
LYKSO PRIMARY (PHASE 4)	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 4,500,000	R -	R 5,000,000	R -	R -
MOTHELESI SECONDARY SCHOOL	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 50,000,000	R -	R -	R -	R 5,000,000
TEMOSO SPECIAL SCHOOL	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 80,000,000	R -	R -	R -	R 10,000,000
MOROKWENG PRIM	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 350,000,000	R -	R 2,000,000	R 18,000,000	R 20,000,000
Phaposane Primary	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R 3,500,000	R 201,605	R -	R -	R 3,000,000
Othaile Primary School	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovation	R 1,000,000	R 385,653	R 4,874,000	R -	R -

		s & Refurbishment					
SETSHWARAPELO PRIMARY SCHOOL	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R 4,000,000	R -	R -	R -	R 3,000,000
BanabotlhePrimary	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 1,103,000	R 342,779	R 300,000	R -	R -
THAGAMOSO PRIMARY SCHOOL	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 35,000,000	R -	R 3,156,000	R -	R -
HARTSRIVER PRIMARY SCHOOL	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 6,000,000	R -	R -	R -	R 6,000,000
Sediba-Thuto Primary	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 3,600,000	R 277,461	R 3,000,000	R -	R -
Nthapelang Primary	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 3,500,000	R 3,653,596	R 300,000	R -	R -
Obang Secondary	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 3,500,000	R 1,496,086	R 300,000	R -	R -
Thuso Thebe High	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 1,890,000	R -	R 3,126,000	R -	R -
Loselong Primary	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 3,500,000	R 2,710,559	R 300,000	R -	R -

Diatleng Inter	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 3,500,000	R 4,030,509	R 300,000	R -	R -
Bokamoso Primary	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 3,500,000	R 3,875,318	R 300,000	R -	R -
Lephatsimile High	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 11,500,000	R -	R -	R -	R 3,000,000
Atamelang Primary	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 2,349,000	R -	R -	R -	R -
Botshelo Primary	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 36,000,000	R 25,508,364	R 2,157,000	R -	R -
Modisakoma Primary	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 41,670,000	R 15,195,432	R 1,099,000	R -	R -
Corporate	Province Wide	Maintenance and Repairs	R 70,000,000	R 32,666,232	R 20,000,000	R 20,000,000	R 20,000,000
REFURBISHMENT PROGRAMME001	Province Wide	Rehabilitation, Renovations & Refurbishment	R 120,000,000	R -	R -	R -	R -
STORM DAMAGED SCHOOL 2018/19	Province Wide	Rehabilitation, Renovations &	R 18,000,000	R 375,675,920	R 15,000,000	R -	R -

		Refurbishment					
WATER PROGRAMME 2019/20	Province Wide	Upgrading and Additions	R 130,000,000	R 365,131,021	R 15,000,000	R -	R -
ADDITIONS TO SPECIAL SCHOOL	Province Wide	Upgrading and Additions	R 20,000,000	R -	R 10,000,000	R -	R -
ADDITIONS PROGRAMME 001	Province Wide	Upgrading and Additions	R 115,000,000	R -	R -	R -	R 40,000,000
Sanitation Backlog Programme (226 Projects)	Province Wide	Upgrading and Additions	R 226,000,000	R 82,242,336	R 25,000,000	R -	R -
MOBILE KITCHEN 001	Province Wide	Upgrading and Additions	R 6,000,000	R -	R 5,000,000	R -	R -
GAURD 01	Province Wide	Upgrading and Additions	R 5,000,000	R -	R 5,000,000	R -	R -
PROGRAMME SUPPORT UNIT	Province Wide	Non-Infrastructure	R 2,494,558,318	R 9,266,345	R 5,000,000	R -	R -
Conditional Assessment	Province Wide	Non-Infrastructure	R 10,000,000	R -	R 40,000,000	R 5,000,000	R -
EPWP programme	Province Wide	Non-Infrastructure	R 2,008,000	R 7,586,986	R 2,002,000	R -	R -
Fencing Programme	Province Wide	Upgrading and Additions	R 18,725,000	R 107,533,204	R 30,000,000	R 15,000,000	R -

GUARDS HOUSE PROGRAMME2019/20	Province Wide	Upgrading and Additions	R 9,560,000	R -	R -	R -	R -
Mobile Classrooms	Province Wide	Upgrading and Additions	R -	R -	R -	R -	R -

DEPARTMENT OF COOPERATIVE GOVERNANCE & TRADITIONAL AFFAIRS

Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
BATHAPING BA GA MAIDI TRADITIONAL OFFICE	Dr Ruth Segomotsi Mompoti	New or Replaced Infrastructure	R 4,500,000	R -	R -	R -	R -
CHRISTIANA SEWER RETICULATION	Dr Ruth Segomotsi Mompoti	Infrastructure Transfers - Current	R 39,000,000	R 3,902,732	R 14,000,000	R -	R -
REGIONAL GEO STUDY FOR GROUND WATER IN DR RSM	Dr Ruth Segomotsi Mompoti	Infrastructure Transfers - Current	R 8,000,000	R -	R 1,500,000	R -	R -
DIPODI WATER SUPPLY	Dr Ruth Segomotsi Mompoti	Infrastructure Transfers - Current	R 3,500,000	R -	R 3,500,000	R -	R -
Dr RSM Capacity Building	Dr Ruth Segomotsi Mompoti	Infrastructure Transfers - Current	R 20,500,000	R 2,151,607	R 547,000	R 621,000	R 692,000

DEPARTMENT OF PUBLIC WORKS & ROADS

Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Relocate regravelling and sectional reseal of bridge on road D414 from Tshidilamolomo to Mabule to road Z389 from Vragas to Madininyane for approximately 20km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 15,215,000	R -	R 761,000	R -	R -
Special maintenance of lower Majakgoro approximately 2.5 km and upper Majakgoro approximately 2.5 km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 8,200,000	R -	R 8,000,000	R 200,000	R -
Special maintenance of road P25/1 Taung Hospital from the bridge to Manthe	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 27,500,000	R -	R -	R 23,200,000	R 2,500,000
Reseal of road D3492 from Morokweng to Bona Bona	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 10,500,000	R -	R 10,000,000	R 500,000	R -
Special Maintenance on market street from N18(SANRAL end of limit) up to R24 in Vryburg Town	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 27,093,000	R -	R -	R 26,143,000	R -

Special maintenance of road P34/6 from Jankempdorp to Christiana for approximately 15km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 22,000,000	R -	R 20,000,000	R 1,000,000	R -
Regravelling of road D923 from Reivilo to lysko approximately 15km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 5,000,000	R -	R -	R -	R 5,000,000
Regravelling of road D3464Lysko to Boscobel approximately 15km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 5,000,000	R -	R -	R -	R 5,000,000
Road routine Maintenance Dr. RSM	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 75,000,000	R -	R 25,000,000	R 25,000,000	R 25,000,000
Regravelling of road Z237 from Modutung to Northen Cape border including installation of portal culverts approximately 1.5km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 3,000,000	R -	R -	R -	R 3,000,000
Regravelling and installlation of concrete pipes on road Dryharts to Moretele approximately 2.6 km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 10,000,000	R -	R -	R -	R 20,000,000
Reseal of road P68/2 from Phaphosane to P68/1 approximately 6km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 10,913	R -	R -	R -	R 10,913,000

Reseal of road D3459 from N18 to Choseng approximately 2km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 10,000,000	R -	R -	R -	R 19,000,000
Reseal of road D313 from Leniesdale to Morokweng approximately 20km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 15,000,000	R -	R -	R -	R 10,000,000
Reseal of Z237 from D221 to Modutung approximately 4km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 10,000,000	R -	R -	R -	R 19,000,000
Reseal of road P25/1 from Taung to Reivilo approximately 25km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 20,000,000	R -	R -	R -	R 10,000,000
Reseal of road D221 from Mogogong to Northern Cape Border	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 10,000,000	R -	R -	R -	R 19,600,000
Reseal of road D202 from mmamutla to Ga Taote approximately 25km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 10,000,000	R -	R -	R -	R 10,000,000
Reseal of road D201 from Mokasa to Leshobo approximately 9 km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 15,000,000	R -	R -	R -	R 19,243,000
Reseal of road Z223 from Buxton to Mokasa 2 Approximately 9km	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 10,000,000	R -	R -	R -	R 10,000,000
Household roads routine maintenance (Itirele) Dr Ruth Segomotsi Mompoti district	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 45,000,000	R 84,656,104	R 15,000,000	R 15,000,000	R 15,000,000

Re-gravelling of road D986 from Stella to Piet Plessies.Phase 1	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 17,337,164	R 17,330,430	R -	R -	R -
Special maintenance of road P34/6(R708) from Jan kempdor to Christiana	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 14,885,512	R 14,489,194	R 759,000	R -	R -
Re-gravelling of road D201 Pampierstad to Matlapaneng	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 10,000,000	R 12,195,632	R 1,069,000	R -	R -
Special maintenance of road P47/3 from P34/2 to Swartruggens	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 12,377,231	R 13,498,489	R -	R -	R -
Re-gravelling of road D313 from Tseoge to Vostershoop	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 10,000,000	R 7,888,572	R 7,000,000	R -	R -
Re-gravelling of road D968 Stella to Piet Plessie.Phase 2.	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 12,142,000	R 10,545,061	R 1,700,000	R -	R -
Rehabilitation of Road P34/5 (R506) from Schweizer-Reneke to Christiana	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R 383,701,000	R 102,053,551	R 15,000,000	R -	R -
Rehabilitation of road P34/5 (R506) from Schweizer-Reneke to Christiana (89km), Phase II, 30km	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R 159,300,000	R -	R 46,529,000	R 46,350,000	R 60,650,000
Rehabilitation of Road P44/1 and Upgrading of a bridge infrastructure between Bophelong	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R 47,200,000	R 754,000	R -	R -	R -

and N18(Vryburg) of approximately 5km							
Rehabilitation of road D201 from Sekhing village to Kgomotso	Dr Ruth Segomotsi Mompoti	Rehabilitation, Renovations & Refurbishment	R 67,470,920	R 43,517,565	R 3,000,000	R -	R -
Upgrading from gravel to surface standard of road D968(R377) from Stella to Piet Plessis	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 474,500,000	R 30,359,941	R -	R -	R 10,000,000
Upgrading of road D327 from Ganyesa to Vragas to Madinonyane57km Phase 2	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 17,460,041	R 14,152,963	R 26,350,000	R 31,250,000	R 15,000,000
Upgrading from gravel to surface standard of road D208,D206,D209 from Manthe through villages of Pitsong,Dikhuting,Gras pan.	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 225,000,000	R 54,853,272	R 47,000,000	R 30,000,000	R 10,000,000
Upgrading of road D966 and D104 to P68/1 from Cassel via Louwna 32km.	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 168,000,000	R -	R -	R -	R 10,000,000
Upgrading of Road D201 from Pampierstad to Matlapaneng	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 302,400,000	R -	R 25,000,000	R 30,000,000	R 15,000,000
Upgrading of Roads D3462 from	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 130,000,000	R 111,121,229	R -	R -	R -

P71/7(N14) to Dithakwaneng: 10Km							
Upgrading of road D221 from road P25/1 in Taung through the villages of Manokwane, Maphoitsi le, to end of tar at Magogong	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 127,000,000	R 210,096,537	R 7,500,000	R -	R -
Upgrading of Road D212 between Moretele and Maganeng	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 12,347,000	R 11,865,000	R -	R -	R -
Upgrading from gravel to surface standard of Road Z242 from Moretele to Khaukwe	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 13,260,000	R 13,663,000	R -	R -	R -
Upgrading from gravel to surface standard(tar) of road D210 from Modimong to Taung.	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 12,000,000	R -	R 6,038,000	R -	R 10,554,000
Upgrading from gravel to surface standard of Road D3530 (R378) and D974 from Jakkaskop and Bray . Phase 1 approximately 10km	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 75,000,000	R -	R -	R 25,000,000	R 50,000,000
Upgrading of road Z374 from Austrey to Goodwood 42km	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 156,000,000	R 15,561,286	R 30,000,000	R 51,000,000	R 8,000,000

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DEPARTMENT OF SOCIAL DEVELOPMENT

Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Matsheng ECD	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 800,000	R 219,318	R 200,000	R 300,000	R 300,000
Makabolane DCC	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 283,000	R 173,635	R -	R -	R -
kapei ECD	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 248,000	R -	R 248,000	R -	R -
Ethol DCC	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 150,000	R 178,250	R 150,000	R -	R -
Reagodisa DCC	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 136,000	R 177,820	R 136,000	R -	R -
Katlego ELC	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 210,000	R 179,682	R 210,000	R -	R -
Naledi Service Point	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 650,000	R -	R -	R 300,000	R 350,000

Taung old Age Home Maint	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 950,000	R 125,447	R 300,000	R 300,000	R 350,000
Taung Inpatient Centre	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 850,000	R 137,629	R 200,000	R 300,000	R 350,000
Sekhing Sub Office	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 750,000	R 946,567	R 400,000	R 100,000	R 250,000
Khuseleka One Stop Centre	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 1,450,000	R 1,702,497	R 600,000	R 400,000	R 450,000
Taung Sevice Point Maintenance	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 950,000	R 1,205,099	R 300,000	R 300,000	R 350,000
Ipelegeng CCC Maintenance	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 1,000,000	R 618,692	R 300,000	R 300,000	R 400,000
Kgomotso CCC Maintenance	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 1,000,000	R 632,575	R 300,000	R 300,000	R 400,000
Tseng ECD	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 850,000	R 192,860	R 100,000	R 400,000	R 350,000
Mamaetso ELC	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 174,000	R 229,451	R -	R -	R -
Keneilwe ELC	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 204,000	R 259,935	R -	R -	R -
Golang Ka Thoto ELC	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 384,000	R 174,000	R -	R -	R -

Popagano ELC	Dr Ruth Segomotsi Mompoti	Maintenance and Repairs	R 200,000	R -	R -	R -	R -
Taung Inpatient Center Upgrades	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 2,000,000	R 890	R 2,000,000	R -	R -
Naledi Service Point	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 6,107,000	R 639,976	R 800,000	R 2,307,000	R 3,000,000
Taung Old Age Home Upgrades	Dr Ruth Segomotsi Mompoti	Upgrading and Additions	R 1,000,000	R 317,360	R 1,000,000	R -	R -

DEPARTMENT OF AGRICULTURE & RURAL DEVELOPMENT

Project / Programme Name	Municipality	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Taung Agricultural Training College	Dr Ruth Segomotsi Mompoti	R 7,771,000	R 8,000,000	R 8,500,000
LAO`s RSM	Dr Ruth Segomotsi Mompoti	R -	R 5,799,000	R 6,054,000
RESEARCH FARMS(ARMOEDSVLKE)	Dr Ruth Segomotsi Mompoti	R 7,000,000	R 700,000	R 734,000

