

2020/21

# MOGALAKWENA LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN REVIEW



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## CHAPTER ONE: THE PLANNING PROCESS

### I.1. Introduction

Integrated Development Planning is a **process** through which municipalities prepare a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) is a **product** of the IDP process. The IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making processes in a municipality.

Through Integrated development planning, which necessitates the involvement of all relevant Stakeholders, a municipality can:

- Identify its key development priorities;
- Formulate a clear vision, mission and values;
- Formulate appropriate strategies;
- Develop the appropriate organizational structure and systems to realize the vision and mission; and
- Align resources with the development priorities.

### I.2. Legislative Background and Policy Imperatives

#### I.2.I. The Objects of Local Government as set out in Section 52 of the Constitution

The Constitution of the Republic of South Africa, 1996 stipulates that the local sphere of government consists of municipalities which were established for the whole of the territory of South Africa – the so called wall-to-wall municipalities. **The objects of local government are set out in Section 152 of the Constitution.** Accordingly, the objects are:

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;
- c) To promote social and economic development;
- d) o promote a safe and healthy environment; and
- e) To encourage the involvement of communities and community organizations in the matters of local government.

The Constitution commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

The development of the Integrated Development Plan (IDP) in municipalities is in different legislations that govern local government. The legislative framework that the IDP is vastly discussed includes the Municipal Systems Act of 2001 and the Municipal Structures Act of 1997. Another piece of legislation which has a tremendous impact on the IDP is the Municipal Finance Management Act 56 of 2003 (MFMA) as it outlines the alignment of the budget and IDP.

Other legislation and policy documentation which contain reference to integrated development planning are:

- The Constitution of the Republic of South Africa 200 of 1993
- Tourism Act 72 of 1993
- Development Facilitation Act, Act 67 of 1995
- The Municipal Finance Management Act 56 of 2003
- Housing Act 107 of 1997
- White Paper on Local Government of 1998
- Local Government: Municipal Structures Act 117 of 1998
- National Land Transportation Transition Act 22 of 2000
- Disaster Management Act 52 of 2002

Section 25 of the Municipal System Act requires that IDP must be Compatible with the National and Provincial development plans and planning requirements. Below is a summarized version of National Policies and Provincial plans that are also referred to in various parts of this IDP and also aligned to.

### I.2.2. National Spatial Development Perspective (NSDP)

The National Spatial Development Perspective (NSDP) (Presidency, 2006) is the primary spatial lens through which policymakers view socio-economic development in the country as a whole. It presents wide variety of socio-economic trends emerging in South Africa, and then draws inferences about how that emerging space economy should affect public investment (expenditure) in the immediate future.

#### ❖ National Spatial Development Plan and Principles

Those interpretations and conclusions are, however, guided by a number of normative principles that ultimately steer national infrastructure investment and development decisions. NSDP principles are that:

- Sustained, inclusive and rapid economic growth is a pre-requisite for the achievement of other policy objectives (especially poverty alleviation). Government has a Constitutional obligation to provide basic services (water, electricity, health, education, etc.) to all citizens wherever they reside.
- Beyond the Constitutional obligation identified above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential. This would enable it to leverage in private investment, to stimulate sustainable economic activities and to create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. In places with low economic potential, government should, beyond the provision of basic services, concentrate mainly on human capital development (through providing education, social grants and poverty-relief programmes). Government should also provide people living in these areas with labour-market information to allow them to migrate to other (higher potential) localities if they choose to do so.
- Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to/linked to the main growth centres in the country. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa.

### I.2.3. MTSF

The Medium Term Strategic Framework (MTSF) for the period 2009 to 2014 was approved by Cabinet on 1 July 2009. The MTSF, under the theme, 'Together doing more and better', is informed by the 2009 national electoral mandate and outlines the government's medium-term strategy to meet this mandate. It serves as the foremost frame of reference outlining the government's policy posture and Programme to improve the conditions of life of South Africans over the next five years. The MTSF identifies the development challenges facing South Africa and defines the priorities over the next five years.

The strategic priorities of government for the mandate period

- Ensuring more inclusive economic growth, decent work and sustainable livelihoods
- Economic and social infrastructure
- Rural development, food security and land reform
- Access to quality education
- Improved health care
- Fighting crime and corruption
- Cohesive and sustainable communities
- Creation of a better Africa and a better world
- Sustainable resource management and use
- A developmental state including improvement of public services

### I.2.4. Government Programme of Action

The Programme of Action (PoA) is an annual statement of government's priorities for the year. It aims to outline government's major plans for the year ahead. The PoA is informed by the MTSF, the deliberations of the January Cabinet Lekgotla and the President's State of the Nation Address. Government has identified 10 priority areas, from now up to 2014. These are to:

- Speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
- Introduce a massive Programme to build economic and social infrastructure;
- Develop and implement a comprehensive rural development strategy linked to land and agrarian reform and food security;
- Strengthen the skills and human resource base;
- Improve the health profile of all South Africans;
- Intensify the fight against crime and corruption;
- Build cohesive, caring and sustainable communities;
- Pursue African advancement and enhanced international cooperation;
- Ensure sustainable resource management and use; and
- Build a developmental state, improve public services and strengthen democratic institutions.



### I.2.5. New Growth Path

This National Policy framework deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through “a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth”. Of practical consequence to local government, are the specific job drivers that have been identified:

1. Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.
2. Targeting more labour absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.
3. Taking advantage of new opportunities in the knowledge and green economies.
4. Leveraging social capital in the social economy and the public services.
5. Fostering rural development and regional integration.

### I.2.6. National Development Plan (NDP)

The National Development Plan (NDP) aims to eliminate poverty and reduce inequality by 2030. South Africa can realize these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. South Africa has made remarkable progress in the transition from apartheid to democracy.

This transition has been peaceful despite the country's history of violent conflict and dispossession. In nearly every facet of life, advances are being made in building an inclusive society, rolling back the Shadow of history and broadening opportunities for all. South Africa has been able to build the institutions necessary for a democratic and transformative state. The Constitution enshrines a rights-based approach and envisions a prosperous, non-racial, non-sexist democracy that belongs to its entire people.

Healing the wounds of the past and redressing the inequities caused by centuries of racial exclusion are constitutional imperatives. Access to services has been broadened, the economy has been stabilized and a non-racial society has begun to emerge. Millions who were previously excluded have access to education, water, electricity, health care, housing and social security. About 3 million more people are working today than in 1994, the poverty rate has declined and average incomes have grown steadily in real terms.

The diagnostic report from the National Planning Commission identified **9 main challenges** namely:

- Too few people work
- The standard of education for black learners is of poor quality
- Infrastructure is poorly located, under-maintained and insufficient to foster higher growth
- Spatial patterns exclude the poor from the fruits of development
- The economy is overly and unsustainably resource intensive
- A wide spread disease burden is compounded by a failing public health system
- Public services are uneven and often of poor quality
- Corruption is widespread
- South Africa remains a divided society

Based on the identified challenges the commission developed a National Development Plan that seeks to address the identified challenges by 2030.

### I.2.7. Outcome 9

As part of government performance monitoring and evaluation system, the Medium Term Strategic Framework and government Programme of Action and 12 National outcomes give effect to the policy direction adopted by cabinet. Each outcome has a limited number of measurable outputs with targets.

The 12 outcomes have delivery agreement which in most cases involve all spheres of government and a range of partners outside government. Outcome 9 commits municipalities to deliver services in a responsive, accountable, effective and efficient manner to enhance the livelihoods of communities in a sustainable manner.

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel free;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network;
7. Vibrant, equitable and sustainable rural communities with food security for all;
8. Sustainable human settlements and improved quality of household life
9. **A responsive, accountable, effective and efficient local government system**
  - Output 1:** Implement a differentiated approach to municipal financing, planning and support;
  - Output 2:** Improve Access to Basic Services;
  - Output 3:** Implementation of Community Works Programme;
  - Output 4:** Action supportive to sustainable human settlement outcomes;
  - Output 5:** Deepening democracy through refined ward committee system;
  - Output 6:** Administrative and financial capability;
  - Output 7:** Single window of coordination.
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to better and safer Africa and World
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

### I.2.8. Limpopo Development Plan (LDP)

The LDP **strives for economic development and transformation** to enable the province to address triple challenges: poverty, inequality and unemployment

The main economic agenda of the LDP is to intensify job-creation and enhance the skills base of the province towards supporting socio-economic growth and development in the province.

The province aims to **diversify** the economy through placing emphasis in manufacturing thus creating value along commodities with competitive advantage within the prioritized economic sectors, in pursuit of addressing losses in employment and promoting sustained job opportunities. (Cluster Value-Chain development).

Appropriate strategies and policies are in place to guide effective implementation processes.

#### Provincial Goals

The LDP aims to achieve the **four overarching goals**:

- An increased economic growth rate
- A decreased unemployment rate
- A decreased poverty rate
- A decreased inequality level

#### Provincial Objectives

- Create decent employment through inclusive economic growth and sustainable livelihoods
- Improve the quality of life of citizens
- Prioritise social protection and social investment
- Promote vibrant and equitable sustainable rural communities
- Raise the effectiveness and efficiency of a developmental public service
- Ensure sustainable development

#### Provincial Targets

- Limpopo's Growth Trajectory Scenario (Current MTSE) at 3%. (2030 = 5%)
- Increase Matric pass rate from 72% in 2013 to beyond 80% in 2020
- Create 429 000 jobs by 2020

- Reduction of official unemployment rate from 15.9% in 2014 to 14% by 2020. (Expanded unemployment rate from 30.9% in 2014 to less than 33% by 2020)
- Access to basic services (water) from 83% in 2014 to 90% by 2020
- Electricity supply from 83% in 2014 to 90% by 2020
- Sanitation from 43% in 2014 to 50% by 2020
- Reduce HIV Incidence by (50%) by 2020 (busy obtaining figures)
- Life expectancy M = 58.3, F = 62.5 in 2014 to M = 60, F = 65 in 2020
- Inequality (Gini-Coefficient) from 0.61 to 0.50 by 2020
- GGP contribution to GDP – from 7.1% to 9% by 2020

## I.3. Key Aspects of 2020 SONA and SOPA

### I.3.I. Key Aspects of 2020 SONA

#### Anniversary

- **30** – years since Nelson Rolihlahla Mandela walked out of the gates of Victor Verster Prison.

#### Education

- **2.4 million** – children in Early Childhood Development and pre-school.
- **81%** – learners who passed matric in 2019.
- **720 000** – students who received state funding for Technical and Vocational Education and Training colleges and universities in 2019.
- **550** – schools providing various technical vocational specialisations.
- **67** – schools currently piloting the occupational stream.
- **9** – new Technical and Vocational Education and Training college campuses being built this year.
- **200** – schools to receive coding and robotics in Grades R to 3 by 2022.
- **10** – age of children to be able to read for meaning.
- **12th** – South African Sign Language to be the 12th official language.

#### Health

- **6.8 million** – South Africans who know their HIV status.
- **5 million** – people who have been initiated on antiretroviral treatment.
- **4.2 million** – people whose HIV viral load is undetectable.
- **1 200** – medical graduates from the Nelson Mandela Fidel Castro Medical Training Programme in Cuba.
- **640** – medical students of the Nelson Mandela Fidel Castro Medical Training Programme in Cuba expected to graduate in December 2020.
- **44 million** – people registered in the electronic Health Patient Registration System at over 3 000 clinics.
- **3 000** – clinics which registered 44 million people in the electronic Health Patient Registration System.

#### Energy

- **3 to 12 months** – period to initiate the procurement of emergency power from projects that can deliver electricity into the grid.
- **120** – days within which the National Energy Regulator will process all applications by commercial and industrial users to produce electricity for own use above 1 MW.
- **3** – Eskom's operating activities – generation, transmission and distribution – to be divisionalised.

#### Transport

- **Over a million** – commuters being transported by the rail network daily to and from work.
- **RI.4 billion** – cost of refurbishing and upgrading the Central Line in the Western Cape and the Mabopane Line in Pretoria to provide, a safe, reliable and affordable service.

### Water

- 5 – years it took previously to process water use licences.
- 90 – days within which water use licences are now issued.

### Police

- 5 000 – police trainees who graduated in 2019.
- 7 000 – new police trainees enlisted in 2020 to strengthen local policing.

### Infrastructure

- **R1.6 billion** – amount reprioritised to support an emergency action plan until the end of the current financial year.
- **Over R700 billion** – potential investments to public infrastructure sectors over the next 10 years.
- **R9 billion** – private investment in the construction of 37 000 rental apartments.
- **37 000** – rental apartments to be constructed through private investment.
- **R64 billion** – money to be spent over the next years in student accommodation.
- **350 000 to 500 000** – future residents of a new smart-city taking shape in Lanseria within the next decade.
- **50** – kilometres of experimental road stretches to be piloted as part of an alternative rural roads programme.

### Youth and Women empowerment

- **1.2 million** – young people who enter the labour market each year.
- **6** – priority actions of the Presidential Youth Employment Intervention over the next five years to reduce youth unemployment.
- **3 million** – young people to benefit from prototype Presidential Youth Employment Intervention sites in five provinces.
- **1%** – part of the budget to deal with the high levels of youth unemployment.
- **1 000** – young entrepreneurs receiving grant funding and business support from the National Youth Development Agency and the Department of Small Business **Development in the next 100 days.**
- **100** – days in which 1 000 young entrepreneurs will receive grant funding and business support from the National Youth Development Agency and the Department of Small Business Development.
- **100 000** – young entrepreneurs to access business skills training, funding and market facilitation over the next three years.
- **R10 billion** – own and partner funding by the Industrial Development Corporation for women-empowered businesses over the next five years.

### Investment and jobs

- **70** – companies which made investment commitments of R364 billion at the second South Africa Investment Conference in 2019.
- **R364 billion** – investment commitments made by 70 companies at the second South Africa Investment Conference in 2019.
- **R664 billion** – investment commitments raised in the first two years of the investment drive.
- **R1.2 trillion** – target of investment in the next five years.
- **R9 billion** – investment value of completed projects.
- **27** – projects worth over R250 billion in implementation phase.

- **R250 billion** – value of 27 projects in implementation phase.
- **121 000** – new jobs in the retail-clothing textile and footwear sector over the decade.
- **400** – containers with under-invoiced products seized in the last quarter of 2019.
- **54 000** – jobs to be saved through the Poultry Master Plan to support chicken farmers and processors.

#### **Land reform**

- **44 000** – hectares of state land released for the settlement of land restitution claims.
- **700 000** – hectares of state land to be released for agricultural production in 2020.

#### **Local and Provincial Government**

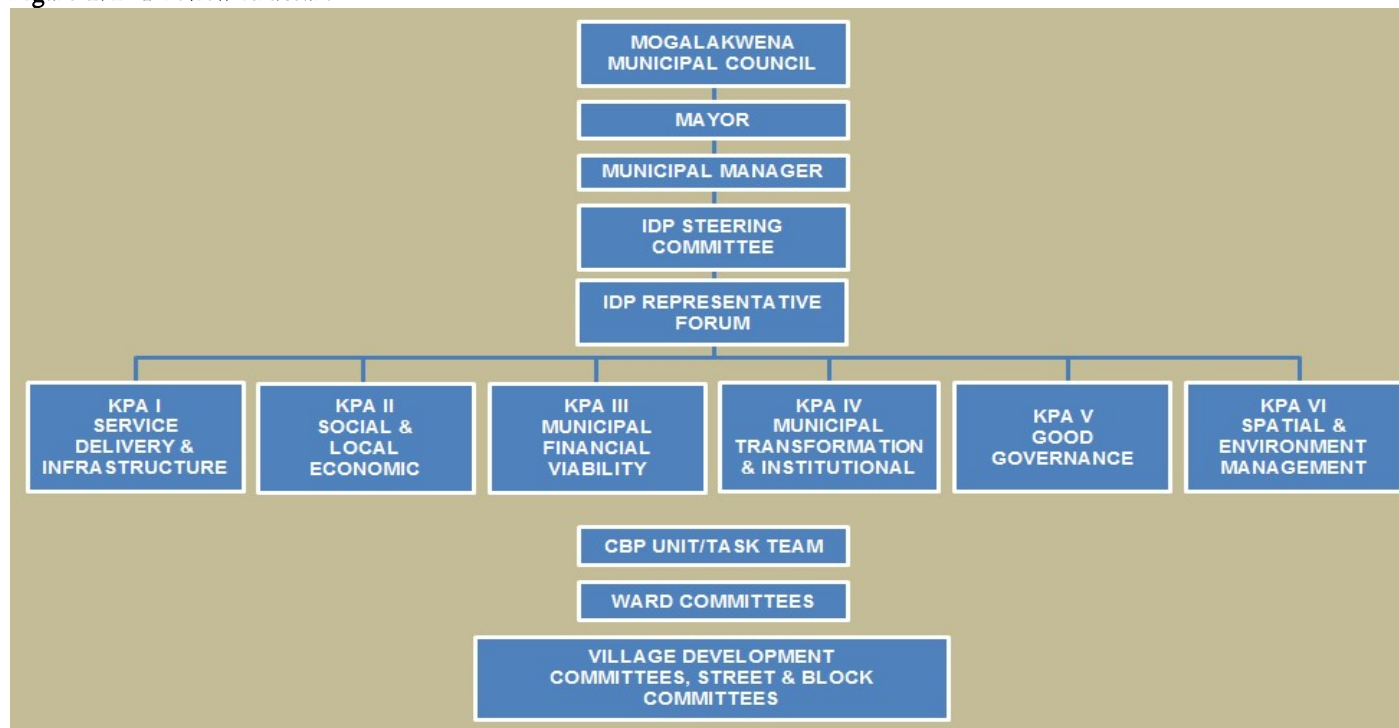
- **40** – municipalities receiving support from government.
- **23** – new districts as part of the expansion of the District Development Model.



#### I.4. Institutional Arrangement to Drive IDP Process

The following diagram is a schematic representation of the organization structure that drives the IDP Process:

Figure I: IDP review structure



The following are the roles and responsibilities of the above Mentioned structures

**Table I: Structures that manage/drive the IDP/BUDGET/PMS Process**

<b>ROLE PLAYER</b>	<b>ROLES AND RESPONSIBILITIES</b>
<b>Council</b>	<ul style="list-style-type: none"> <li>• Adoption of an IDP</li> <li>• Adoption of a Process Plan</li> <li>• Annually Review IDP</li> <li>• Amend IDP under changing circumstances</li> </ul>
<b>EXCO</b>	<ul style="list-style-type: none"> <li>• General management of the drafting of the IDP.</li> <li>• Assign responsibilities in this regard to the Municipal Manager and Portfolio Committees.</li> <li>• Recommend the IDP draft plan to the Council for adoption.</li> </ul>
<b>Councillors</b>	<ul style="list-style-type: none"> <li>• Linking the IDP process with their constituencies.</li> <li>• Organize public participation meetings with the relevant stakeholder in their constituencies.</li> <li>• Confirm and prioritize ward based needs</li> </ul>
<b>Portfolio Committees</b>	<ul style="list-style-type: none"> <li>• Scrutinize and prioritize basic needs of the municipality</li> <li>• Play an oversight role on the review of municipal and sector departmental plans</li> <li>• To make recommendation to EXCO.</li> </ul>
<b>Municipal Manager</b>	<ul style="list-style-type: none"> <li>• Decide on planning process;</li> <li>• Develop and compile a draft IDP;</li> <li>• Monitor the process of IDP Review;</li> <li>• Overall Management and co-ordination;</li> <li>• Provide the necessary resources for the compilation and implementation of the IDP</li> <li>• Ensure that the Budget and SDBIP is informed by the approved IDP</li> <li>• Submit a draft IDP to the EXCO</li> </ul>
<b>Section 56 Managers</b>	<ul style="list-style-type: none"> <li>• Provide technical/ sector expertise.</li> <li>• Prepare and review selected draft Sector Plans.</li> <li>• Prepare draft progress reports and proposals.</li> </ul>
<b>IDP Divisional Head</b>	<ul style="list-style-type: none"> <li>• Day-to-day management of the process.</li> </ul>
<b>IDP Steering Committee</b>	<ul style="list-style-type: none"> <li>• Assist and support the Municipal Manager and Representative Forum.</li> <li>• Information “GAP” identification.</li> <li>• Oversee the alignment of the planning process internally with those of the local municipality areas.</li> </ul>

### **I.5. Process Overview: Steps and Events (Process Plan)**

Section 28 of the Municipal System Act, Act 32 of 2000 requires that each Municipal Council adopts a process plan that would guide the planning, drafting, adoption and review of the IDP, Budget and Performance. The Process Plan should have clear and established mechanism, procedures and processes to ensure proper consultation with the local communities. It should indicate clearly how the IDP process will work, who will be responsible for what, time frames and milestones will be set and a budget will be aligned to the programme.

Section 21 of the Municipal Finance Management Act no 56 of 2003 also provides the following:

The mayor of a municipality must –

- (1) (b) at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget:

#### **I.5.I. Content of the IDP/Budget/ Performance Process Plan**

Mogalakwena Municipality IDP/Budget/Performance Process Plan is outlined as follows:

- Phases and activities of the processes;
- Structures that will manage the planning process and their respective roles;
- Public/Community participation;
- Time schedule for the planning process ;and
- Monitoring of the process

### I.5.2. Phases and Activities of the IDP /Budget/PMS process Plan

The table below shows the phases/stages of the IDP Process and Activities entailed for the review of the IDP:

Stages/Phases of the IDP Process	
IDP Phases	Activities
Preparatory Phase	<ul style="list-style-type: none"><li>• Identification and establishment of stakeholders and/ or structures and sources of information.</li><li>• Development of the IDP Process Plan.</li></ul>
Analysis Phase	<ul style="list-style-type: none"><li>• Compilation of levels of development and backlogs that suggest areas of intervention.</li></ul>
Strategies Phase	<ul style="list-style-type: none"><li>• Develop the Vision, Mission, Strategies and Objectives</li></ul>
Projects Phase	<ul style="list-style-type: none"><li>• Identification of possible projects and their funding sources.</li></ul>
Integration Phase	<ul style="list-style-type: none"><li>• Sector plans summary inclusion and programmes of action.</li></ul>
Approval Phase	<ul style="list-style-type: none"><li>• Submission of Draft IDP to Council</li><li>• Road-show on Public Participation and publication</li><li>• Amendments of the Draft IDP according to comments;</li><li>• Submission of final IDP to council for approval and adoption.</li></ul>

### I.5.3. Mechanisms and Procedures for Participation

#### I.5.3.1. Functions and context of public participation

Chapter 4 of the Municipal Systems Act, 2000 section 17(2) stipulates that a municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality. Four major functions can be aligned with the public participation process namely:

- Needs identification;
- Endorsement of appropriateness solutions;
- Community ownership and buy-in; and
- Empowerment.

### I.5.3.2. Mechanisms for participation

The following mechanisms for participation will be utilized:

- **Media**  
National and Local newspapers, local radio stations and the Municipal newsletter will be used to inform the community of the progress of the IDP.
- **Municipal Website – [www.mogalakwena.gov.za](http://www.mogalakwena.gov.za)**  
The website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.
- **Traditional Authorities and Municipal SDA Offices**  
Copies of the IDP and Budget will be distributed to all tribal offices within the municipality and all municipal service delivery areas.

### I.5.3.3. Procedures for Participation

The following procedures for participation were utilized:

#### I.5.3.3.1. IDP Representative Forum (IDP Rep Forum)

The forum consists of members representing all stakeholders in the municipality. Efforts will be made to bring additional organizations into the IDP Rep Forum and ensure their continued participation throughout the process. The IDP Representative forum is the structure which institutionalizes and guarantees representative participation in the IDP process.

#### **Members of the Rep Forum includes:**

**Chairperson** : Mayor or nominee

**Secretary** : Municipal Manager/Manager Planning & Development Services

**Members** : Exco. Members, Councillors, Traditional Leaders, Ward Committees Representative,  
Heads of Sector Departments, Private Sector, CBOs, NGOs, Youth, Women, Disabled,  
Parastatals, Municipal Trade Unions and CDWs

#### **The forum will be responsible for:**

- Represent the interest of their constituents in the IDP process
- Provide an organizational mechanism for discussion ,negotiation and decision making between the stakeholders and the municipality
- Ensure communication between all the stakeholder representatives
- Monitor the performance of the planning and implementation

The IDP Representative forum of Mogalakwena municipality is functional and they are scheduled to meet at each phase of the IDP as adopted in Municipal process plan as adopted by council.

#### I.5.3.3.2. Public Consultation Meetings

- (1) For the entire review/development of the IDP/Budget/PMS, communities will be consulted during the months of April each financial year directly on soliciting the needs and presenting the draft IDP/Budget of the municipality. This will deepen the participation of the community in the entire process of the IDP/Budget/PMS cycle.
- (2) Inputs raised and discussed in the Draft IDP/Budget public participation Consultation will be noted by the IDP Unit and taken into consideration when compiling the Final IDP document.

#### I.5.4. IDP & Budget Review Time Schedule

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	TIMEFRAME
<b>Preparation phase</b>	Develop draft 2020/21 IDP, Budget and PMS process plan	Planning and Development Services	21 June – 23 August 2019
	Alignment with WDM framework for IDP	Waterberg District Municipality	21 – 23 August 2019
	Advertise Draft IDP, Budget & PMS Process Plan for public comments	Planning and Development Services	02 – 29 July 2019
	First IDP Steering Committee	Planning and Development Services	14 August 2019
	First IDP Representative forum	Planning and Development Services	22 August 2019
	District IDP & PMS Managers Meeting	Waterberg District Municipality	02 August 2019
	First District IDP Representative forum	Waterberg District Municipality	15 August 2019
	Table Draft 2020/21IDP, Budget and PMS process plan to council	Mayor and Municipal Manager	27 August 2019
	Give notice to the local community of particulars of the Process Plan	Planning and Development Services	30 August – 13 September 2019

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	TIMEFRAME
<b>Analysis phase</b>	Provincial District Engagement Session	CoGHSTA, OTP and Waterberg District Municipality	05 – 06 September 2019
	Public engagement/Community Based Planning session	Planning and Development Services	16 September – 04 October 2019
	District Municipal Manager’s Forum	Waterberg District Municipality	11 September 2019
	Second District IDP Representative forum	Waterberg District Municipality	31 October 2019
	Community Consultation Forums on proposed 2020/21 tariffs, indigent credit, credit control, and free basic services	Finance	10 October 2019 – 28 Feb 2020
	Second IDP Steering Committee	Mayor and Municipal Manager	17 October 2019
	Second IDP Representatives Forum	Mayor and Municipal Manager	23 October 2019
<b>Strategies phase</b>	District IDP & PMS Managers Meeting	Waterberg District Municipality	06 November 2019
	Provincial District Engagement Session	COGHSTA, OTP and WDM	18 – 19 November 2019
	Strategic Planning session	Planning and Development Services	13 – 15 November 2019
	Consolidation and alignment with national, provincial and district strategies	Planning and Development Services	18 November – 6 December 2019
<b>Project phase</b>	Project identification	Planning and Development Services	13 – 17 January 2020
	Task team consultation	Planning and Development Services	20 – 24 January 2020
	Report on the Mid-Term performance of the SDBIP	Office of the Municipal Manager	28 January 2020
	Table the Draft Annual Report to council	Office of the Municipal Manager	28 January 2020



IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	TIMEFRAME
<b>Project phase</b>	Consolidation and alignment	Planning and Development Services	27 – 31 January 2020
	District IDP & PMS Managers Meeting	Waterberg District Municipality	05 February 2020
	Provincial District Engagement Session	COGHSTA, OTP and WDM	12 February 2020
	District Municipal Manager's Forum	Waterberg District Municipality	20 February 2020
	Make the Annual Report public	Office of the Municipal Manager	18 February 2020
	Third IDP Steering Committee	Mayor and Municipal Manager	27 February 2020
	Third IDP Representative Forum	Mayor and Municipal Manager	12 March 2020
	Budget Steering Committee for Draft 2020/21 Budget	Finance	18 March 2020
	Third District IDP Representative Forum	Waterberg District Municipality	20 March 2020
	Table Draft 2020/21 IDP & Budget to Council	Mayor and Municipal Manager	24 March 2020
	Approval of the Oversight Report	Office of the Municipal Manager	24 March 2020
<b>Integration phase</b>	Advertise Draft 2020/21 IDP & Budget for public comments	Planning and Development Services	01 – 30 April 2020
	Final alignment with Waterberg District Municipality, Provincial and National Programmes	Planning and Development Services	20 March – 10 April 2020
	District Municipal Manager's Forum	Waterberg District Municipality	16 April 2020
	District IDP & PMS Managers Meeting	Waterberg District Municipality	28 – 30 April 2020
	IDP/Budget Roadshows	Mayor and Steering Committee	12 – 30 April 2020
<b>Approval phase</b>	Screening, alignment and consolidation of inputs from communities	Planning and Development Services	02 – 8 May 2020
	Fourth IDP steering committee	Planning and Development Services	07 May 2020
	Consolidation and alignment	Planning and Development Services	7 to 13 May 2020
	Fourth IDP Representative Forum	Mayor and Municipal Manager	14 May 2020
	Budget Steering Committee for Final 2020/21 Budget	Finance	18 May 2020
	Fourth District IDP Representative Forum	Mayor and Municipal Manager	20 May 2020
	Table the 2020/21 IDP & Budget to council	Mayor and Municipal Manager	26 May 2020
	Submission of approved IDP & Budget to CoGHSTA and Provincial Treasury	Office of the Municipal Manager	29 to 5 June 2020
	Publish approved 2020/21 IDP & Budget	Planning and Development Services	01 to 30 June 2020
Approval of SDBIP	Office of the Municipal Manager	01 to 30 June 2020	

### **I.5.5. Implementation of the 2020/21 IDP & Budget Review Process Plan**

The Process Plan did not unfold as planned as a result of the COVID-19 pandemic, and its impact to the process is outlined below:

#### **I.5.5.1. Mogalakwena Municipal 2020/21 Budgeting and Planning Process during COVID-19**

A municipality's Integrated Development Plan is a five-year strategic plan, where the many interests, wishes and preferences of a municipal community are mediated and put into action. The municipality's budget allocates resources to this plan. Each year, municipalities review their IDPs and pass a budget for their financial year, which runs from 1 July to 30 June.

The coronavirus pandemic has disrupted the regular flow of these two key governance processes. This section provides the general legislative framework for these processes, and how it has changed/impacted on Mogalakwena Municipality's process during COVID-19. The focus is on the overarching principle that Mogalakwena municipality must encourage and create conditions for local community to participate in the formulation (and review) of the Integrated Development Plan (IDP) and in the adoption of budget, including budget related policies.

#### **I.5.5.2. Mogalakwena Municipal Budgeting and Planning Process in Normal Times**

The process of reviewing the IDP is coordinated by the mayor who work closely with the municipal manager. This is governed by the Municipal Systems Act and its regulations, which provide that amendments to the IDP must be published for comment for at least 21 days. The budget process, also coordinated by the mayor is governed by the Municipal Finance Management Act (MFMA). This Act instructs the mayor to table a draft IDP/Budget in the council before the end of March of each year. It must be accompanied by key policies and resolutions, for example any IDP amendments, rates and tariff increases, and indigent policies. All of this must be published and the local community must be invited to comment. The draft budget must also be submitted to other stakeholders, such as the National Treasury and the Provincial Treasury.

The council must consider all the submissions on the draft budget and must allow the mayor an opportunity to respond to the submissions. The entire municipal council is expected to engage with the budget tabled by mayor and the inputs of the community. When necessary, the mayor may revise the budget and table an amended budget to the council for consideration. The municipal council must meet to consider the approval of the IDP/Budget before 30 May.

#### **I.5.5.3. Mogalakwena Municipal Budgeting and Planning Process under COVID-19**

It is clear from the above that the period between end of March and end of May is a crucial time in the municipal calendar. Preparations for the budget start much earlier but these two months are very intense, particularly when it comes to public participation and the council engaging with the budget. COVID-19 hit South Africa's shores in March 2020. As a result, this crucial period for Mogalakwena Local Municipality coincided almost precisely with an unprecedented lockdown. It was therefore impossible for Mogalakwena Local municipality to adhere to the above regime. The legal regime itself also underwent many changes.

#### I.5.5.4. COVID-19 Changes to the 2020-2021 Municipal Budget and Planning Process Plan

- Shortly after the Lockdown was announced on 23 March 2020, the Minister of COGTA issued Regulations and Directions. These prohibited municipalities from convening council and community meetings. This immediately made all physical community engagement on the proposed changes to the IDP and 2020-2021 budget impossible.
- The Minister instructed all municipalities to cede all executive authority related to the pandemic to the Mayor and the Municipal Manager, who were to report to council after the state of disaster.
- On 30 March, the National Treasury exempted all municipalities from undertaking actions required by the MFMA during the period of the national state of disaster.
- While the MFMA exemption freed municipalities of many strictures related to budgeting and financial management, there was no similar exemption in terms of the Municipal Systems Act. When it came to the review of the IDP, therefore, municipalities were still required to comply with the Act and facilitate public participation in the IDP review process, including the abovementioned 21-day consultation period.

With the slow easing of the Lockdown, the legal regime for municipal governance and budgeting was changed again on 7 May 2020:

- The Directions were amended to provide that municipalities were required to perform various legislated functions including the adoption of IDPs, deliver municipal services and collect revenue. They were instructed to ensure, that, in doing so “there is strict adherence to all COVID-19 public health and containment prescripts, especially those relating to gatherings, physical distancing, health and safety”.
- The ban on council meetings was lifted and municipalities were now instructed to convene meetings via online platforms, such as teleconferencing and video conferencing. This was directed at political and administrative meetings such as the council, municipal planning tribunals and boards of municipal entities.
- When reviewing IDPs and drafting budgets, municipalities were still required to consult communities despite the ban on gatherings. They were directed to replace contact sessions for such consultations with alternative methods of consultation, including the media.

The prohibition on community gatherings meant that contact sessions such as IDP-Budget Mayoral Roadshows to consult local communities on the IDP and the budget remained impossible. This would have excluded communities from the budget process if Mogalakwena Local Municipality did not seek alternatives. The municipality developed a non-contact public participation strategy that was approved by Municipal Council on the 29th May 2020 centred on the following aspect:

- The Municipality issue a Notice to inform the public about the tabling of draft 2020/21 IDP/Budget Review being adopted by Council on the 29th May 2020 ito Chapter 4 of the MSA and Section 24 of MFMA;
- The notice be placed on the Municipal Website and physically be posted at strategic locations such as malls, taxi ranks in town, peri-urban and rural areas;
- Extracts of the plans be shared on municipal face-book page and also be displayed at strategic locations such as malls, taxi ranks in town, peri-urban and rural areas;
- Arrange Radio interviews for the Mayor to present the extracts of the IDP/Budget Review documents;
- Post the extract of the IDP/Budget Review documents on the national & local newspaper – online;
- Develop the new Mogalakwena Citizen App to allow residents to submit their inputs on the Draft IDP/Budget Review remotely via cell phone or computer.

#### I.5.5.5. 2019/20 Special Adjustment Budget

During COVID-19, municipalities were given an additional opportunity to pass an adjustments budget. Municipalities were permitted to pass a special adjustment to their 2019/20 budgets. These have to be tabled by 15 June 2020. Mogalakwena Local Municipality has complied in this regard. This enables Mogalakwena Local Municipality to legalise expenditure related to COVID-19 which had not been catered for in their 2019/20 budgets. These adjustments may only relate to funding for COVID-19 related responses. The law does not compel municipalities to undertake public participation with respect to the adjustment budget. In order to adhere to local government accountability cycle, the impact of the special adjustment budget has been effected in the 2019/20 IDP and expected to find expression in the 2019/20 SDBIP.

#### I.5.5.6. Updated IDP/Budget & PMS Process Plan as per COVID-19 Impact

DELIVERABLE	APPROVED PORCESS PLAN DATE	REVISED DATE AS BY IDP STEERING COMMITTEE	COVID-19 IMPACT STATUS/PROGRESS
Community Consultation Forums on proposed 2020/21 tariffs, indigent credit, credit control, and free basic services	10 October 2019 to 28 Feb 2020	Moved to be part of the IDP/Budget Roadshows in April	Not held because of COVID-19 National Lockdown
Strategic Planning session	13 November to 15 November 2019	Move to 25 – 27 March 2020	Not held because of COVID-19 National Lockdown
Table Draft 2020/21IDP & Budget to Council	24 March 2020	N/A	Draft IDP & Budget were adopted on 29 May 2020 after directives from COGTA
Advertise Draft 2020/21IDP & Budget for public comments	01 to 30 April 2020	N/A	Notice flyers and posters were distributed together with the Draft 2020/21 IDP & Budget at, Civic Centre, Mokopane Library, Mokopane Tribal Office, Mapela MPCC, Makobe Tribal Office, Bakenberg Youth Centre/SDA Office, Diphichi Satellite, Ga-Lekalakala Tribal Office, Nkidikitlana Tribal Office, Taueatswala Tribal Office, Babirwa MPCC, Machaka Office, Rebone SDA, and municipal website – <a href="http://www.mogalakwena.gov.za">www.mogalakwena.gov.za</a>

<b>DELIVERABLE</b>	<b>APPROVED PORCESS PLAN DATE</b>	<b>REVISED DATE AS BY IDP STEERING COMMITTEE</b>	<b>COVID-19 IMPACT STATUS/PROGRESS</b>
Final alignment with Waterberg District Municipality, Provincial and National Programmes	20 March to 10 April 2020	N/A	Meeting was arranged by OTP and held virtually on the 08 June 2020
IDP/Budget Roadshows	12 to 30 April 2020	N/A	In its sitting on the 29th May 2020 council adopted 2020-21 IDP/Budget Review none-contact public participation consultation process in compliance with the Amendments of the Directions issued in terms of Section(27)(2) of the Disaster Management Act, 2002 (Act No 57 of 2002) issued on the 07th May 2020 by the Minister of COGTA
Screening, alignment and consolidation of inputs from communities	02 – 8 May 2020	N/A	22 - 23 June 2020
Fourth IDP steering committee	07 May 2020	N/A	24 June 2020
Fourth District IDP Representative Forum	20 May 2020	N/A	Could not be held as its stakeholders are over 50 and such gathering are not allowed.
Table the 2020/21 IDP & Budget to council	26 May 2020	N/A	30 June 2020
Publish approved 2020/21IDP & Budget		N/A	Notice flyers and posters will be distributed together with the Final 2020/21 IDP & Budget at, Civic Centre, Mokopane Library, Mokopane Tribal Office, Mapela MPCC, Makobe Tribal Office, Bakenberg Youth Centre/SDA Office, Diphichi Satellite, Ga-Lekalakala Tribal Office, Nkidikitlana Tribal Office, Taueatswala Tribal Office, Babirwa MPCC, Machaka Office, Rebone

			SDA, and municipal website – <a href="http://www.mogalakwena.gov.za">www.mogalakwena.gov.za</a> from 1 to 30 July 2020
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### I.6. Outcomes of the Public Participation Sessions

Public Participation/Community Based Planning for 2020/21 took place during September – October 2019. And as usual we did the Public participation in all the 32 Wards of Mogalakwena Local Municipality. The Public participation programme was advertised in the media which invited communities to come to the community engagement meetings. The municipality has done Public participation in all the 32 wards, and all wards managed to have their meetings successfully. The public participations highlighted the following top needs:

- LED Street Lights
- Upgrading of fire services
- Tarring of gravel roads
- Construction of low cost houses
- Construction of VIP toilets
- Installation of prepaid water meters
- Installation of highmast lights
- Paving of internal streets
- Construction of V-drains/stormwater management systems
- Wi-Fi access project
- Construction of bridges
- Resealing of streets in town
- Drilling & equipping of new boreholes
- Electrification of extended households
- Construction of pension pay-point shelters
- Fencing and sanitation at cemeteries
- Construction of new reservoirs
- Construction of old-age homes
- Water reticulation at extended households
- Construction of new clinics
- Development of residential sites
- Installation of network masts

The community inputs were taken into account when finalizing the Draft IDP and Budget. Most of the comments were raised as new needs and have been captured into the IDP section of community needs, service Departments are catering for requests which are operational.

## I.7. External Institutional Arrangements for the IDP Process

### I.7.1. Waterberg District IDP & PMS Manager's Meetings

Mogalakwena Local Municipality is a stakeholder and tries to attend (when budgets allow) the District IDP Representative Forum meetings in order to ensure the alignment of its processes, Spatial Development Framework and Strategies with that of Waterberg District Municipality.

### I.7.2. Limpopo Provincial Development Planning Forum

Mogalakwena Local Municipality attends the Provincial Planning Forum meetings in order to ensure the alignment of its processes, Spatial Development Framework and Strategies with that of the Province, the sessions are arranged by Office of the Premier.

## I.8. 2019/20 IDP MEC Rating Results

The 2019/20 Final IDP of Mogalakwena Municipality was rated **HIGH** by MEC of COGHSTA. The previous year's results as affected by partial alignment of the IDP – SDBIP was corrected with the assistance of CoGHSTA Limpopo to ensure the rating improves from medium to high.

### I.9. Alignment between IDP, Budget and PMS

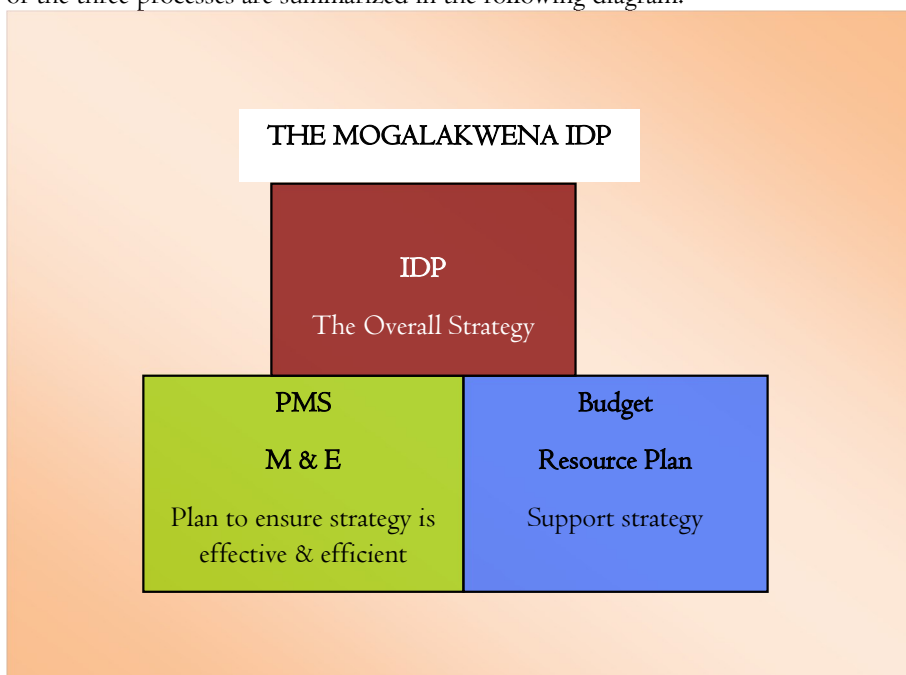
In terms of the Municipal Systems Act, municipalities are required to prepare organizational performance management system that must be linked to the IDP. Tremendous progress has been made with the process of aligning the IDP, Budget and Performance Management System (PMS). Every endeavour is made in the 2010-II financial year to link and integrated these three processes to an even greater extent through the Process Plan. It should however, be noted that the PMS on its own requires an in-depth process comparable to that of the IDP.

Such PMS is tightly linked and guided by the IDP and Budget processes. The PMS process will address the following issues:

- Alignment of the PMS, Budget and IDP processes;
- Implementation of individual performance management system at managerial level.

The IDP, performance management systems (PMS) and budget are all components of one overall development planning and management system. The IDP sets out what the municipality aims to accomplish, how it will do this. The PMS enables the municipality to check to what extent it is achieving its aims. The budget provides the resources that the municipality will use to achieve its aims. As indicated earlier, every attempt has been made in this process plan to align the IDP and PMS formulation and/or review, and the budget preparation process.

The linkages of the three processes are summarized in the following diagram:





### 1.10. Municipal Powers and Functions

Section 155(1) of the Constitution of the Republic of South Africa, Act No. 108 of 1996 states that a category B municipality is a municipality that shares municipal executive and legislative authority in its area with category C municipality within whose area it falls. Therefore Mogalakwena local municipality and Waterberg district municipality have the right to administer the local government matters as listed in part B of schedule 4 and part B of schedule 5. These powers and functions are contained in the table below:

**Table 2: Assessment of powers and functions**

Service	Authority for the service	
	Local Municipality	District Municipality
Air pollution	√	
Building regulations	√	
Child care facilities	√	
Electricity reticulation	√	
Fire fighting	√	√
Local tourism	√	√
Municipal planning	√	√
Municipal health services		√
Municipal public transport	√	√
Storm water	√	
Trading regulations	√	
Water (Potable)	√	
Sanitation	√	
Beaches and amusement facilities	√	
Billboards and the display of advertisements in public places	√	
Cemeteries, funeral parlours and crematoria	√	√
Cleansing	√	
Control of public nuisance	√	
Control of undertakings that sell liquor to the public	√	
Facilities for the accommodation, care and burial of animals	√	
Fencing and fences	√	
Licensing of dogs	√	
Licensing and control of undertakings that sell food to the public	√	
Local amenities	√	
Local sports facilities	√	

Service	Authority for the service	
	Local Municipality	District Municipality
Markets	√	
Municipal abattoirs	√	√
Municipal parks and recreation	√	
Municipal roads	√	√
Noise pollution	√	
Public places	√	
Refuse removal, refuse dumps and solid waste disposal	√	√
Street trading	√	
Street lighting	√	
Traffic and parking	√	

#### I.II. Priorities Issues from Municipal Perspective

PRIORITY ISSUES
1. Water and Sanitation
2. Roads and Stormwater
3. LED and Unemployment
4. Electricity
5. Institutional Arrangements
6. Refuse & Solid Waste Management
7. Land & Environmental Management
8. Housing
9. Crime Prevention, Safety & Security
10. Health & Welfare
11. Communication
12. Education
13. Sports, Arts & Culture
14. Community Facilities
15. Transport

## CHAPTER TWO: MUNICIPAL PROFILE

### 2.1. Overview

This section describes the geographical area within which Mogalakwena Local Municipality is positioned within the Limpopo Province and the country at large. In addition this section provides information on demographic profile and the status of service delivery covering the following areas: spatial development, environmental issues, infrastructure investment (service delivery), local economic development, financial management, institutional management and public participation.

### 2.2. Demographics

According to **Census 2011**, Mogalakwena Municipality contains over **45%** of the Waterberg district's population with a total population of **307 682** and **79 396** households. The Africans are in majority (**295 796**) and constitute approximately **96%** of the total Mogalakwena municipality population. The white population is **9274**, coloured population is **403** and the Indian/Asian population is **1646**. Just over **53%** of the population is females. The population growth rate is estimated at **0.31%** in 2011.

Of the **307 682** residents of Mogalakwena Local Municipality, **96,1%** are black African, **3%** are white, with the other population groups making up the remaining **0,9%**.

Of those aged **20** years and above, **18,2%** completed/have some primary education, **35,6%** have secondary education, **21,7%** have completed matric, **8,5%** have some form of higher education, and **16%** have no form of schooling.

According to Census 2011, there are **17 525** households of which **42,3%** have access to piped water in the yard, while only **20,2%** of households have access to piped water in their dwelling which is the lowest figure in the Waterberg District Municipality.

According to Census 2011, of the **78 647** economically active (employed or unemployed but looking for work) people in the district, **40,2%** are unemployed. The unemployment rate of Mogalakwena is almost double that of the other municipalities in the district. This could be attributed to a reduction in mining activities in recent years.

Of the **39 515** economically active youth (**15–35 years**) in the area, **51,7%** are unemployed, which is also the highest in the district. Agricultural activities include farming of cattle, poultry, game and citrus.

Mining activities include platinum, clay (for bricks), granite, limestone, fluorspar, tin, and coal.

### 2.3. Population Trends

**Table 3 : Key population statistics**

Key statistics	
Total population	307,682
Young(0-14)	34,3%
Working Age	58,3%
Elderly(65+)	7,4%
Dependency ratio	71,5%
Sex ratio	87,6
Growth rate	0,31% (2001-2011)
Population density	50 persons/km <sup>2</sup>
Unemployment rate	40,2%
Youth unemployment rate	51,7%
No schooling aged 20+	15,9%
Higher education aged 20+	8,5%
Matric aged 20+	21,7%
Number of households	79,395
Number of Agricultural households	26,089
Average household size	3,8
Female headed households	52,3%
Formal dwellings	93,6%
Flush toilet connected to sewerage	25,8%
Piped water inside dwelling	20,2%
Electricity for lighting	91,8%
<b>Source:</b> Statistics South Africa (Stats SA), Census 2011	

## 2.4. Age and Gender Distribution

Table 4 : Population by racial group and gender

POPULATION GROUP	MALES		FEMALES		TOTAL		2011 CENSUS
	NUMBER OF PERSONS	PERCENTAGE OF POPULATION	NUMBER OF PERSONS	PERCENTAGE OF POPULATION	TOTAL POPULATION	TOTAL POPULATION IN %	% OF THE POPULATION IN WATERBERG DISTRICT
Black African	137512	95.7%	158285	96.5%	295797	96.1%	43.5%
White	4583	3.2%	4691	2.9%	9274	3.0%	1.4%
Coloured	208	0.1%	195	0.1%	403	0.1%	0.1%
Indians	984	0.7%	661	0.4%	1645	0.5%	0.2%
other	415	0.3%	148	0.1%	563	0.2%	0.1%
<b>Total Population</b>	<b>143702</b>	<b>100%</b>	<b>163980</b>	<b>100%</b>	<b>307682</b>	<b>100%</b>	<b>45%</b>

**Source:** Statistics South Africa (Stats SA), Census 2011

POPULATION GROUP	MALES		FEMALES		TOTAL		2011 CENSUS
	NUMBER OF PERSONS	PERCENTAGE OF POPULATION	NUMBER OF PERSONS	PERCENTAGE OF POPULATION	TOTAL POPULATION	TOTAL POPULATION IN %	% OF THE POPULATION IN WATERBERG DISTRICT
Black African	147791	96.87%	168024	97.27%	315816	97.09%	42.35%
White	3567	2.34%	3654	2.12%	7221	2.22%	0.97%
Coloured	314	0.21%	185	0.11%	499	0.15%	0.07%
Indians	887	0.58%	868	0.50%	1755	0.54%	0.24%
<b>Total Population</b>	<b>152559</b>	<b>100.00%</b>	<b>172731</b>	<b>100.00%</b>	<b>325291</b>	<b>100.00%</b>	<b>43.62%</b>

**Source:** Statistics South Africa (Stats SA), Community Survey 2016

## 2.5. Number of Households

According to Census 2011, Mogalakwena Municipality contains over **45%** of the Waterberg district's population with a total population of **307 682** people and **79 396** households.

## 2.6. Number of Wards

Settlements are dispersed across the municipal area as described before. Settlements are relatively small with an average **506** stands per village. The only clear deviation from this pattern is in the urban core where the settlements are large and clustered. The municipality has 32 wards in its area of jurisdiction.

## 2.7. Education Profile

**Figure 3** shows the number of people who had reached each level of education as presented in the Census 2011. Over the years there has been a steady decline in the number of persons who have not received an education. The percentage of persons with no schooling have decreased from **15%** in 2001 to **9%** in 2011, whilst those with education higher than grade 12 has increased from **3%** in 2001 to **5%** in 2011. Most of the individuals without schooling were females but even so their numbers have decreased from **18%** to **11%** in 2011. There is also a good trend of more females attaining higher education.

**Figure 3: Levels of education**

LEVEL	MOGALAKWENA		WATERBERG	
None	10.2%	16,838	7.2%	30,355
Other	0.4%	678	0.6%	2,576
Some primary	11.9%	19,739	11.8%	49,988
Primary	4.1%	6,817	4.5%	18,931
Some secondary	37.8%	62,507	37.3%	158,600
Grade 12 (Matric)	26.5%	43,839	29.7%	126,207
Undergrad	3.1%	5,107	3.1%	13,113
Post-grad	2.8%	4,664	2.7%	11,306
N/A	3.1%	5,166	3.2%	13,718

## 2.8. Employment Profile

One of the key social problems facing the Mogalakwena Municipality is poverty. The unemployment estimates in the Municipality vary between **45%** and **70%** of the economically active population (people between the ages of 15 and 64 years). Women, and especially rural women, form the greatest number affected by the lack of job opportunities as well as other social problems.

**Table 5: Employment Status, 200I vs. 20II**

GENDER	EMPLOYED		UNEMPLOYED		NOT ECONOMICALLY ACTIVE	
	200I	20II	200I	20II	200I	20II
FEMALE	16 345	21 358	19 172	17 833	56 353	59 600
MALE	20 744	25 679	14 526	13 777	37 919	51 396

**Source:** Statistics South Africa (Stats SA), Census 20II

## 2.9. Income Categories

In order to determine the people's living standards as well as their ability to pay for basic services such as water and sanitation, the income levels of the population are analysed and compared to the income levels of Limpopo. In the table below distribution of the households per income group in Mogalakwena Municipality is shown. The table reiterates that general education levels are low, as income earned by low-skilled laborers is lower than income earned by highly skilled workers. Since education levels are low, income earned is concentrated in the lower brackets, which suggests that the general population is poor. In addition the table shows that there is a tremendous amount of people who have no income and hence, that poverty is a major problem in the municipal area.

**Table 6: Annual household income**

Number of residents per income type	No income		R1 - R400		R401 - R800		R801 - R1 600		R1 601 - R3 200		R3 201 - R6 400	
	200I	20II	200I	20II	200I	20II	200I	20II	200I	20II	200I	20II
	1 028	132 367	7 158	83 069	8 135	8 658	7 240	41 578	6 146	10 729	4 958	7 126
	R6 401 - R12 800		R12 801 - R25 600		R25 601 - R51 200		R51 201 - R102 400		R102 401 - R204 800		R204 801 or more	
	200I	20II	200I	20II	200I	20II	200I	20II	200I	20II	200I	20II
	1 711	6 660	466	4 110	144	975	65	229	18	149	11	120

**Source:** Statistics South Africa (Stats SA), Census 20II

## 2.10. Unemployment Rates

According to Census 20II, of the **78 647** economically active (employed or unemployed but looking for work) people in the district, **40,2%** are unemployed. The unemployment rate of Mogalakwena is almost double that of the other municipalities in the district. This could be attributed to a reduction in mining activities in recent years.

## CHAPTER THREE: SPATIAL RATIONALE

### 3.I. Description of Municipal Area

Mogalakwena is one of the six local municipalities in the Waterberg District. The Municipality has a geographical area of 6 200Km<sup>2</sup> and that constitutes 12% of the total Waterberg District area and has a wide range of socio-demographic profile underscored by the spatial and physical diversity reflected in all aspects of local development. Mogalakwena functions largely as the interface between the Waterberg District Municipality and the Capricorn District and is surrounded by the largely deep rural areas of Lephalale local municipality to the north and west. To the east lies the city of Polokwane and Blouberg, to the south Mookgophong and Modimolle local municipalities (see map below).

Mogalakwena has a very well defined and established development footprint. It consists of 3 proclaimed townships and 178 villages. The proclaimed townships are Mokopane, Mahwelereng and Rebone area. The municipality has been demarcated into 32 wards.

The municipal area also covers a range of smaller settlements in the area between Mokopane and Rebone about 100km to the north along the N11 and Marken along the R518. The N1, N11, and R518, together with the Mogalakwena River and mountains provide very strong structural elements that shaped the development in the municipal area. One should link this to the rich history and cultural diversity; add the physical resource base that predetermined the agricultural and mining activity base and one gets an understanding of patterns that drive development in the municipal area.



The main 4 clusters of settlements are:

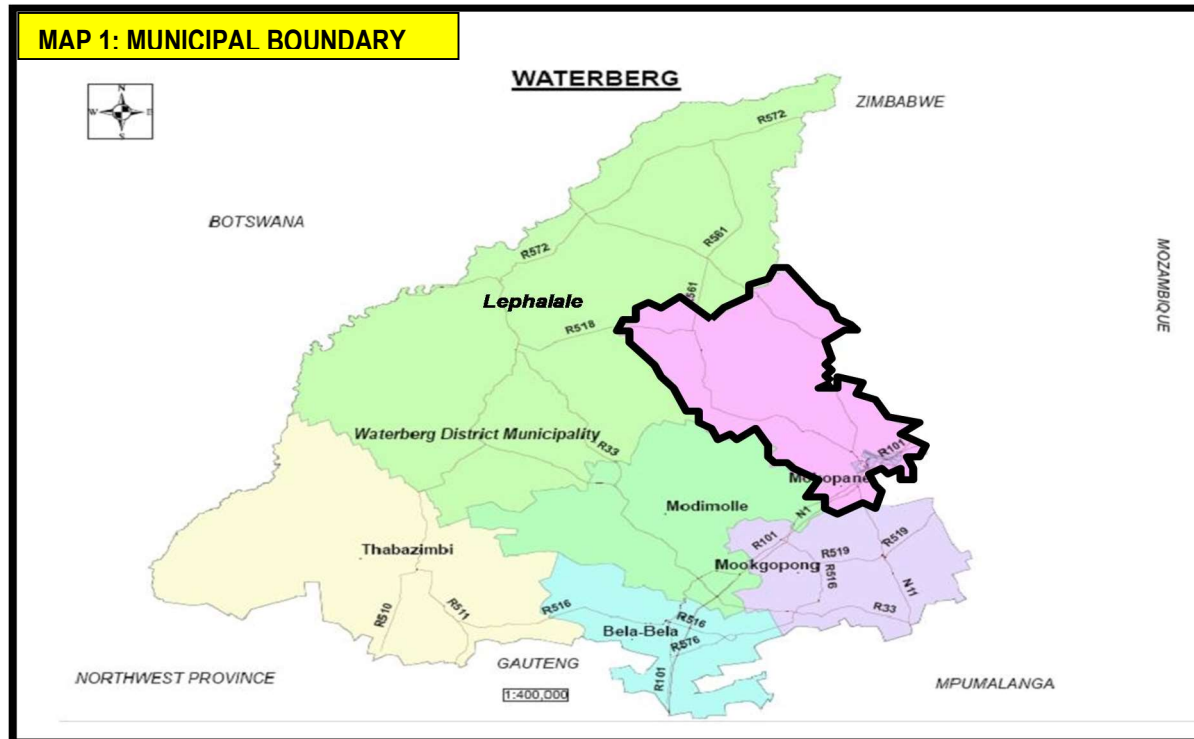
1. **Mokopane , Mahwelereng and peri-urban areas**

Sekgakgapeng, Pholapark, Mitchel, Mountainview, Masehlaneng, Maroteng, Moshate, Masodi, Madiba, Mozombane, Tshamahansi, Magongoa, Mosestjane and Malepetleke

2. **Mapela**

3. **Bakenberg**

4. **Rebone**



### 3.2. Spatial Rationale

Mogalakwena functions largely as the interface between Waterberg District Municipality and Capricorn District Municipality. Mogalakwena is surrounded by the following local municipalities:

<b>North</b>	<ul style="list-style-type: none"> <li>• Lephalale Local Municipality (Largely deep rural areas)</li> </ul>
<b>East</b>	<ul style="list-style-type: none"> <li>• Blouberg Local Municipality</li> <li>• Polokwane Local Municipality (Strong tribal component directly adjacent to Mogalakwena)</li> <li>• Lepelle Nkumpi Local Municipality</li> </ul>
<b>South</b>	<ul style="list-style-type: none"> <li>• Mookgopong Local Municipality</li> <li>• Modimolle Local Municipality</li> </ul>
<b>West</b>	<ul style="list-style-type: none"> <li>• Lephalale Municipality (North West Province)</li> </ul>

### 3.3. Hierarchy of Settlements

The development of a nodal system is dependent on the movement of goods and services. In stimulated movement the gap or distance between supply and demand must be bridged. The overcoming of distance is so basic to development that spatial differentiation cannot develop without movement. For example if there is demand for a commodity from a household living in remote village and the commodity are available the business area of a town, supply and demand does exist. However, it is of no value if the distance between supply and demand cannot be bridged. Movement is central to nodal development and the extent and ability to generate movement of people goods and services leads to the ability for geographic centres or nodes to specialized and develop.

**Table 7: Hierarchy of Settlements**

SETTLEMENT(S)	HIERACHY
Mokopane(Town) Mahwelereng and the surrounding peri-urban areas Vaalbyn	1st Order Settlements
Bakenberg Tribal Area Rebone Township and the surrounding rural settlements Mapela and the surrounding settlements	2nd Order Settlements
Marken/Rapadi areas	3rd Order Settlements

### 3.4. Land Use Composition and Management Tools

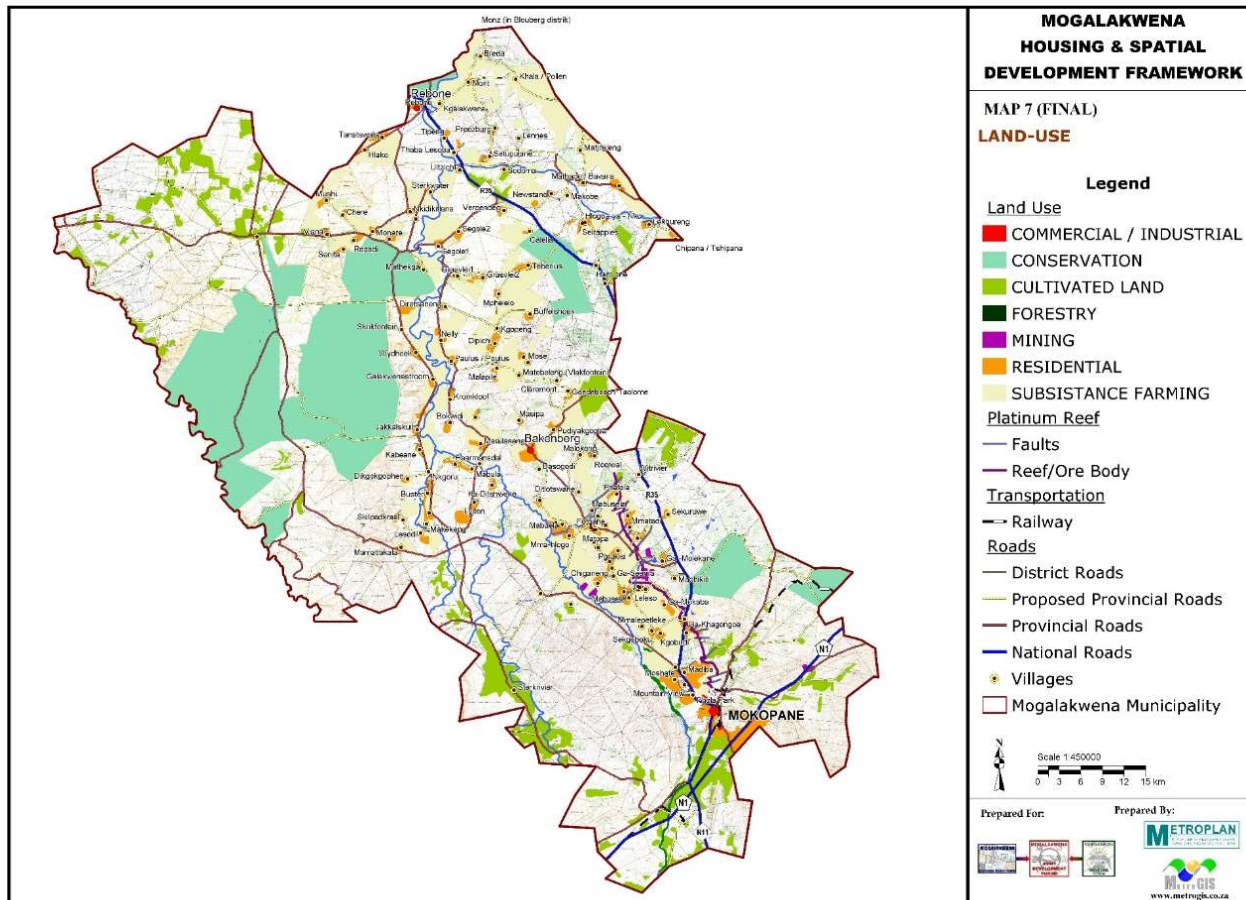
Land Use Management means the establishing or implementing of any measure to manage, restrict or regulate land within a municipal area. A land use management system of the municipality consists of various mechanisms of which the Spatial Development Framework (SDF), official municipal land use policies as well as the Land Use Management Scheme (LUMS) form the main or core components of a land use management system.

Current land use patterns are largely a reflection of historical processes. The main features are the following:

1. The CBD is well developed and is spreading along the main arterials. The extent to which it is growing along the N11 towards Mahwelereng and beyond is a response to the needs and demand of the middle to lower income areas.
2. There is clear defined secondary node in Mahwelereng of which the deciding factor for this significant business development is determined by the extent of the local market and buying power. Given the prevailing conditions it the development of the Mahwelereng Shopping Complex that has already taken place and the proposed shopping which will be developed just adjacent the existing complex along N11 National road. Accessibility will have to be considered in the light of the proposed realignment of the N11.
3. The impact of tribal land on the development of the urban core is clear. The townships falling within the tribal area is clearly deprived from social and business facilities. This will remain in the absence of free hold land rights in these areas.
4. The open space system is well developed. All areas are catered for but Dorps (Ngwaditse) River as outlined in the adopted Central Business Development Plan (CBD Plan) is identified as the project that will provide opportunities for developing a vibrant Public Open Space system tying together various spatial components of the urban core, the industrial area and the peri-urban areas. However, the current conditions along the river also leave much to be desired. It is advised that Planning and Development Services, Community Services and Corporate Support Services should advise the Municipal Council to avoid creating smaller parks as they are costly and difficult to maintain. Smaller Public Open Spaces has to be converted or rezoned for other land uses that will assist in enhancing revenue to the municipality which will reduce resources used by the municipality to de-bush. Budget need to be set aside for Dorps River to be developed.
5. The area has two well serviced industrial areas. However, the extent of vacant land in these areas and the period over which they remain vacant is a good indication of general economic growth conditions in the area however due to the mining development within Mogalakwena Municipality there is a sign of industrial growth in manufacturing. There is now a need for further expansion on industrial sites. There is also case to create opportunities for service industrial sites in the formal industrial area. The municipality need to be proactive in planning for an industrial park that will cater for mining and other industrial developments. There is clear pressure on the fringes of the CBD for more land and the extension of service industries. The current rights stand sizes and facilities in the industrial area might prevent service industries from settling there.
6. Residential development is particularly problematic. There is very low demand for new high income development and that will remain so over the long-term. There is however a high demand for low to middle income housing development. A substantial number of housing units are now required as such a long term planning for housing development is required. The Council should allow private sector to come on board in order to assist in providing the much needed places for future housing development.
7. Mogalakwena Platinum is currently busy with housing development for its employees and the municipality must partner with the mining houses to provide more land for housing development. Agri-villages should also be one of the projects that together with the mining houses need to be prioritized.
8. National Government has included Mogalakwena Municipality as one of the mining areas and Mokopane as the mining town and as a result Housing Development Agency has been appointed to assist the municipality to realize the goal of providing housing and the much needed infrastructure.

9. It is also recommended that the private sector be allowed to provide the much needed developments, be it industrial, business and human settlement while the Municipal Council creates an enabling environment. The municipality must shift the investment risks and holding costs to the private sector.

The demand for low cost housing will remain high. One should also note that a very pro-active approach to housing delivery stimulates the demand for housing through increased migration. The problem however remains that the Council is not responsible for developing low cost housing. An arrangement of delivery rates and priorities will have to be reached with the Provincial Housing Board. It should also be noted that the National Government is assisting the municipality to be accredited for housing development.



### 3.5. Growth Point Analysis

#### a) Mokopane/Mahwelereng and peri-urban Urban Core

- The key feature is the approach to contain urban development within the current development foot print
- The 2nd feature is the development of a system of secondary nodes to serve smaller geographical entities.
- The 3rd feature is the introduction of a road system to link & integrate the various areas in the core. The development of the major and collector road system will facilitate movement and integration.

#### b) Rebone Municipal Growth Point

- Rebone is a proclaimed township on the northern most boundary of the municipal area. The key to the development of Rebone is its ability to service the areas to the north of Mogalakwena right up to the Botswana border.
- The area between the town and the main road is used for infill development if required.
- The node is located in the Waterberg biosphere.

#### c) Bakenberg/Mmotong Municipal Growth Point

- This node is centrally located in the rural area and is constituted by the Mmotong villages.
- The key approach is to focus non-residential activities along the main road through the village with core business developments.
- There is currently little pressure for growth and the proposed arrangements should not be used to discourage any growth.
- The key perspective will be to facilitate orderly growth and provide the infrastructure and facilities which will allow regional facilities to be established in this node.
- The formalization of the settlement with suitable land tenure arrangements should be a priority.

It should be noted that Mapela is one of the nodes that has experienced enormous growth due to the mining development. It is therefore recommended that Municipal Growth include Mapela and be called Bakenberg/Mapela Municipal Growth Point.

### 3.6. Land Claim Analysis

A number of land claims have been lodged with Government within the Mogalakwena Municipal area of jurisdiction. However, none of these claims are finalized. It is currently not possible to determine their likely impact on spatial development. There is concern from some quarters that more unsustainable rural settlements might be established as a result of restitution of land rights.

From a spatial development point of view, land claims do not necessarily impact on the type of land use. It, however, does have an impact in delaying development processes. Prospective developers are obliged to seek consent of the respective Land Claims Commissioner prior to undertaking any form of development, that is, either for township establishments or change in land use. Although consultations do not hinder development, they do derail the speed at which development moves.



PPR Town and Townland 44 KS	Mixed use Development	3.5Ha
De Klerk Street PPR Ext 3	Mixed use development	±9Ha
Remainder of Mokopane Extension I4	Residential	Undetermined
Central	Residential	Undetermined
Central	Residential with a monument on a portion of it.	Undetermined
Piet Potgietersrus Town and Town Lands	Show ground	Undetermined
Akasia	Middle income	3.5Ha
Extension 8	Middle income	2.5Ha
Extension I4	Gap Market	4645Ha
Extension I5	Gap Market	3.2Ha
Extension 20	Low/Cost	Undetermined

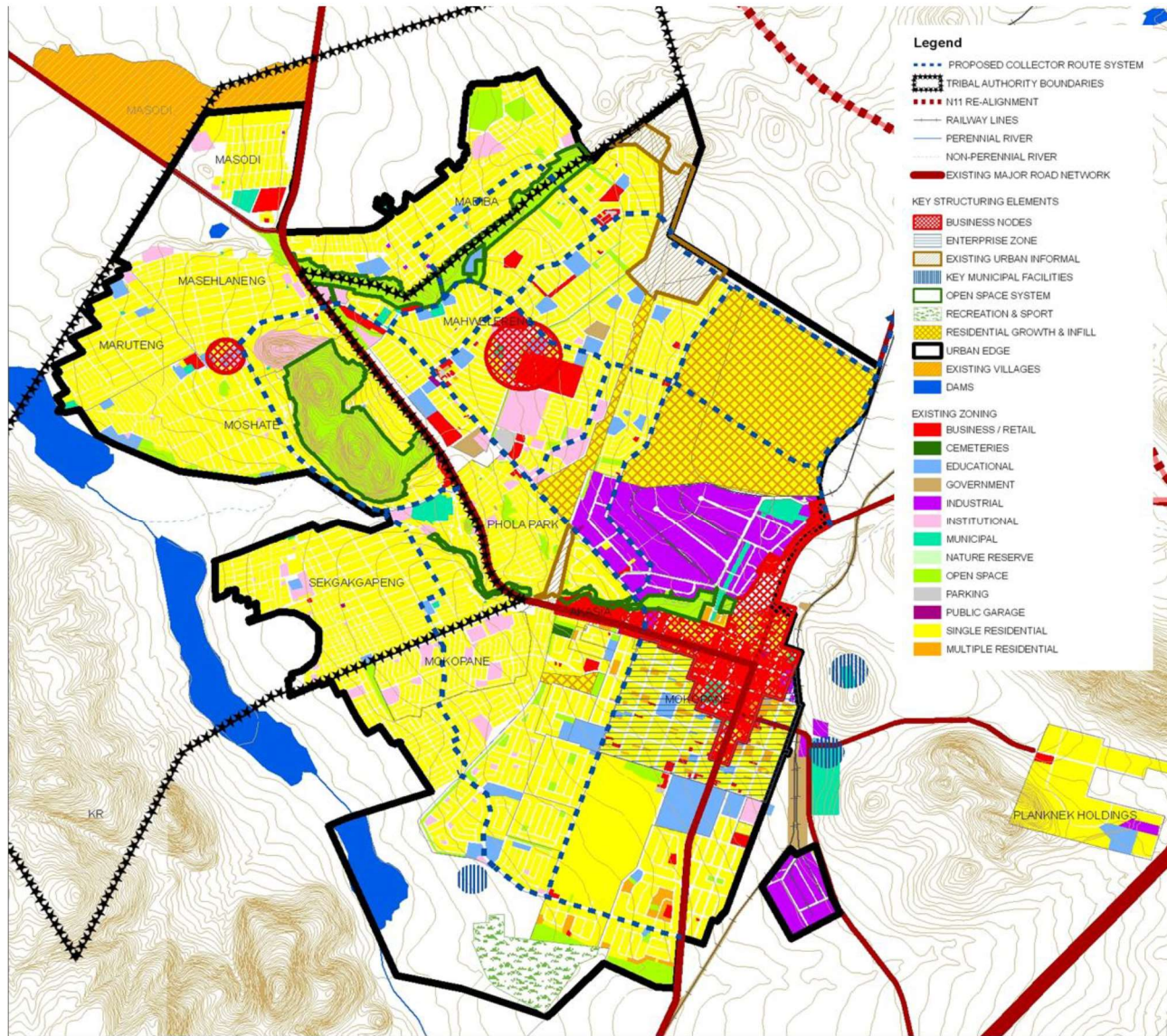
The Municipality does not have any control of land under the rural areas as the land belongs to the tribal Authorities.

### 3.8. Informal Settlements and Land Invasions

**4 Informal Settlements** have been identified in the municipal area, they are Mzombane, Mountain View at Ga-Pila, Shushumela at Ga-Pila, Matebeleng of Chief Ledwaba in a Portion of the Farm Weenen.

There are currently **6 land invasions** in the municipality, and they have been identified in the following settlements: Ga-Machikiri, Ga-Magongoa Section 2, Ga-Puka (Rooibokfontein), Ga-Sekhaolelo (Armoed), Mapela next to Skimming, Bakenberg (Next to Bakenberg and Sepharane Cross Roads).

Urban edge and proposed infill's at strategically located land for integrated human settlement





### 3.9. Spatial Challenges and Opportunities

#### 3.9.I. Spatial Challenges

##### **Land Matters**

- Illegal occupation of land
- Mushrooming of informal settlements in both urban & rural areas
- Uncoordinated demarcation and allocation of sites in rural areas
- Unavailability of stands in R293 Townships which leads to illegal occupation

##### **Provision of services**

- Lack of refuse services in rural areas
- Capacity of services not sufficient to support the new residential developments
- Location of informal traders along NII and Informal trading restricting movement
- Mixed traffic modes in the CBD
- Ineffective law enforcement for Donkey Carts in the CBD and the surrounding areas

##### **Policy Matters**

- Lack of by-laws such as Urban Edge Strategy and Densification Policy
- No Precinct Plans for Municipal Growth Point
- Development not in line with the SDF and Other Policy/By-laws
- Non-compliance with environmental legislation

### 3.9.2. Spatial Opportunities

#### Natural Environment Ideal to Support Tourism Development

- Waterberg Biospheres – Biospheres are environmentally unique areas which can be negatively affected by human activities that physically change the environment. The biospheres identified are therefore sensitive to urban, rural and mining activities but provide opportunities for ranching and conservation activities.
- Nature Reserves – There are five (5) proclaimed nature reserves in the municipal area, namely: Wonderkop (16 100ha), Masibe (4 542ha), Moepel (27 500ha), Witvinger (4 450) and Percy Fyfe (2 985ha).
- World heritage site- The most important heritage site is Makapansgat

#### Municipal Owned Land

- The municipality owns substantial amount of land for both residential and industrial development as well as business.
- The CBD is well developed and is spreading along the main arterials. The extent to which it is growing along the N11 towards Mahwelereng is a response to the needs and demand of the lower income areas.
- There is sufficient land available for business development. However, in the light of Mokopane's role as regional centre and its economic profile, the CBD should be allowed to respond to increased demand from regional business facilities.

#### Road Network

- The municipal area has a well-developed road and rail network. The road network includes links to both the N1 in the south and the N11 running north-south through the area which makes it the only town where two (2) National roads intersect.
- The N11 serves the eastern border region of the municipality; the R518 fulfils this function along the western part of the municipality.

#### Mining Activities

- The Limpopo Province generates only about 6% of the total number of job opportunities in this sector in South Africa. The local mining industry is mainly based on platinum. The availability of platinum resources on the Vaalkop, Turfspruit and Macalakaskop farm is abundant. Although Gold is limited, it is the only precious metal found in the area.
- Sufficiently available ferrous and base metals consist of nickel, vanadium and tin, with titanium and molybdenum found on a limited scale. Available minerals constitute barites, phosphate, granite, chrysotile, brick-clay, limestone, alusite and fluorspar. Although the mining sector is limited around Mogalakwena, this may change in the future with the planned extension of Mogalakwena Platinum Mine, the extraction of methane gas from the Springbok flats, and the discovered kimberlite pipes just north of the town of Mokopane.

### 3.10. SPLUMA (Spatial Planning & Land Use Management Act)

It replaces the DFA (Act 67 of 1995) on the basis that it was found to be unconstitutional in 2010 by the Constitutional Court on the grounds that it infringed on the exclusive powers of municipalities. It came into operation in July 2015 with the aim of promoting investment in land development and establishing sufficient certainty in the land market, to address the segregated and unequal spatial patterns inherited from apartheid, to balance socio-economic needs with those of environmental conservation, and to improve and support infrastructure and service delivery initiatives.

In addition to the Development Facilitation Act, SPLUMA has also repealed the following legislations in entirety;

- Removal of Restrictions Act (Act 84 of 1967)
- Physical Planning Act, (Act 88 of 1967)
- Physical Planning Act (Act 125 of 1991)
- Less Formal Township Establishment Act (Act 113 of 1991)

Although SPLUMA did not repeal existing provincial legislations like town planning and townships ordinance 15 of 1986, Proclamation R293 of 1962 etc, the act has stipulated in Section 2(2) that no legislation not repealed by SPLUMA may prescribe 'an alternative or parallel mechanism, measure, institution or system on spatial planning, land use, land use management and land development in a manner inconsistent with the provisions of the act. The provincial department of rural development and land reform is in the process of developing the Limpopo Spatial Planning and Land Use Act that will repeal all provincial legislations not repealed by SPLUMA and that will in way provide a uniform guideline of how land use and land development applications will be dealt with from then going forward.

Prior to SPLUMA land development and planning were disorganized with various land development processes. This made it difficult to finalize land development applications. SPLUMA is intended to ensure that a single and inclusive land use scheme is developed for the entire municipality, with alignment of authorization processes on policies and by-laws affecting land.

SPLUMA also requires all three spheres of government to produce SDFs. The focuses of the SDFs are different. The national SDF provides broad strategic direction, provinces focus on a coordination role, and municipalities develop detailed plans for the areas of their jurisdiction. A municipal SDF fits into a hierarchy of spatial plans, taking direction from the national and relevant provincial SDF.

The Mogalakwena Municipality has implemented its administrative systems related to the implementation of SPLUMA. At present the Mogalakwena Municipality has gazetted its land use bylaws known as Mogalakwena Municipality Land Use Scheme, 2016 and is already accepting applications via the SPLUMA.

The land use management scheme, 2008 is also promulgated however it is being reviewed in order to include all the rural areas thus making it a wall to wall land use scheme. The municipality is also in the process of reviewing the old SDF in order to compile an SD/LUMS that gives effect to the principles of SPLUMA and aligns to the contents of an SDF/LUMS as stipulated under Section 21 of the act. The development of these documents is in relation to the operations aspects leading to the implementation of SPLUMA.

## CHAPTER FOUR: ENVIRONMENTAL ANALYSIS

### 4.1. Bio-Physical

The Mogalakwena municipal area forms part of the Waterberg Bioregion which was gazetted in 2019<sup>8</sup> in accordance with the National Environment Management: Biodiversity Act (10/2004). The Mogalakwena municipal area is rich with a number of environmentally sensitive areas, which need protection. The Waterberg Biosphere represents one of the most critical environmental assets of the Municipality together with the Moepel Farms located next to it. Ninety percent of the municipal area is supplied with under-ground water resources, which require protection. Makapan's valley and Nylsvlei floodplain is another environmentally sensitive area that needs protection in the municipal area. Underground water is another key environmental issue that has to be protected. The matter should be addressed as part of providing communities with sanitation in order to ensure that there is no pollution of underground water.

### 4.2. The Waterberg Bioregional Plan

The purpose of a bioregional plan is to inform land-use planning, environmental assessment and authorisations, and natural resource management by a range of sectors whose policies and decisions impact on biodiversity. The bioregional plan provides: 1) A map of Critical Biodiversity Areas and Ecological Support Areas (referred to as a CBA Map), which are terrestrial and aquatic features required for conserving and maintaining biodiversity and ecosystem functioning. 2) Accompanying land-use guidelines for avoiding loss or degradation of natural habitat in areas identified as being important in the CBA Map.

Once a bioregional plan has been published, the Biodiversity Act requires affected municipalities align their IDPs and SDFs with the bioregional plan (see Section 48 of the Act). This helps to ensure that the bioregional plan is considered in land-use planning and authorisations of land-use change.

### 4.3. Climate Description

The temperature and rainfall are important climatological parameters in sustaining the physical environment and plays a significant role in determining the biotic environment of a specific area. Temperature and precipitation data are included for a better understanding and interpretation of the natural environment of Mogalakwena Local Municipality.

### 4.4. Rainfall

The Mogalakwena Local Municipality area falls within the summer rainfall region of Limpopo, with the rainy season lasting from November to March. Average rainfall is 600-650 mm. The rainfall period occurs from November to February. The highest rainfall occurs in January and December. The average rainfall declines from east to west. Thunderstorms are recorded fairly often. Hail and fog are infrequent.

### 4.5. Temperature

Mogalakwena generally experiences a hot semi-arid climate. Summer days are hot with temperatures varying between 28°-34° C in October to March. Summer night temperatures are hot to mild varying between 16°-21°C. The winter day temperatures are mild to warm varying between 19.6°-25.2° C in April to September. Winter nights are cold with temperatures of 4.3°-12.1° C.

#### 4.6. Topography

Mogalakwena Local Municipal area forms the central part of the Waterberg District and is occupied by the Waterberg Mountain range forming a central mountain plateau. It is linked to the Sebetiela Mountains in the south-eastern part of the Waterberg District, which in turn is linked to the Great Escarpment of the Drakensberg Mountain range by the Strydpoort Mountains.

Secondary drainage lines, mostly occurring along valleys in a northerly direction, bisect the central topography. From the central plateau there is a marked drop in altitude to the south towards the Springbok Flats that extend from neighbouring Bela-Bela LM to north of Mokopane. In the north the terrain becomes undulating and slopes down towards the Limpopo Valley while flat plains occur to the west.

#### 4.7. Vegetation

The primary producer in the natural environmental energy cycle is vegetation. Vegetation also fulfils the role of soil stabilizers e.g. soil erosion, and is a renewable resource of nature that is used the most. It is, therefore, of the utmost importance that the natural vegetation is used in a sustainable manner, and to do so, it is necessary to know the status and extent of this resource. There are a total of 7 veld types in the Mogalakwena LM. The largest veld types are as follows: Arid Sweet Bushveld, Mixed Bushveld, Sourish Mixed Bushveld, Sourish Bushveld, Pietersburg Plateau False Grassveld, Springbok Flats Turf Thornveld, North-Eastern Mountain Sourveld. The condition of veld refers to the current production ability, health and stability of the veld in comparison to the optimal potential. Vegetation is not static and tends to change over time (improve or deteriorate). The main causes for these changes are climatic changes (e.g. rainfall) and over utilization (overgrazing).

Within veld types unique plant communities and/or plant species are found. Some of these are endemic (only known distribution) like the *Encephalartos eugene-maraisii*. Vegetation forms the basis of a stable habitat for other life forms.

##### 4.7.I. Special Areas Regarding Vegetation

Three Threatened Ecosystems namely Waterberg Mountain Bushveld, Western Sandy Bushveld and the Waterberg\_Magaliesburg Summit and Sourveld are endemic to the Waterberg and occur within the Mogalakwena Local Municipal area. The areas where special vegetation communities mostly occur are in the mountain ranges and along drainage lines. The riparian vegetation along the banks of the perennial rivers and streams are an area of high sensitivity. There are Critical Biodiversity Areas (CBA's) in Bakenberg Mountains and other areas that contain species of concern and need to be maintained in good ecological condition.

#### 4.8. Fauna

Mogalakwena Local Municipality with its wide spectrum of physical environments and natural vegetation provides the habitat for most of the larger mammal species as well as smaller mammal species and one of the highest counts of bird life, reptiles, amphibians and insect life in South Africa.

The Near Threatened Mozambique tilapia (*Oreochromis mossambicus*) inhabits the Mogalakwena River catchment

Historically, the area provided habitat to a wide spectrum of animal wild life. Hippopotamus and crocodiles are still present in their natural habitat in most of the perennial rivers. Leopard and cheetah still occupy or roam over extensive areas in the Mogalakwena Local Municipality area.

The diversity resulted from cattle farms being reverted to game farms. Landowners of game farms also formed conservancies to benefit from the biological diversity.

#### 4.9. Geology

The greater Waterberg District area is unique due to its geological formations (predominantly sandstone). The Waterberg district has a fairly complex geology with a relative high degree of minerals. The most important intrusive rock formation is the Bushveld Ingenious Complex that holds large reserves of platinum (Environmental Potential Atlas for South Africa, 1997). The minerals are found in clusters in varying concentrations. Mogalakwena can be categorized with 3 clusters.

The occurrence of minerals has the ripple effect of human interference in the natural environment, and before the new legislation no or little consideration was given to environmental risks (e.g. asbestoses) and rehabilitation of the environment.

#### 4.I0. Soils

The soils of the district range from deep sandy soils from the flatlands, stretching from the west and north-western parts along the western Limpopo valley, with sourish sandy soils in the central area bisected with alluvial soils along the drainage lines and valleys. The soils along the rivers have the highest agricultural production potential and were therefore the areas impacted on in the past by various agricultural and human activities.

#### 4.II. Water resources

There are a number of other important rivers flowing through the study area, such as Sterkrivier. The Sterkrivier flows alongside the western border and flows into the Doorndraai Dam. The Pholotsi River flows past the Ga-Mapela, Pholotsi villages and is a tributary of the Mogalakwena River. It is a non-perennial river. Lastly the Thwathwe River flows past the Ga-Mabuela, Ga-Masoge villages and is a tributary of the Mogalakwena River. There are sponges and wetland in the catchment. The most prominent features include Nylsvlei floodplain, Ga-Tshokwe (Sterkwater), Telekishi ,Blinkwater farm and Mamatlakala wetland.

Tributaries of the Sterk and the Mogalakwena rivers are classified as ecological class A/B rivers and it is important that management retain these in a good ecological state.

#### 4.12. Air quality

Air quality legislation comprises primary standards which protect human health and secondary standards which protect property, vegetation, climate and aesthetic values. The development of new industries that increase air pollution through the emission of gases in the atmosphere should be managed. The municipality is one of the three air quality hotspot within Waterberg followed by Lephallale and Thabazimbi. There is one ambient air quality monitoring stations which was established in October 2012.

The station is located in Mahwelereng Police Station and is fully equipped to monitor the following parameters:

- Sulphur Dioxide (SO<sub>2</sub>)
- Particulate matter of aerodynamic diameter >10 µm (PM<sub>10</sub>)
- Particulate matter of aerodynamic diameter > 2.5µm (PM<sub>2.5</sub>)
- Oxides of Nitrogen (NO<sub>x</sub>= NO + NO<sub>2</sub>)
- Ozone (O<sub>3</sub>)
- Carbon Monoxide (CO)
- VOCs (Benzene, Toluene, Ethyl benzene, Xylene)
- Meteorological Parameters
  - Wind Speed
  - Wind direction
  - Pressure
  - Temperature
  - Relative Humidity
  - Solar Radiation
  - Rainfall

The monitoring is done by the Department of Environmental Affairs- Air Quality Management. There are a number of air pollution risks in the Municipal area that must be recognized:

- Midway bricks
- Anglo American Platinum-Mogalakwena mine
- Veterinary Laboratory
- Potgietersrus Abattoir
- Municipal Landfill (odours, carbon monoxide, methane, particulates)
- Industrial Activities (coal burning and related processes)
- Quarry (dust)
- Motor vehicles (dust, noise, carbon monoxide)

#### 4.13. Heritage Resources

The fact that the municipality has not yet undertaken a comprehensive heritage survey of the entire municipal area, the heritage information on record is very limited. There are heritage sites that are currently recorded, namely, Moordrift Monument, Nyl crossing, Bokpoort pass and Eugene Marais, View of Hanglip, Pedi Potters, Viewpoint to Nagwag farm and the Herero People, Elandskuiling Pass, Telekishi, Masebe Nature Reserve, San bushmen, Magagamatala, Thutlwane Hill, Anna trees and David Living stone, Plaque for Beyers and Makapan world heritage site.

#### 4.14. Conservation Areas

The Local Municipality has a number of provincial nature reserves scattered throughout the area. The location of the reserves is such that it provides an even spread of facilities to be used for future environmental and conservation initiatives.

**Table 8 : Provincial Nature Reserves**

Reserve	Size (Ha)	Municipality
Wonderkop	16 100	Mogalakwena
Masebe	4 542	Mogalakwena
Moepel	27 500	Mogalakwena
Witvinger	4 450	Mogalakwena
Percy Fyfe	2 985	Mogalakwena

These Nature Reserves represent certain veld types and/or are used for outdoor recreation and breeding of wildlife. The location of these nature reserves can be used to form corridor zones between core zones, as well as linking up with identified community land as part of conservancies.



## 4.15. Environmental Challenges

### 4.15.1. Soil Erosion

Mogalakwena Municipality is affected by soil erosion especially at the communal areas. Land use practices such as deforestation, overgrazing, some agricultural cultivation practices, and removal of vegetative cover or hedgerows can exacerbate these occurrences. Grazing land is more affected than cropping land. Due to shortage of grazing land farmers are overstocking the land and the result in overgrazing and which exposes the soil to erosion by wind during winter and water during rainy seasons. Uncontrolled Veldt fires also contribute to soil erosion on grazing land.

### 4.15.2. Veld fires

Veld fires occur mostly during winter months on both communal and private farms. Most of the affected farmers are those lying next to the roads or busy areas. Veld fires lead to severe environmental degradation. More specifically, veld fires reduce land cover thus exposing the land to agents of accelerated soil erosion, changes in the hydrological cycle, increase in overland flow or surface run off and modifications in various ecological processes. The following areas are the most affected areas by fire every year:

- ✚ Grass fire season ( June – September )
- ✚ Most affected areas in Mogalakwena area
  - Entabeni : fire always start at the mountains and because they are close to the mountains they are vulnerable
  - Mariebashoek : Private owned plots ,close to the mountains
  - Makapans valley : fire start at the road
  - Veenen ; fire always start at the road / resident making fire
- ✚ Mogalakwena stats for the 2016 grass fire season : 67
- ✚ Some fires were caused by cigarettes ,rubbish that is dumped around town and empty stand that are neglected
- ✚ Mogalakwena land: Mogalakwena has a lot of unused land, no proper grading and most fires start in those empty lands and spread in other private plots.
- ✚ Game farms: people sometimes burn the veld to avoid losing a lot of grass for the animals but this results in the fire spreading all over the game farms.

### 4.15.3. Deforestation

Deforestation is a major problem in rural areas with trees being continually felled for firewood and traditional herbs. Despite having electricity, most households continue to use firewood in order to cut their electricity costs and also to sell to others. The community members collect wood for selling among themselves for cooking and for major events such as funerals and parties and also to sell to schools as the government nutrition programmes require that the schools cook for their learners.

### 4.15.4. Mining

Mining is the major economy of Mogalakwena Municipality. Mining activities in Mogalakwena predominantly occur in rural landscapes where biodiversity corridors occur. Most mining activities temper with the wetlands and river ecosystem known as catchments. For this rationale; the disturbed ecosystem will never be rehabilitated to the original state and the disturbance cause irregularities in the hydrological flow of the water that cause the water to run-off causing erosion due to high rainfalls falling on dry disturbed landscape.

#### 4.15.5. Floods

Floods in rural Mogalakwena occur every rainy fall season. The Waterberg Disaster Management team always rescues villagers that have their properties and possessions flooded into the turbulent flow of water gullies. Municipal road infrastructure gets repaired after every summer rain season due to flood destructions. This is very costly for the Municipality and environmentally destructive for Mogalakwena natural landscape.

#### 4.15.6. Global warming and climate change

Climate change is the shift of weather conditions over time. Greenhouses gases, such as carbon dioxide, trap heat in the atmosphere and regulate our climate. These gases exist naturally, but humans have been adding even more carbon dioxide by burning fossil fuels for energy (coal, and natural gas) and by cutting down forests. Climate change has a significant impact on food availability, food accessibility and food system's stability. It also poses a significant risk of increased crop failure, loss of livestock and impact on local food security.

#### 4.15.7. Overgrazing

Mogalakwena is many rural and many household depend on agriculture for their livelihoods; livestock farming being the predominant enterprise. Unfortunately there is no enough land to carry all the livestock; livestock farmers overstock the land and overgrazing result. Overgrazing is very evident on communal grazing land as compared to privately owned land.

#### 4.15.8. Water Pollution

Mogalakwena is predominantly rural and environmental sensitive with developing industrial developments that mainly support the mining sector. Mining is the major driven economy in Mogalakwena, due to this status quo most rivers are highly polluted as the industrial hazardous waste effluents. Discharging of industrial effluent into the natural water resources such as Dorp River which drains into Mogalakwena River is the major environmental impact affecting river aquatic ecosystems such as fish, aquatic plants (water reeds) and many more.

The extent of environmental pollution within Mogalakwena rivers is also caused by waste dumping into the main streams and major rivers that pass through the rural landscapes. Rural waste is not collected by the Municipality and the villagers dump it in the rivers.

Mogalakwena townships and villages are borehole dependent for water supply. Most of the boreholes are installed along the river banks. Water quality of the borehole water is seriously impacted by water pollution causing water contamination in underground water. Outbreak of diarrhoea and other water borne diseases is common in Mogalakwena. Environmental education and awareness must be prioritised within borehole water dependent areas of Mogalakwena Local Municipality. Projects such as river ecological clean-up campaigns must be prioritised highly involving the communities of rural Mogalakwena in conservation of water.

#### 4.15.9. Informal Settlements

Informal settlements are the residential areas where a group of housing units have been constructed on land to which the occupants have no legal claim, or which they occupy illegally, and it is an area where housing is not complied with current planning regulations. Mogalakwena municipality is facing many challenges regarding the illegal occupation of land, e.g. development of houses in marshy area in Ga-pila village (Mountain View) and in flood plain in Mzombane village as well as poor disposal of waste. All these are causing environmental impacts within the municipality.

#### 4.15.10. Alien vegetation

There are different categories of declared weed or invader species within the municipal area. These species are found in garden or areas that are highly transformed. No municipal policy or alien eradication programme in place. The alien plants removal is done by Natural Resource Management (NRM) section under the Department of Environmental Affairs.

The following weed or invader species have been recorded in the municipal area:

Scientific Name	Common Name	Category
<i>Agave sisalana perrine</i>	Sisal	2
<i>Mantana camara</i>	Lantana	1
<i>Melia Azedarach</i>	Syringe	3
<i>Ricinus communis</i>	Astor oil plant	2
<i>Senna didymobotrya</i>	Peanut butter cassia	3
<i>Jacaranda mimosifolia</i> D. Don	Jacaranda	3
<i>Argemone Mexicana</i> and <i>A. ochroleuca</i>	Mexican poppy	1

#### 4.15.11. Special Areas Regarding Vegetation

The areas where special vegetation communities mostly occur are in the mountain ranges and along drainage lines. The riparian vegetation along the banks of the perennial rivers and streams are an area of high sensitivity. There are Critical Biodiversity Areas (CBA's) in Bakenberg Mountains and other areas that contain species of concern and need to be maintained in good ecological condition.

#### 4.16. Environmental Management Tools

Several spatial planning tools have been developed to assist managers to make informed decisions regarding land-use in a municipal area. The Waterberg Bioregional Plan was developed for this function and to address environmental challenges as listed above.

## CHAPTER FIVE: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

### 5.1. Water

Mogalakwena Municipality is a **Water Service Authority (WSA)** and also a **Water Service Provider (WSP)**. Every Water Service Authority has a duty to all customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to Water Services [Water Services Act of 1997 Section 11]. Thus, a Water Service Authority has the duty to provide water services with the focus on: Ensure, Efficient, Affordable, Economical and Sustainable deliverables.

#### 5.1.1. Water Access and Backlogs

**Table 9: Access to Water**

Total no. of HH		Piped water inside the yard			Piped water from access point outside the yard			Piped water inside the dwelling			No access to piped water			N/A & Other					
CENSUS		DWA		CENSUS		DWA		CENSUS		DWA		census		DWA		CENSUS		DWA	
200I	201I	201I	200I	201I	201I	200I	201I	201I	200I	201I	201I	200I	201I	201I	200I	201I	201I	200I	201I
70132	79396	80326	20502	33588	10 848	24 431	23289	41390	6 082	16045	28 006	19 111	6473	632	6	0	0	0	0
100%	100%	100%	29,23%	42,3%	13,5%%	44,83%	44,83%	51%	8,67%	20%	34,90%	37,25%	8,2%	0,80%	0%	0%	0%	0%	0%

**Source:** DWA "F10" DWA Limpopo Form F10, Version E, 29 June 2011, WSDP 2010/2011 and StatsSA Census 2001 and 2011.

**Table 10: Distance to get main source of Water for drinking**

DISTANCE	NUMBER OF HOUSEHOLDS
Less than 200 metres	55376
201-500 metres	38560
501 metres-1 kilometre	10747
More than 1 kilometre	2103
Do not know	607
Not applicable	217807
Unspecified	91

**Source:** StatsSA census Community survey 2016

**Table 11: Water Backlog (Below basic level of service)**

SERVICE	BACKLOG
Water	23 450

**Source:** Mogalakwena Municipality, Technical Services Department, Water Division, 2019/20

### 5.1.2. Water Sources and Catchment Areas

The following main water supply schemes supplies both urban & rural areas with water:

**Table 12: Water sources and capacity**

Source	Capacity
Doorindraai Water Resources System ( State-owned)	10 – 12Ml/p/d
Uitloop farm (Private owned)	1Ml/p/d/
Weenen/Planknek(Municipal owned)	4Ml/p/d
Moordrift Borehole	1,5 - 2Ml/p/d
Various Rural Bore-holes	4 – 12Ml/p/d

The Mogalakwena River Catchment covers an area of 19 327 km<sup>2</sup> and the MAR is around 140 million cubic m/annum. Two major dams, the Glen Alpine Dam and the Doorndraai Dam are located in this catchment. The Doorndraai Dam supplies water to Mokopane (Potgietersrus), whilst the Glen Alpine Dam provides the immediate and downstream area with water for both primary use and irrigation.

### 5.1.3. Water Quality – Blue Drop Certification

According to the Constitution of the Republic of South Africa everyone has the right to an environment that is not detrimental to their health or wellbeing.

To ensure that water quality does not pose any health hazards to our people, Department of Water Affairs as the regulator has introduced the monitoring tool for water quality. According to DWA there is certain standard which both potable must meet, to ensure that this is met the department initiated the blue drop certification programme on 11 September 2008 with the objective of:

- Introducing incentives based regulation of the drinking water quality management function;
- Introducing key requirements for effective and efficient management of drinking water quality by water services institutions;

The presidential target for drinking water quality was 99% in 2014 and Mogalakwena local municipality has achieved the below scores for the past years:

- 2009 achieved 46.63%
- 2010 achieved 77.86%
- 2011 achieved 60.50%
- 2012 Not Published for individual municipalities (Limpopo Province achieved 64%)
- 2013 Not yet released by minister
- 2015/16 achieved 60.4%

#### 5.1.4. Drinking water compliance

- Microbiological compliance poses major risk.
- Chemical compliance to be implemented based on monitoring programme developed.
- Risk assessment outstanding for point of use (consumers)
- Operational monitoring at least once per week.
- Water quality expert (technician/scientists) required for DWQ management – uploading of data on BDS.

#### 5.1.5. Challenges pertaining to provision of water

- Water quality and reliability remains will always remain problematic, especially in rural areas.
- Operation and maintenance Costs are economically unsustainable.
- Inadequacy in terms of yields to address the growing demand due to un-planned settlements.
- Borehole sources are not supposed to be the only abstraction points upon which a municipality relies on– instead, it should serve as a supplementary supply to a bulk water supply system.
- Full SANS 241 Analysis at Point of Use.
- Regular Chlorination.
- Operational Monitoring at Least Weekly.
- Shortage of Operational Personnel.
- Water Quality Technician/Scientist.
- Consolidated Water Supply System (WSS's) into one system.
- Drinking Water Quality
- Publication Performance.
- Service Level Agreements with WSP's
- Calibration of Bulk Meters.
- Submission of DATA on BDS.

#### 5.1.6. Provision of free basic water

Free basic municipal services are services provided at no charge by the Government to poor households. These services are provided by municipalities and include a minimum amount of electricity, water and sanitation that is sufficient to cater for the basic needs of a poor household. However, policies regulating the provision of basic sanitation and refuse removal are yet to be finalized by the relevant sector departments.

The provision of free basic water in Mogalakwena Municipality is a blanket approach, all residents of the municipality receives the first 6kl as free basic water.

**Table 13: Number of consumer units receiving free basic services (2018/19)**

Municipality	Water
Mogalakwena	80 326

Table 14: Budget to implement Free Basic Services and Indigent Policy (2018/19)

Water
8,608,967.00

## 5.2. Sanitation

Sanitation is about dignity. The availability of sanitation facilities does not only improve the dignity of people, but also promotes their health. Areas without proper sanitation systems give rise to water borne diseases like cholera, diarrhea, typhoid, etc. It is therefore important that as a municipality, prioritization should be given to this service, particularly taking into account the backlog (rural sanitation) and the national target.

The Mogalakwena Municipality Quality of Life Study indicates that 79% of people in traditional areas and 18% of people in informal settlements have access only to basic pit latrines. The WSDP indicates the following backlog in respect of access to sanitation in Mogalakwena Municipality there is only one treatment works, namely: Mokopane Waste Water Treatment Works, The WWTW is fed from one pump stations at Ext. 20, which was upgraded in 2008/2009 FY, refurbishment or upgrading of its capacity. Refer WWTW optimization program from AURECON Technical Report.

- Sekgakgapeng oxidation ponds
- Masodi oxidation ponds
- Rebone sewer
- Sterkwater sewer

### 5.2.I. Sanitation Access and Backlogs

**Table 15: Access to sanitation**

TOTAL NO OF HOUSEHOLD		Flush toilet (connected to sewerage system)		Flush toilet (with septic tank)		Chemical toilet		Pit toilet with ventilation (VIP)		Pit toilet without ventilation		Bucket toilet		Other		None	
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
70132	79396	14369	20486	1348	1473	428	807	5322	8729	40424	44270	7482	687	755	470	3388	2475

**Source:** Statistics South Africa (Stats SA), Census 2001 and 2011

**Table 16: Rural Sanitation Backlog**

	2018/19
Rural Sanitation	<b>10 500</b>

The above table indicates an improvement in the provision of rural Sanitation in the municipality. This implies that there is a need to adopt service levels in respect of basic services and ultimately the development of a comprehensive sanitation plan in order to meet the national target.



### 5.2.2. Challenges Pertaining to the Provision of Sanitation

- The current implementation model is based on using community builders by programme managers. The model does deliver the desired quantities given the limited budgets available and although it does not necessarily comply with CIDB Act but the standard is acceptable.
- The municipality opted to construct VIP toilets in one village each year on a rotational basis. This model might be expensive and does not have an impact on the ground nor meeting the objective of sanitation.
- The current funding strategy is also a challenge because we will not meet the target as set by national cabinet. Backlog on VIP toilets provision in the 2015/2016 FY amounted to 23 468.
- There is a need to adopt service levels in respect of basic services and ultimately the development of a comprehensive sanitation plan in order to meet the national target.

### 5.2.3. Provision of Free Basic Sanitation

Table 17: Number of consumer units receiving free basic services (2018/I9)

Municipality	Sewerage and sanitation
Mogalakwena	34 132

Table 18: Budget to implement Free Basic Service Sanitation (2018/I9)

Sewerage and sanitation
708,246

### 5.3. Roads and Storm-water

The municipality has so far developed the Road Master Plan. This Master Plan has been approved by council, the objective and main purpose of the road and storm water master plan is to first categorize and classify the roads, ensure that roads and storm water infrastructure development is aligned to the Mogalakwena municipal Spatial Development Framework to benefit the area economically in terms of absorbing the potential town growth due to mining companies that are about to settle within our borders to mine different mineral resources found in our area. To attract tourism, grow the economy and create opportunities for business initiatives for local people.

#### 5.3.I. Road and Storm-water Access and Backlogs

Total Network	Gravel roads	Internal Street Streets	Tarred roads
1205km	493km	135km	716km

#### 5.3.2. State of Road and Storm-water

Capital allocations have enabled the resurfacing of 14.5 % of the roads over the past 5 year's .i.e. an average resurfacing rate of once every 24 years. In order to raise the level of maintenance and ensure that the resurfacing programme keeps pace with the expected life of the new surfacing, roads with a chip and spray surface will require to be resurfaced every 5 – 10 years and those with a premix surface, every 10 – 15 years depending upon pavement structure and traffic loading. In areas such as Moshate, (Peri Urban) and other rural areas where the road infrastructure has had little or no maintenance, major rehabilitation to surfaced roads is being addressed through MIG. A large proportion of the roads are gravel, which in time is being surfaced, or gravel changed to tar. Funding for the upgrading of these roads is also important as maintaining a gravel road to an acceptable standard is very costly and of short duration.

### 5.3.3. Roads Classification

**Table 19: Provincial and district roads in the municipality**

ROAD NUMBER	DESCRIPTION
D3521	Basterspad – Jakkalskuil
PI9/1	Kloofpass-Marken
D192	RI01-Sterkrivier
D3580	NII-Makobe
D1958	NII –Mapela Thusong Centre
D3519	NII-Hlogo ya nku phase I82
D5006&D3389	Percy fyfe RI01
D3579	Setupulane –Sodoma
D3574	DI711- Rapadi via Ga-Mushi to Hlako main road
D3537	NII to Bakenberg via Pudiakgopa
D3505	Marulaneng to Segole via Paulos and Nelly
D3576	NII via MonteChristo/Pollen Matjitjileng to Tibane
D3556 D3564	NII via Tiberius/Grasvlei Segole to Rapadi
D3540 D3556	Bakenberg via Clermont/Mphello to NII
D3569	Uitzicht via Sterwater/ Nkidikitlana to Rapadi
D3515	Rantlakane /Makekeng via Lesodi to Skilpad
D3534 D4380	NII via Rooiwal /Malokg to Ditlotswane
D3579 D3577	Setupulane via Preezberg/Duren/ Breda To Khala
D2644	Masebe nature reserve to marken via uitspan
D3573	Nkidikitlana to taueatswala
D1958	NII via ga- Makoate To Mashashane
D3075 D3375	NII via Phofu to Matlala
D3397	Seema to Lekhureng Via Chipana
D3550 D3556	Bakenberg via Masipa/Malapile to nII
D1958	Mapela thusong to Tin Mine
DI501	Machikiri/Thupi To Mashashane
D598	Sterkrivier to entabeni
D192	Tinmine t-junction to entabenvia lyden/marken t junction
D888	Dikgokgopeng to Daggakraal
NII	Mokopane- Marble Hall
D192, D251	Doorendraai dam

ROAD NUMBER	DESCRIPTION
R518	Mokopane-Zebediela road
D19	Tibane to Makobe

#### 5.3.4. Challenges Faced by the Municipality in Providing Roads

- Aging infrastructure (deterioration of roads due to limited routine and preventative maintenance)
- Most of roads have exceeded their design life span
- Unavailability or insufficient storm water systems
- Huge rural backlog with minimal impact from projects implemented annually.
- Approved organogram not adequate to address the existing Roads and Storm Water functions.
- Roads that Community prioritize during IDP's do not belong to the Municipality but to Waterberg District Municipality, RAL, and the Department of Roads.
- Insufficient budget
- Insufficient plant (construction machinery)

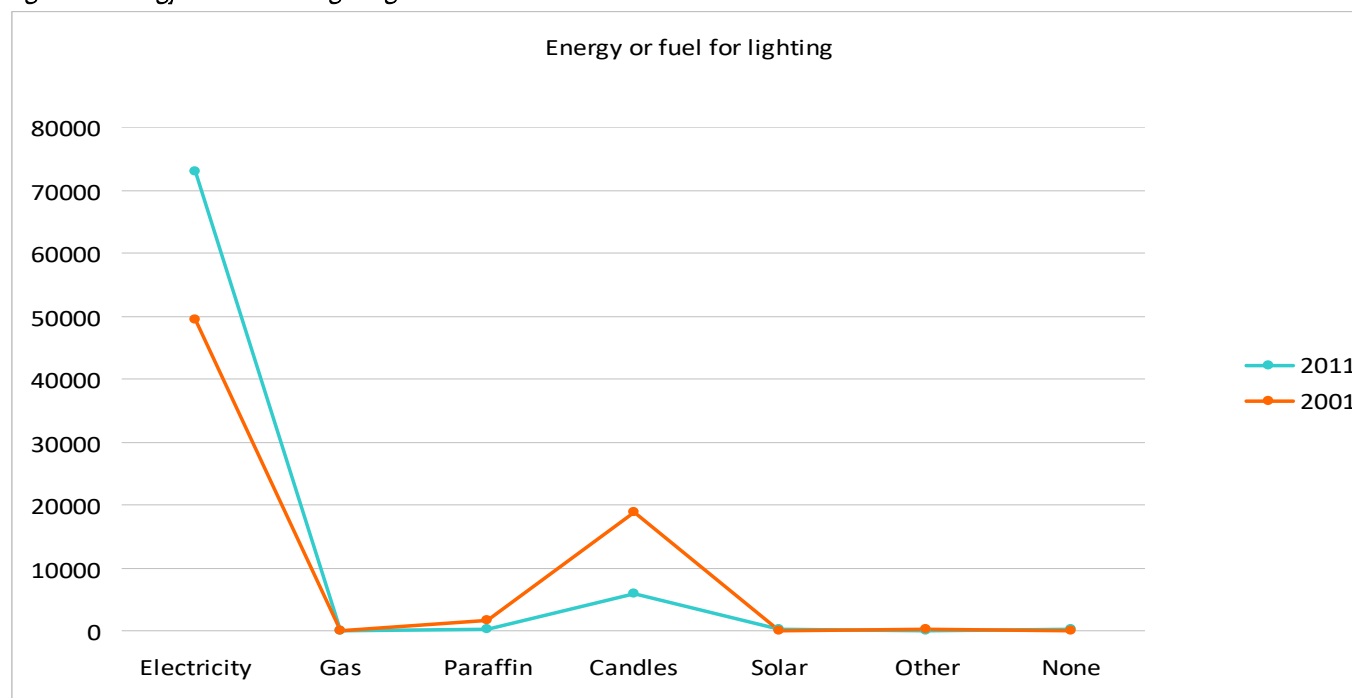
## 5.4. Energy and Electricity

The municipal area of jurisdiction is serviced by both Eskom and the Municipality. The majority of the rural area is serviced by Eskom while the municipality is licensed to service the area in town and farming areas surrounding town. The municipality services a total area of 2800km<sup>2</sup>. The municipality supplies electricity to almost 15,457 consumers (which includes industrial, commercial, agriculture and residential consumers).

The above is achieved by making use of almost 1200km of 33kV, 11kV and 400V overhead electrical lines and  $\pm$  400km underground cables. We are furthermore making use of 4 major 33kV/11kV substations with a total firm capacity of 90MVA. There are 4 minor 33kV/11kV substations supplying electricity to the almost 2800km<sup>2</sup> farming area surrounding Mokopane town as far as 10km from Mookgopong in the south west, 50km in a western direction and 30km in a northern direction from Mokopane town.

### 5.4.I. Electricity Access and Backlogs

Figure I: Energy Source for Lighting



Source: Statistics South Africa (Stats SA), Census 2001 and 2011

Table 20: Household Access to Electricity

	In-house conventional meter	In-house prepaid meter	Connected to other source which household pays for (e.g. con	Connected to other source which household is not paying for	Generator	Solar home system	Battery	Other	No access to electricity
	17237	95003	241	204	-	32	-	638	13403

Source: Statistics South Africa (Stats SA), Community Survey 2016

Table 21: Electricity Backlog

SERVICE	BACKLOG		
	2016/17	2017/18	2018/19
ELECTRICITY	16586	12 033	13 403

#### 5.4.2. Challenges pertaining to the provision of electricity

- A major challenge to the municipality is the funding of projects, more specifically for maintenance of existing infrastructure.
- The electrification of low cost housing, which mostly occur in the Eskom supply area, of which normally there are not enough capacity on the main feeder lines to the villages.
- Meeting the “electricity for all” targets of National Government can therefore not be met at all times.

#### 5.4.3. Provision of free basic electricity

Table 22: Number of consumer units receiving free basic services (2018/19)

Municipality	Electricity
Mogalakwena	3 684

Table 23: Number of consumer units benefiting from indigent policy (2018/19)

Municipality	Electricity
Mogalakwena	4 234

Table 24: Budget to implement Free Basic Services and Indigent Policy (2018/19)

Electricity	Total Budget for Free Basic Services & indigents
5,852,326	24,083,869

## 5.5. Waste Management

Section 28 of the Environmental Management Act imposes further responsibility on individuals to remedy environmental damage or take reasonable measures to prevent such pollution or degradation from occurring, continuing or recurring. National Environmental Management: Waste Act, 2008 [Act No 59 of 2008] gives municipality the executive authority to deliver waste management services, including waste removal, waste storage and waste disposal services. The Municipality owns two general landfill sites and are both licensed in terms of Environmental Conservation Act, 1989 (Act No. 73 of 1989).

### 5.5.1. Waste Management Facilities

Mogalakwena Local Municipality has two permitted landfill sites located at Rebone and Potgietersrus (Mokopane) as stated below:

#### 5.5.1.1. Rebone Landfill

The Rebone Landfill site was classified as G: S: B- and receives only general waste from Rebone Township which consists of 1500 households and local businesses. The site is 100km north of Mokopane, and licenced under permit number 12/9/11/P74. The site has a fence, gate, guardhouse, and signage boards at the gate entrance.

#### 5.5.1.2. Potgietersrus (Mokopane) Landfill

Potgietersrus landfill site (known as Mokopane landfill) is located 4 km south east of Mokopane Town and is about 9 hectares. The permit has been issued in 1994 during the ECA regulations with permit number B33/2/0160/003/P100. The site is secured with a palisade fence, there is a signage board at the entrance, guard house and staff buildings.

### 5.5.2. State of Landfill Sites

Potgietersrus (Mokopane) landfill is approximately 9 hectares in extent and only 2hectares is being used for disposal. The site receives approximately 10 500 m<sup>3</sup> of waste volumes monthly from various sources i.e. domestic, commercial and industrial and the remaining life span is approximately 3 years. The Rebone landfill site has an estimated remaining airspace of 28 000m<sup>3</sup> and the remaining life span of approximately 6 years According to a study compiled by Jeffares & Green dated August 2015 for both landfill sites.

### 5.5.3. Waste Management Access and Backlogs

The number of households whose refuse is removed by local authority weekly has increased from 16.9% in Census 2001 to 26.8% in Census 2011, while those households whose refuse was removed less frequently than once a week declined from 0.8% to 0.4% during the reference period. The percentage of households depending on a communal refuse dump increased slightly from 1.1% to 1.3% between 2001 and 2011. There was a slight increase in the percentage of households that owned their own refuse dumps. Finally, there was a decrease in the proportion of households without any refuse disposal from 9.7% in Census 2001 to 7.7% in 2011. The table below shows the various waste disposal methods per households.

**Table 25: Access to Refuse Removal Services**

Total no of household		Removed by local authority/private company at least once a week		Removed by local authority/private company less often		Communal refuse dump		Own refuse dump		No rubbish disposal		Other	
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
70132	79396	11839	21286	610	347	789	996	50114	50256	6775	6101	6	410

Source: Statistics South Africa (Stats SA), Census 2001 and 2011

Removed by local authority/private company/community members at least once a week	Removed by local authority/private company/community members less often than once a week	Communal refuse dump	Communal container/central collection point	Own refuse dump	Dump or leave rubbish anywhere (no rubbish disposal)	Other
15921	11479	10331	336	191321	7384	5223

Source: Statistics South Africa (Stats SA), Community Survey 2016

### 5.5.4. State of refuse removal in urban and rural settlements

Waste collection is done in the three service delivery areas which are Rebone, Mahwelereng and Mokopane. The service in rural areas is partly done with the exception of Armoede and Rooibokfontein which emanated as a result of relocation by the mine (Anglo Platinum). 15 921 households and businesses are receiving weekly kerbside and bulk waste collection services. Rural and peri urban areas are also being serviced. Waste is collected by means of rear-end loaders (RELS) from urban settlements and peri-urban settlements on a weekly basis and also the commercial and industrial premises on a daily basis. General waste collection in the municipality is collected from domestic or households sources.

### 5.5.5. Challenges with regard to refuse disposal and removal

- Land fill site in town is operating at moderate capacity.
- Lack of machinery at Rebone landfill site.
- Improved slightly the waste collection in rural areas.
- Obsolete machinery and equipment.



## 5.6. Public Transport

The dominant development potential is strengthened or weakened by its accessibility and links with the broader development environment. Access and functional linkages described by:

- Road and rail links.
- The mode of transport utilised by households.
- The accessibility of Mokokwane as regional service centre.
- The functional service area of the urban core.

### 5.6.1. Modes of transport

Mogalakwena has a total road distance of 1 205km of which only 14.5 % are surfaced. However, most of the roads in the proclaimed towns are surfaced but are not necessarily in a good condition. The Municipality Mode of Transport is mixed and the dominant mode of transport includes:

- Bus and Taxi
- Private Cars
- Donkey Carts
- Bicycles & Walking

### 5.6.2. Taxi/bus facilities

Municipality		Total number of Taxi routes	
Mogalakwena		64	
Total Number of bus terminals	Total number of formal terminals	Total number of informal bus terminals	
4	1	3	

### 5.6.3. Transport challenges

- Due to the fact that places of work are separated from places of residence, people have to travel long distances to employment areas. The cost of and the opportunity cost of travelling are greater for the rural commuters.
- Some roads conditions are not conducive for formal transport system. The need for high maintenance and operations cost are amongst the factors contributing to the problem, the low use of service between peak traffic periods results in infrequent services.
- None availability of integrated transport plan.

## 5.7. Sports, arts & culture

Current sport and recreational facilities in Mogalakwena municipality include tennis, netball, volleyball, cross-country, soccer, athletics, rugby and gym. The table below shows formalized sports infrastructure in the various municipal growth points.

### 5.7.1. Sports facilities in the municipality

**Table 26: Sport Infrastructure**

NAME	CONDITION	FACILITIES OFFERED
Mahwelereng Stadium	Poor	Tennis, Netball, Volleyball, Cross-Country, Soccer, Athletics and Gym
Bakenberg Stadium	Poor	Netball and Soccer
Mapela Stadium	Poor	Netball
Rebone Stadium	Poor	Soccer, Netball and Tennis
TT Tsholo Stadium	Fair	Soccer and Netball
Rugby Club Grands	Very Poor	Rugby

### 5.7.2. Libraries

The Municipality manages three (3) fully established community libraries based in Mokopane, Mahwelereng and Makobe (Bakgoma) respectively. The Municipality also provides the library services to the two satellite areas (Bakenberg and Tauetswala (Babirwa)

## 5.8. Parks and Cemeteries

There are open spaces that are managed by the Municipality in urban areas. Some of the parks clearing and de-bushing is not done due to lack of equipment. The Municipality is responsible for the provision, administration and maintenance of four cemeteries which are located in Mokopane, Acacia, Rebone and Mahwelereng.

As Mahwelereng cemetery is almost full, attention needs to be given to formalizing the status of the newly developed cemetery in Ext 17

### 5.8.1. Activities that are contributing into climate change reduction

Project Name	Location	Use
Outdoor Gym	Mahwelereng	Gym
Production of Compost	Parks	Compost for trees
Recycling of Glass	Parks	Decor accessories
Recycling of papers	parks	Making sculpture
Recycling of tin	Parks	Planting Trees

## CHAPTER SIX: INTEGRATED HUMAN SETTLEMENTS

### 6.1. Legislative Framework

The following acts/legislations regulate all matters relating to housing in our country:

Legislation	Summary/Scope of Legislation
Constitution of the Republic of South Africa, Act 106 of 1996, Chapter 2, section 26(1)	<ul style="list-style-type: none"> <li>• Everyone has the right to have access to adequate housing</li> </ul>
Housing White Paper, 1994	<ul style="list-style-type: none"> <li>• To provide a framework for future provision of sustainable housing in the country</li> </ul>
Housing Act no 107 of 1997	<ul style="list-style-type: none"> <li>• To provide for the facilitation of a sustainable housing development process; For this purpose to lay down general principles applicable to housing development in all spheres of government,</li> <li>• To define the function of national, provincial and local governments in respect of housing development;</li> <li>• To provide for the establishment of a South African Housing Development Board, the continued existence of provincial boards under the mane of provincial housing development boards and the financing for national housing programme</li> </ul>

### 6.2. Powers and Function

The provision of houses remains the function of the provincial Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA). The role of the municipality is mainly to coordinate the identification of sites, beneficiaries and monitoring the construction process.

The current organogram has a Planning and Development Services Department, comprising of Town Planning, Local Economic Development, Integrated Development Planning and Housing.

The Housing functions are as follows:

- Beneficiary administration (identification of beneficiaries, housing needs register or database, completion of application forms, follow-up on application status and handling beneficiary queries).
- HSS administration – access to viewing only.
- Project Management (all housing programmes)
- Consumer Education
- Implementation of housing programmes in line with relevant policies
  - The Municipality is not an implementing agent/developer, however housing projects are implemented in partnership with the Provincial government in terms of Corporate Governance
  - All housing initiatives are implemented with the support of CoGHSTA and HDA

- Private sector initiatives are also supported and encouraged

### 6.3. Current National Housing Programmes

- Integrated Residential Development Programme
- Upgrading of Informal Settlements
- Provision of Social and Economic Facilities
- Housing Assistance in Emergency Circumstances
- Social Housing Programme
- Institutional Subsidies
- Community Residential Units Programme
- Rural Subsidy Communal Land Rights
- Consolidation Subsidy Programme
- Enhanced Extended Discount Benefit Scheme
- Rectification of Certain Residential Properties Created under the Pre-1994 Housing Dispensation

### 6.4. Housing Consumer Educations

- Housing Consumer Education was conducted to all wards which benefitted for 2017/2018 financial year. The total beneficiaries target was 1 107
- 163 beneficiaries were trained in Housing Consumer Education for 2017/2018 Financial year after construction

### 6.5. Housing Backlogs

- Municipality housing backlog standing at nineteen thousand eight hundred and eighty two (19 882) pending the review of beneficiaries From 2015 to 2018
- Middle income backlog is standing at six thousand five hundred and fifty two ( 6 552)

### 6.6. The state of housing in the municipality

- 21 167 units build to date and the backlog still stand at 19 882 according to municipal housing database
- 370 units allocated for 2019/20 financial year
- The MEC of Coghsta allocated additional 250 units during 2019/20 Financial Year
- Currently 370 units allocated and seven (7) contractors has been appointed
- Additional of 250 units allocated
- 620 units were captured and approved on the Housing Subsidy System (HSS) for 2019/2020 financial year

Table 27: Main dwelling types

House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling/hut/structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	Room/flatlet on a property or larger dwelling/servants quarters/granny flat	Caravan/tent	Other	Unspecified	Not applicable
377280	4106	2032	376	1815	477	2684	8107	6557	481	115	1081	1094	5679

Population projections on areas adjacent to strategically located land for integrated human settlement

Community	Community type	Hh 2020	Population 2020	Hh 2025	Population 2025	Hh 2030	Population 2030	Hh 2035	Population 2035	Hh 2040	Population 2040	Hh2045	POPULATION 2045
Mokopane	Urban	11338	43393	13014	49806	14884	56964	16781	64224	18931	72453	20921	80069
Mountain View	Urban	451	1963	474	2064	498	2169	523	2280	550	2396	578	2518
Madiba	Urban	2102	9158	2209	9625	2321	10114	2439	10629	2563	11170	2694	11739
Maruteng	Urban	1549	5927	1629	6234	1713	6556	1802	6896	1895	7253	1993	7629
Masehlaneng	Urban	981	4274	1031	4492	1083	4720	1138	4961	1196	5213	1257	5479
Moshate	Urban	1565	5989	1646	6300	1731	6626	1821	6969	1915	7330	2014	7710
Mahwelereng	Urban	7891	30201	8141	31157	8391	32114	8811	33720	9230	35325	10069	38537
Sekgagakapeng & Phola Park	Urban	4186	16021	4403	16851	4631	17724	4871	18642	5123	19607	5388	20622
Masodi	Urban	2440	10631	2564	11172	2694	11741	2831	12338	2976	12966	3127	13626
Mzumbana	Rural	1264	5687	1395	6279	1541	6933	1701	7654	1878	8451	2073	9330

#### Land Availability: Strategically Located Land for Integrated Human Settlement

PPR Town and Townland 44 KS	Mixed use Development	3.5Ha
De Klerk Street PPR Ext 3	Mixed use development	±9Ha
Remainder of Mokopane Extension I4	Residential	Undetermined
Central	Residential	Undetermined
Central	Residential with a monument on a portion of it.	Undetermined
Piet Potgietersrus Town and Town Lands	Show ground	Undetermined
Akasia	Middle income	3.5Ha
Extension 8	Middle income	2.5Ha
Extension I4	Gap Market	4645Ha
Extension 15	Gap Market	3.2Ha
Extension 20	Low/Cost	Undetermined

#### 6.7. Challenges pertaining to provision of housing

- Allocation of houses from the department versus the demand of the municipality does not meet the Municipality demands.
- No delegated powers for the municipality on the provision of housing
- Land grab on tribal land/unauthorized demarcation of land
- Mogalakwena Municipality is not accredited to perform housing delivery, so housing allocation is done by COGHSTA where it becomes difficult to eradicate the backlog.
- Non-payment of local builders and service providers by contractors appointed by COGHSTA.
- VIP toilets provided to beneficiaries do not comply with Dept. of Water and Sanitation and Dept. of Human Settlements standards.
- The last upgrading houses were built in 2008/2009 F/Y, so this is challenge for communities staying around town and Mahwelereng because at the moment houses are built in rural villages.
- The Municipality does not have Integrated Human Settlement Plan or Housing Plan for future planning.

## CHAPTER SEVEN: SOCIAL ANALYSIS

### 7.I. Health and Social Development

Access to social facilities plays an important role in local development. The spatial system in Mogalakwena is well established and has developed over many years. However, issues with social facilities are highlighted in the Council's IDP. It is not possible to determine the nature of the needs for schools, clinic, etc. In this assessment the emphasis is on the quantitative aspects or specifically the access of communities to these services. The next map shows the general distribution of these facilities throughout the municipal area.

#### 7.I.1. Primary health care facilities

The Mogalakwena municipality is serviced by **Three Hospitals, One Health Centre, Twenty Nine Clinics** and **Twelve Mobile Clinics**. Walking distance to hospitals and clinics: - More than 80% of the population is within 120 minutes from health facilities.

#### 7.I.2. Social development

Social grants play a vital role in reducing poverty and promoting social development. Over the past years government implemented a myriad of poverty alleviation measures with social assistance being the biggest of them all. Mogalakwena Local Municipality has the highest number of people receiving child support grant in Waterberg District Area. However, the following challenges are experienced by SASSA and the Department of Social Development:

- Number of pay points do not have proper infrastructure i.e. water, sanitation, fencing, etc
- Lack of pay points facilities and office accommodation

Table 28: Distribution of social grants per type

Local Office	Grant Type		Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants	
BAKENBERG	Old Age Grant		6 629		R11 799 620	6 629	
		> 75 Years	3 821		R6 877 800	3 821	
	Disability Grant	Permanent Disability	1 134		R2 018 520	1 134	
		Temporary Disability	203		R361 340	203	
	Foster Care Grant			1 158	R1 158 000	1 158	
	Grant-In-Aid		1 542		R647 640	1 542	
	Care Dependency Grant			168	R299 040	168	
	Child Support Grant	(< 1 Year)			1 534	R644 280	1 534
		(1 Year)			1 938	R813 960	1 938
		(2 Years)			1 951	R819 420	1 951
		(3 Years)			1 943	R816 060	1 943
		(4 Years)			2 106	R884 520	2 106
		(5 Years)			2 143	R900 060	2 143
		(6 Years)			2 123	R891 660	2 123
		(7 Years)			1 853	R778 260	1 853
		(8 Years)			1 857	R779 940	1 857
		(9 Years)			1 663	R698 460	1 663
		(10 Years)			1 662	R698 040	1 662
		(11 Years)			1 569	R658 980	1 569
		(12 Years)			1 634	R686 280	1 634
		(13 Years)			1 572	R660 240	1 572
		(14 Years)			1 558	R654 360	1 558
		(15 Years)			1 333	R559 860	1 333
(16 Years)				1 305	R548 100	1 305	
(17 Years)			1 171	R491 820	1 171		
<b>Total</b>			<b>13 329</b>	<b>32 241</b>	<b>R36 146 260</b>	<b>45 570</b>	



Local Office	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants	
MOKERONG	Old Age Grant		7 571		R13 476 380	7 571
		> 75 Years	4 119		R7 414 200	4 119
	Disability Grant	Permanent Disability	2 271		R4 042 380	2 271
		Temporary Disability	702		R1 249 560	702
	Foster Care Grant			1 062	R1 062 000	1 062
	Grant-In-Aid		1 364		R572 880	1 364
	Care Dependency Grant			295	R525 100	295
	Child Support Grant	(< 1 Year)		2 127	R893 340	2 127
		(1 Year)		2 365	R993 300	2 365
		(2 Years)		2 236	R939 120	2 236
		(3 Years)		1 934	R812 280	1 934
		(4 Years)		2 098	R881 160	2 098
		(5 Years)		1 980	R831 600	1 980
		(6 Years)		2 440	R1 024 800	2 440
		(7 Years)		2 782	R1 168 440	2 782
		(8 Years)		2 755	R1 157 100	2 755
		(9 Years)		2 571	R1 079 820	2 571
		(10 Years)		2 450	R1 029 000	2 450
		(11 Years)		2 364	R992 880	2 364
		(12 Years)		2 431	R1 021 020	2 431
		(13 Years)		2 274	R955 080	2 274
		(14 Years)		2 091	R878 220	2 091
		(15 Years)		1 934	R812 280	1 934
		(16 Years)		1 711	R718 620	1 711
	(17 Years)		1 659	R696 780	1 659	
	<b>Total</b>		<b>16 027</b>	<b>41 559</b>	<b>R45 227 340</b>	<b>57 586</b>
	Local Office	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
MOGALAKWENA	Old Age Grant		1	R1 780	1	
	<b>Total</b>		<b>1</b>	<b>R1 780</b>	<b>1</b>	

Local Office	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants	
MOKOPANE	Old Age Grant		3 753		R6 680 340	3 753
		> 75 Years	1 097		R1 974 600	1 097
	Disability Grant	Permanent Disability	562		R1 000 360	562
		Temporary Disability	167		R297 260	167
	Foster Care Grant			329	R329 000	329
	Grant-In-Aid		519		R217 980	519
	Care Dependency Grant			95	R169 100	95
	Child Support Grant	( < 1 Year)		983	R412 860	983
		( 1 Year)		1 259	R528 780	1 259
		( 2 Years)		1 250	R525 000	1 250
		( 3 Years)		1 370	R575 400	1 370
		( 4 Years)		1 446	R607 320	1 446
		( 5 Years)		1 510	R634 200	1 510
		( 6 Years)		1 276	R535 920	1 276
		( 7 Years)		1 024	R430 080	1 024
		( 8 Years)		1 009	R423 780	1 009
		( 9 Years)		974	R409 080	974
		(10 Years)		972	R408 240	972
		(11 Years)		934	R392 280	934
		(12 Years)		897	R376 740	897
		(13 Years)		927	R389 340	927
		(14 Years)		813	R341 460	813
		(15 Years)		682	R286 440	682
		(16 Years)		658	R276 360	658
	(17 Years)		580	R243 600	580	
	<b>Total</b>		<b>6 098</b>	<b>18 988</b>	<b>R18 465 520</b>	<b>25 086</b>

Local Office	Grant Type		Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants	
NKIDIKITLANA	Old Age Grant		4 007		R7 132 460	4 007	
		> 75 Years	2 169		R3 904 200	2 169	
	Disability Grant	Permanent Disability		624		R1 110 720	624
		Temporary Disability		92		R163 760	92
	Foster Care Grant			763	R763 000	763	
	Grant-In-Aid		1 828		R767 760	1 828	
	Care Dependency Grant				91	R161 980	91
	Child Support Grant	(< 1 Year)			1 052	R441 840	1 052
		(1 Year)			1 392	R584 640	1 392
		(2 Years)			1 288	R540 960	1 288
		(3 Years)			1 306	R548 520	1 306
		(4 Years)			1 327	R557 340	1 327
		(5 Years)			1 418	R595 560	1 418
		(6 Years)			1 350	R567 000	1 350
		(7 Years)			1 360	R571 200	1 360
		(8 Years)			1 295	R543 900	1 295
		(9 Years)			1 255	R527 100	1 255
		(10 Years)			1 229	R516 180	1 229
		(11 Years)			1 189	R499 380	1 189
		(12 Years)			1 103	R463 260	1 103
		(13 Years)			1 163	R488 460	1 163
		(14 Years)			1 046	R439 320	1 046
		(15 Years)			914	R383 880	914
		(16 Years)			887	R372 540	887
	(17 Years)			795	R333 900	795	
	<b>Total</b>			<b>8 720</b>	<b>22 223</b>	<b>R22 978 860</b>	<b>30 943</b>

SOURCE: SASSA Limpopo, September 2019

### 7.1.3. Safety and Security

The Municipal area consists of **4 police stations**, namely **Gilead Police Station, Mahwelereng Police Station, Mokopane Police Station, and Tinmyne Police Station.** Driving time from police stations: - The analysis shows that more than 96% of the population is within a 30 minute drive from a police station. The most inaccessible areas coincide with the areas with high conservation potential and also the most sparsely populated areas.

The crime situation of Mogalakwena Municipality is facilitated by grouping the crime tendencies into the following categories as per 2018/19 SAPS Crime Stats:

Precinct	Murder	Sexual Offences	Attempted murder	Assault with the intent to murder	Common assault	Common robbery	Robbery with Arson	Malicious damage to property	Burglary at non-residential	Burglary at residential	Theft of motor vehicle	Theft out of or from Stock-theft	Illegal possession	Drug-related	Driving under the influence	All theft not crime	Commercial crime	Shoplifting	Community-reported	Carjacking	Truck hijacking	Robbery at residential	Robbery at non-residential	Rape	Sexual assault	Attempted sexual	Contact sexual		
Gilead	5	31	3	128	69	22	30	3	64	67	53	4	4	44	1	101	10	133	2	7	688	4	0	1	9	26	3	1	1
Mahwelereng	28	102	33	471	253	141	149	17	297	119	459	19	97	75	19	561	42	569	48	32	3335	9	0	9	47	96	4	2	0
Mokopane	8	34	8	87	35	83	162	1	73	127	270	17	266	26	9	543	73	475	110	118	1940	8	4	14	24	26	4	4	0
Tinmyne	2	31	31	103	69	15	29	3	57	67	46	4	8	33	2	133	3	230	6	1	599	1	0	2	9	24	3	4	0
<b>Total</b>	<b>43</b>	<b>198</b>	<b>50</b>	<b>789</b>	<b>426</b>	<b>261</b>	<b>370</b>	<b>24</b>	<b>491</b>	<b>380</b>	<b>828</b>	<b>44</b>	<b>375</b>	<b>178</b>	<b>31</b>	<b>1338</b>	<b>128</b>	<b>1407</b>	<b>166</b>	<b>158</b>	<b>6188</b>	<b>21</b>	<b>1</b>	<b>54</b>	<b>90</b>	<b>172</b>	<b>14</b>	<b>11</b>	<b>1</b>

#### 7.1.4. Fire & Rescue Services and Disaster Management

Disaster Management is a district function. The Waterberg District Municipality has compiled and adopted a Disaster Management Plan. The plan covers all the six municipalities within the district.

##### 7.1.4.1. Municipal Risk Assessment

According to the Department of Co-operative Governance, Human Settlements & Traditional Affairs, 2012, Disaster Risk Assessment, the following risks exist within the municipal area:

- Fire 16.61%
- Drought 12.90%
- Epidemics/Disease 10.86%
- Floods 9.84%
- Aircraft Accidents 9.30%
- Hazmat 9.16%
- Agric Disease 8.49%
- Pollution - Water 8.49%
- Dam Failure 7.94%
- Deforestation 7.40%

##### 7.1.4.2. Incidents of Fire Attended During 2018/19 Financial Year

- Structure 49
- Vehicle 26
- Grass and rubbish 129
- Other 25
- **TOTAL 229**

##### 7.1.4.3. Incidents of Disaster Attended During 2018/19 Financial Year

- House affected 171

### 7.1.5. Post Offices and Telecommunications

The telecommunication infrastructure plays an important role in the development of other socioeconomic sectors. An effective telecommunication infrastructure that includes universal access is essential to enable the delivery of basic services and the reconstruction and the development of the deprived areas.

#### 7.1.5.1. Number of Post Office in Mogalakwena Local Municipality

NAME OF POST OFFICE	STREET_ADDRESS
BAKENBERG	Lelema Shopping Centre, Shop 3 Bakenberg
MAHWELERENG	Shop 2, Olympic Park Centre, Erf 44, Dududu Madisha Rd, Mahwelereng
MAPELA	Main Road Kwakwalata Complex
MOKOPANE	74 Ruiters Road
REBONE	Steilloop Plaza, Shop no. 07, P.O.Rebone 0671
STERKRIVIER	Sterkrivier Farm, P.O.Sterkrivier, 0630
TAUEATSWALA	Babirwa Thusong Centre, P.O.TAUEATSOALA 0660

#### 7.1.5.2. Cellular Phone Network Infrastructure Challenges

There are areas in the municipality which experience network infrastructure challenges, areas such as Ga-Masipa, Mahabaneng, and many others, especially when travelling deep into rural Mogalakwena.

## CHAPTER EIGHT: LOCAL ECONOMIC DEVELOPMENT

### 8.1. Description of Municipal Economy

The 2011 Mogalakwena reviewed LED, the SDF and the Tourism Strategies has identified that mining, finance and wholesale are the major role-players in terms of promoting growth and development within the municipality. Other sectors of importance that have potential to become active role-players in the economy are tourism and agriculture. The WMDS (2006) highlighted that platinum mining in the region will become a more important facet to mining and mining development. Platinum mining in Mokopane is a leading driving force to economic development, employment creation and community skills development and prosperity. The incorporation of this sector in the diversification of the local economy and promoting value-chain development for the purposes of clustering supportive economic functions in a single area will assist in the goals and objectives as identified within the Mogalakwena IDP, Waterberg LED/IDP and the LDP. The LDP has identified that the long term strategic vision of the mining sector should be transformed to become not only a resource-based industry, but should also become knowledge-based industry which collectively create conducive environment for value-addition.

The only major challenge for Mogalakwena Local Municipality is the lack of bulk water supply that could unlock the potential of the municipality for the reduction of the high unemployment rate and poverty within the area, district and provincial level as the former is one of the major contributors to the GDP for both the district as well as the province. The process of sourcing water from Flag Boshielo Dam in Ephraim Mogale Local Municipality has started some years back but the municipality with little resources has already laid water infrastructure development community consumption and development.

### 8.2. Comparative and Competitive Economic Advantages

The economic activity of an area is generally measured by means of the output generated by that activity. In order to measure the output generated by an area, reference is generally made to the GDPR or Gross Domestic Product per Region. The GDPR is an indicator of the quantifiable measure to which the market value of new goods and services produced in a given time period can be measured. The table below is an indication of the contributions made by each sector to the local economy of Mogalakwena and therefore provides an indication of the most important sectors in the economy.

**Table 29: Tress Index of GDPR, 2009**

Industry	GDP	% Share	Rank
Mining	2 449 849 040	27%	9
Government& Communication Services	1 862 871 374	21%	8
Finance& Business Services	1 381 069 359	15%	7
Wholesale & Trade	1 134 945 665	13%	6
Transport	1 014 168 305	11%	5
Manufacturing	425 233 155	5%	4
Electricity & water	276 658 810	3%	3
Construction	270 658 810	3%	2
Agriculture	201 654 864	2%	1
<b>Total</b>	<b>9 017 130 018</b>	<b>100%</b>	<b>n.a</b>

### 8.3. Enabling Economic Infrastructure

Both community services and infrastructure play a vital role in the development of the local economy of a region. The level of service in both of these categories directly and indirectly affect the ability of a region to attract and retain talented individuals and to compete for business.

The following factors should be taken into account when assessing the readiness, or enabling environment of an area:

- The quality and extent of hard infrastructure such as road- and rail networks, airports and harbours.
- The sophistication of local telecommunications, banking and finance services similarly impact on the input and operational costs of doing business.
- The extent to which spatial and land planning policies and documents are flexible to the needs of businesses and the relative ease of following land planning processes, such as rezoning applications.
- The sophistication of the public sector.
- The quantity and quality of available labour and training programmes, in relation to the specific human resource requirements of investors.
- Quality of life factors, such as the supply of housing and personal lifestyle facilities (such as educational, cultural and recreational services) also have an impact on the attraction of a particular investment.

The Mogalakwena Local Municipality has laid infrastructure for the functional water scheme to accommodate the envisaged bulk water supply from Flag Boshielo Dam to supply various communities as well as for the anticipated mining developments within the area. The municipality is also in the process of negotiating additional water with relevant role-players to augment the current water supply in order to operationalize the planned functional scheme. The date of the delivery of the bulk water to the municipality has been shifted to 2025 due to economic condition in the country

Electricity infrastructure includes upgrades, electrification and construction of electricity lines in various villages as well as maintenance of electricity infrastructure across the municipality. A detailed project and budget is highlighted in the municipal IDP 5 year capital investment framework. The municipality will also tap electricity supply from Borutho Sub-station recently constructed and completed by Eskom near Sekuruwe village. The operation of the Sub-station will be active after the completion of the synchronization process and the anticipated mining companies will be benefiting out of the source when commissioning their mining operations in the near future.



#### 8.4. Economic Analysis: Strengths & Constraints

##### Key constraints facing the economy of Mogalakwena are:

- Absence of Social Labour Plans in the IDP
- Unable to leverage on competitive/comparative advantages
- NI bypasses Mokopane town
- Water scarcity
- Large area affected by land claims with poor facilitation and management of land restitution initiatives
- High level of unemployment/poverty
- Unskilled labour force mainly amongst the youth, women, and people with disabilities
- Limited local beneficiation through mining activities
- Limited sector/business linkages
- Lack of business support, investment opportunities and investment incentives
- Untapped tourism potential and undeveloped tourist attractions
- Signage/ facade of town
- Lack of institutional capacity (linked to service delivery)
- Market entry barriers for emerging entrepreneurs
- No mining strategy
- Lack of support of LED initiatives
- No co-ordination and alignment of activities amongst institutions
- Lack of planning to accommodate mining developments
- Aging infrastructure

##### Key strengths:

- Mokopane provincial growth point
- NII linkages with Botswana/Zimbabwe
- Richly endowed with mineral resources with numerous untapped opportunities
- Mogalakwena area is one of the main production areas of platinum in the Province
- An area of great natural beauty rich with natural resources
- Part of Internationally recognized Biosphere Reserve
- Makapan Valley World Heritage site
- Vacant industrial space
- Numerous government owned land parcels
- Labour availability
- Strategic location to neighbouring countries and provinces
- Numerous opportunities for Agro-processing and mineral beneficiation

## CHAPTER NINE: FINANCIAL MANAGEMENT & VIABILITY

### 9.1. Financial Viability

The application of sound financial management principles for the compilation of Mogalakwena Municipality's financial plan is essential and critical to ensure that Mogalakwena Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

### 9.2. Municipal Financial Management Legislative Prescripts

In terms of governing legislation the municipality is required to develop and implement rates and tariff policies or bylaws to guide the revenue management of the municipality. The following budget related policies have been approved and adopted by council.

- Indigent policy
- Expenditure manual
- Cash management & investment policy
- Supply chain Management policy
- Credit control and Debt collection policy
- Tariff policy
- Rates policy
- Unauthorised, irregular and fruitless and wasteful expenditure
- Asset Management Policy

### 9.3. Assessment of Municipal Financial Status

Table 30: Financial position of Mogalakwena Municipality

DESCRIPTION	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Billings to customers	369 074 494	309 979 626	306 679 269	386 538 373	428 901 809
Total operating transfers (Grant + Subsidy income)	348 737 969	364 452 850	385 151 881	403 838 848	449 600 000
Total operating expenditure	862 364 015	848 802 694	885 064 355	954 363 492	1 019 019 733
Capital budget spent in year	514 354 550	370 968 105	320 137 180	361 555 139	182 286 600
Council approved capital budget in year	565 233 678	408 401 500	486 147 170	277 416 000	533 457 717
Invoices Outstanding	179 741 428	10 354 501			
Total outstanding customer debt as at 30 June 2015, 30 June 2016, 30 June 2017 and 30 June 2018	516 902 606	555 677 713	480 380 046	514 159 312	290 840 221
Billed revenue for year	369 074 494	309 979 626	306 679 269	386 538 373	428 901 809
Current assets as at 30 June 2015, 30 June 2016, 30 June 2017, 30 June 2018 and 30 June 2019	759 255 088	759 255 088	503 272 665	583 260 115	518 856 320
Current liabilities as at 30 June 2015, 30 June 2016, 30 June 2017, 30 June 2018 and 30 June 2019	405 692 811	405 692 811	370 227 533	548 006 076	296 490 550
Total revenue	1 240 950 986	1 168 347 607	1 253 518 353	1 233 750 508	1 533 520 139
Revenue from grants	783 769 534	682 938 850	753 605 880	683 189 825	930 575 000
Salaries budget (including benefits)	213 228 681	279 954 735	287 993 866	346 853 951	352 579 869
<b>Total operating budget</b>	<b>887 272 703</b>	<b>848 802 694</b>	<b>885 064 355</b>	<b>954 363 492</b>	<b>1 019 019 733</b>

#### 9.4. Revenue Management: Billing- Collection- Debt Management

The municipality implemented Solar financial system as part of mSCOA and the billing is effected through the financial system. The process of MSCOA includes data cleansing of billing information to ensure that accurate bills are issued to consumers.

Outstanding debts as at **30 June 2019** were **R290 840 221**. The municipality enforces payment for services through the implementation of the debt collection and credit control policy. Although significant effort is being made to increase the collection rate, there is still a persistent culture of non-payment in certain areas of the municipality.

### 9.5. Expenditure Management

The municipality is able to settle creditors' payments within 30 days after receipt of an invoice as required by the MFMA. Internal control measures have been put in place to ensure that there is adherence to this.

There is a need to adequately manage the cashflow of the municipality including spending on excessive overtime, fuel costs and unplanned maintenance costs.

### 9.6. Asset and Liability Management

The asset management unit has been established and is made up of 4 officials, inclusive of the Divisional Head. Fleet management forms part of the asset management unit. The municipality reviewed its asset management policy and it was adopted by council on 29 May 2018 as part of the budget related policies.

The municipality updates its asset register annually in line with GRAP standards. There have been challenges with regards to ensuring proper asset management. Many of the control deficiencies on assets have been raised by the Auditor General in their audit reports for 2015/16 and 2016/17. There are plans to review the organizational structure for asset management unit to ensure that it is adequately staffed to effectively perform its duties.

The municipality disclosed all liability in term of GRAP using criteria as outline in paragraph 71 to 78 of GRAP one. The liability indicators were self-explanatory in 2016/2017 financial year. The percentages of expenditure categories were well within acceptable norms and indicate good governance of the funds of the municipality.

The municipality made provisions in order to enable the municipality to be in a position to fulfill its known legal obligations when they become due and payable and as such there is no known reason as to why the municipality will not be able to meet its obligations.

### 9.7. Outline of Revenue Sources

Revenue Source	2015/16	2016/17	2017/2018	2018/2019	2019/2020
Property rates	55 459 979	59 966 712	73 200 641	76 923 701	78 819 886
Service charges: Water, Sanitation, Electricity	284 792 306	327 285 891	338 945 104	370 395 218	408 751 496
Refuse removal	12 110 361	15 739 988	15 056 061	16 143 155	20 150 313
Rental of facilities and equipment	571 872	1 145 375	1 215 243	1 611 384	1 691 954
Interest earned: external investments	38 940 023	33 056 564	39 017 305	42 138 688	6 265 525
Interest earned: outstanding debtors	16 228 989	2 968 107	3 149 162	3 410 880	41 131 424
Fines	3 163 638	5 804 365	5 830 782	6 470 141	6 793 648
Licensing and permits	41 561	61 754	27 765	9 837 677	1 636 966
Government grants and subsidies – operating	374 349 598	364 452 850	385 151 881	403 838 848	449 600 000
Government grants and subsidies – capital	409 419 936	318 486 000	368 453 999	279 350 977	480 975 000
Other revenue: e.g. Lottery	13 890 830	12 280 001	14 717 310	3 518 278	12 386 788
Gains on disposal of property, plant and equipment	31 981 893	27 100 000	8 753 100	20 111 561	25 317 139
<b>Total Revenue</b>	<b>I 240 950 986</b>	<b>I 168 347 607</b>	<b>I 253 518 353</b>	<b>I 233 750 508</b>	<b>I 533 520 139</b>

### 9.8. Municipal Expenditure Trends

Expenditure	2015/2016	2016/2017	2017/2018	2018/2019	2019/20
Capital expenditure	514,354,550	848 802 694	486 147 170	277 416 000	529 935 720
Operations and maintenance expenditure	862,364,015	408 401 500	885 064 354	954 363 492	995 719 733
<b>Total Expenditure</b>	<b>I,376,718,565</b>	<b>I 257 204 194</b>	<b>I 371 211 524</b>	<b>I 231 779 492</b>	<b>I 525 655 453</b>

9.9. Indigent welfare packages for 2020/21

Package Compilation for Indigent	19/20 R(Vat included)	20/21 R(Vat included)
Rates – R100 000		
Valuation	51.36	53.67
Refuse (up to 500 m2)	62.81	65.64
Sewage (up to 500 m2)	34.28	35.82
Electricity – 50kwh	51.69	58.45
Water – 6kl	100.48	122.99
<b>Total indigent package per month</b>	<b>300.62</b>	<b>336.57</b>

### 9.10. Municipal Grant Allocations

The Division of Revenue Bill allocations to Mogalakwena Municipality for the 2020/2021 to 2022/2023 financial years are as follows:

Grant allocations over the MTREF

Description	Current Budget	2020-2021	2021-2022	2022-2023
TS_O_M_DM_LIM_DC36_WATERBERG GRANT	- 5 000 000,00	- 5 225 000,00	- 5 465 350,00	- 5 716 756,10
TS_O_M_NRF_EQUITABLE SHARE	- 436 536 000,00	- 467 724 000,00	- 501 940 000,00	- 532 639 000,00
TS_O_M_NG_MIG GRANT	- 5 000 000,00	- 7 766 300,00	- 8 500 000,00	- 9 000 000,00
TS_O_M_NG_LOCAL GOV FIN MNG GRANT	- 1 770 000,00	- 1 700 000,00	- 2 000 000,00	- 2 200 000,00
TS_O_M_NG_EPWP GRANT	- 1 294 000,00	- 1 259 000,00	-	-
<b>Operational grants</b>	<b>- 449 600 000,00</b>	<b>- 483 674 300,00</b>	<b>- 517 905 350,00</b>	<b>- 549 555 756,10</b>
TS_C_M_NG_INEP GRANT	- 14 000 000,00	- 18 000 000,00	- 18 000 000,00	- 15 000 000,00
TS_C_M_NG_RBIG GRANT	- 183 558 000,00	- 74 434 000,00	- 171 702 000,00	- 373 873 000,00
TS_C_M_NG_WSIG GRANT	- 60 000 000,00	- 43 850 000,00	- 45 000 000,00	- 37 640 000,00
TS_C_M_NG_MIG GRANT	- 151 417 000,00	- 147 559 700,00	- 160 916 000,00	- 170 727 000,00
TS_C_IK_PE_OTH TRF PE_MINING COMP	- 72 000 000,00			
<b>Total Capital Grants</b>	<b>- 480 975 000,00</b>	<b>- 283 843 700,00</b>	<b>- 395 618 000,00</b>	<b>- 597 240 000,00</b>

### 9.11. Municipal Regulations on a Standard Chart of Accounts (mSCOA)

mSCOA stands for “standard chart of accounts” and provides a uniform and standardized financial transaction classification framework. Essentially this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting. mSCOA is a “proudly South African” project researched by National Treasury based on municipal practices, reporting outcomes, policy implementation and review, etc.

### 9.1.1. mSCOA is multi-dimensional in nature

mSCOA is a business reform rather than a mere financial reform and requires multidimensional recording and reporting of every transaction across the following 7 segments:

- Funding
- Function
- Item
- Project
- Costing
- Regional
- Municipal Standard Classification

### 9.1.2. Background

Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazette the Municipal Regulations on Standard Chart of Accounts (mSCOA) into effect on 22 April 2014. Municipal SCOA provides a uniform and standardized financial transaction classification framework. Essentially this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating organizational uniqueness and structural differences.



### 9.1.3. Implementation Progress

To date the municipality has met the minimum requirements towards implementation of mSCOA, the following are the key activities done towards implementation of mSCOA:

Listed below are the deliverables that have been performed during the project.

#### **Project Initiation – Chief Financial Officer**

- mSCOA regulations, project documentation, position papers and ICF documentation were read and costing manuals are updated as and when the need is identified.
- Review of the current chart and mSCOA tables has been performed.
- mSCOA circulars one to six have been reviewed and discussed with the implementation team.
- An awareness workshop was conducted on 17th and 19th October 2016 for Management and workstream members.
- Project Management was outsourced to Akhile Management and Consulting (Pty) Ltd and they are closely working with the Project Champion.
- Project Management team registered on the FAQ database on behalf of the Municipality
- A mSCOA Steering Committee and an Implementation Committee were commissioned

#### **Project Governance – Steering Committee**

- mSCOA multi-disciplinary project team was commissioned in October 2016.
- The project governance structure and project management office was set up.
- A formal mSCOA project was registered in the municipality with a project sponsor and steering committee.
- Terms of reference were drafted for the municipality's mSCOA project team
- mSCOA project delivery strategy, including the assignment of responsibilities, Key Performance Indicators (KPI's) and performance targets for the project were developed and provision for regular project monitoring and reporting made.
- A municipal project plan was drafted and adopted.
- Workstreams were established with charters.
- Key human resources were identified.
- Key Project Milestones were identified
- Capital requirements and Budget (such as Servers and other ICT Infrastructure) Requirement were identified and approved by the Steering Committee.
- Stream leads were identified to cover all fifteen business processes.
- effect of changes on the system are investigated on an ongoing basis.
- Project organisational/management arrangements (Charter, scope, plan, budget, risks and issues) were set up.
- A code of ethics was prepared and workstream members signed these.
- Municipal Regulations on mSCOA were tabled in the Municipal Council.

- Council approval was obtained for implementation of mSCOA, proposed governance structures, implementation plan and risk register.
- Tabled a progress report, for the all quarters has been submitted to Council for consideration. Council hasn't sat yet to note the reports
- Vendor Engagement - Feedback and Integration into the Project Plan has been updated and vendors are on board.
- System Migration Plan signed by the Acting Municipal Manager.
- The implementation team saw a need to pay a special attention to:
  - Asset Management – unbundling and recompilation of infrastructure assets to be mSCOA and GRAP compliant.
  - HR& Payroll – Review of policies and technical assistance.
  - Revenue – Assistance with data cleansing in relation to valuation Roll alignment to Venus System.
  - Verification and recompilation of Movable Assets for financial year 2016/17, to be GRAP and mSCOA compliant.

#### **Challenges with Implementation of mSCOA**

- There are still officials who show little interest in the project and this affects its speedy execution
- Reporting is still a challenge, particularly errors on data strings
- Not all the required sub-systems are procured and/or integrated to the Solar System.

#### **9.2. Financial Viability Challenges**

- IT related issues
- Shortage of staff
- Declining collection rate
- Limited revenue sources
- Disclaimer audit opinion for the 2016/2017 financial year
- Poor budget management
- Inaccurate indigent register
- Over-charging on services rendered by suppliers
- Noncompliance with legislation and budget related policies
- Demand on service delivery without adequate funding
- Supply chain management (overpricing by SMME's)
- Unproductive personnel/ Outsourcing of services

## CHAPTER TEN: GOOD GOVERNANCE & PUBLIC PARTICIPATION

### 10.1. Introduction

The IDP process of Mogalakwena Municipality has been people driven. Various stakeholders were in the position to identify their needs and their key development priorities. The following stakeholders played an important role in identifying their community needs and development priorities:

- Ward Committees;
- Traditional Leaders;
- Taxi Organizations;
- Mining Sector;
- Business Sector;
- Civic Society and Community based organisations i.e. Disabled Organisations, Pensioners Associations, Red Cross, etc.
- All government sector departments
- Parastatals;
- Village Development Committees(VDC);
- Council of churches
- Municipality Youth Council

### 10.2. Functionality of Municipal Council and Committees

The municipal council and Mayoral Committee were established guided by Chapters 3 and 4 sections 18 and 79 of the Municipal Structures Act 117 of 1998 respectively.

The Mayor chairs the Executive Council (EXCO) meetings. Members of the Mayoral committee are nine (9) in number and chair respective Section 80 committees such as:

- Special Projects
- Traffic & Emergency Services
- Community Services
- Finance
- Corporate support services
- Technical services
- Developmental services
- Electrical services
- Naming committee
- Rules
- Local Labour Forum

### 10.3. The Participation of Traditional Leaders in the Development Agenda of the Municipality

There are 09(nine) traditional leaders in the municipality and the relationship between the municipality and the traditional leaders is sound.

**Table 31: Traditional Leaders and Areas of Authority**

LEADER	AREA OF AUTHORITY
1. Kekana LV	Moshate, Madiba, Sekgakgapeng, Pholapark, Mitchel, Monama, Masodi, Mokaba, Tshamahansi, Leleso, Sandsloot [Masenya & Mabusela], Malepetleke, Mosesetjane, Masodi, Magongoa, Machikiri, Maroteng & Masehlaneng
2. Langa HM	Danisne, Mashahleng, Molekane, Rooibokfontein, Armoed, Skimming, Seema, Sterkwater [GaPila], Matlou, Chokoe [Mapela], Hans, Parakis, Mamaala, Magope, Fothane, Chaba, Motlhotlo, Sekuruwe, Phafola, Mabusela, Matopa, Mesopotamia, Mosoge, Mahlogo, Mabuella, Ramurulane, Lyden, Lesodi, Raowele [Witrevier], Milleniumpark [Limburg] Mamatlakala, Skilpadskraal, Makekeng, Abbotspoort, Mokurunyane, Mongalo, Dipompong, Matiniki, Galakwena & Mmaletswai.
3. Langa LP	Ditlotswane, Rooiwal, Malokonng, Basogadi/Ramogoshommi, Bakennburg [motong, Mahlaba, Kwenait, Mautjana, & Mothwatwase], Taolome, Clermont, Goodhope, Pudiakgopa [Malokongkop], Masipa, Kaditshwene, Mabula, Harmansdal, Marulaneng, Vanwykspan [GARalenkwane], Bokwidi [Doorfontein], Kromkloof [atahutwane], Rantlakana, Skulpad, Makekeng, Mohlakaneng, Basterspad, Dikgokgopeng, Lusaka [Nkgoru], Kabeane, Jakkalskui, Galakwenasrom [GaMolekoa], Skrikfontein A&B [Magagamatala], Buffelshoek [Madamas], Kgopeng, Mphello, Dipichi, Ramosesane, RAADSLID, Nelly, Paulos, Matebele ng, Nkaikwetsa, Masipa, Malapile, Mahabaneng, Mushi, Monare, Chere [Ga-Mongatane], Sepharane, Mathega, Moshuka, Viena, Uitspan, Moepel Farm, Mamatlakala, Lesodi, Marken
4. Lebelo GK	Grasvlei [Ga-Lebelo-Tukagomo]
5. Lekalakala ME	Teberius
6. Ledwaba MS	Nkidikitlana
7. Tauetsola RR	Ga-Tauetsoala
8. Machaka	Khala, Pollen, Vernietmoeglik & Mattanau
9. Matlala PT	Ham noI, Hlogoyanku, Scirapies, Makobe, Kgotoro [Newtand/Blinkwater], Bavaria [Mathapa], Tenerife, Matjitjileng, Breda, Duren, Monte-christo, Preezburg, Galakwena, Setupulane, Lennes, Sodoma, Uitzicht, Vergenoeg, Galelia, Ga-Tlhako, Tipeng, Thabeleshoba, Segole1 Segole2, Segole3, Senita, Mogalakwena, Galakwenastroom, Ga-Mushi, Magagamatala.

#### I0.4. Structures of Inter-Governmental Relations

Local government does not have the powers and functions over a range of services that communities expect. These sit with the other spheres of government. While planning for such services should be integrated into the IDP, The process is highly dependent on the cooperation, commitment and involvement of provinces and national government in municipal processes. District Municipalities are the core of promoting intergovernmental relations for better provision of service delivery. The establishment of municipal IGR forums within the district has positive yields but still with some challenges to accelerate service delivery

##### I0.4.I. The following Fora takes place in the municipality and the municipality partakes in:

- IDP Representatives Forum
- District IDP Managers Forum
- LED Forum
- Limpopo Development Planning Forum
- Mayor's Forum
- Speaker's Forum
- Municipal Managers' Forum
- CFO's Forum
- Provincial Sanitation Task Team
- District Economic Planning Development Forum
- District and provincial energy forum
- Waterberg Environment, Biodiversity Conservation Forum

#### I0.5. Risk Management

##### I0.5.I. Risk Governance

The municipality has developed a risk management policy and risk management strategy to direct me municipality's risk management priorities. Line management are responsible for identifying, evaluating and managing risks in their respective departments, with technical and operational support provided by the municipality's risk management unit. The risk management unit also maintains the consolidated municipal risk register and reports thereon. The risk register documents both internal and external risks that may impede the achievement of the goals expressed in the IDP and SDBIP and mitigating actions to manage those risks.

##### I0.5.2. Risk Management Committee

The municipality has established a Risk Management Committee to assist the Accounting Officer and the Audit Committee in executing their respective responsibilities concerned with risk management.

## I0.6. State of Financial Entities

### I0.6.I. Municipal Public Accounts Committee (MPAC)

The **Municipal Public Accounts Committee (MPAC)** of 10 members was established to play an overall oversight role. It should also be mentioned that members of MPAC are not Mayoral Committee members.

### I0.6.2. Audit Committees

The **Performance Audit** and **Audit Committees** are established and play a significant role in assisting the municipality to work towards a clean audit by making recommendations on:

1. Financial processes
2. Risk processes
3. Mid-year performance reports
4. Internal Audit reports
5. Monitoring & Evaluation reports and
6. Annual reports

The following committees are in place and functional:

1. Performance Audit Committee (Established on 21 February and 23 June 2010 for 2010/11 f/y, must be appointed annually)
2. Budget Steering Committee (Established on 24 February 2010)
3. Disposal Committee (Established on 20 April 2011)
4. Risk Management Committee.

## I0.7. State of CDWs

To improve community participation and intergovernmental relations (25 appointed and 2 deceased) CDWs are deployed in the Municipal area.

There are identified challenges of the existence of CDWs in local municipalities.

The following challenges were identified:

- No memorandum of understanding signed between local municipalities and CoGHSTA
- Limited resources provided to CDWs to execute functions

## I0.8. Ward Committee Management

Since after the local governance elections, ward committees have been elected and were inducted before they could take over their roles in communities.

### 10.9. Audit Outcomes

All issues raised by the auditor general are being addressed through the action plan.

**Table 32 : Auditor General's Reports of Mogalakwena Municipality**

FINANCIAL YEARS	ADVERSE	DISCLAIMER	QUALIFIED	UNQUALIFIED
2010/11				√
2011/12				√
2012/13			√	
2013/14				√
2014/15		√		
2015/16	√			
2016/17	√			
2017/18	√			
2018/19	√			

### 10.10. Outline of Municipal Public Participation Programmes

**Table 33: Community Participation Areas**

AREA	VENUE	TARGETED WARDS
Rebone	Rebone Community Hall	1, 2, 3, 4, 6, and Part of 5
Bakenberg	Bakenberg Community Hall	5, 7, 8, 9, 10, 11, and 15
Mapela	Mapela Community Hall	13, 14, 16, and 17
Moshate	Mokopane Tribal Hall	18, 19, 20, 21, 23, 25, 29, 30, and Part of 22 & 24
Mahwelereng	Mahwelereng Community Hall	24, 26, 27 and 28
Mokopane town	Mayor's Parlour	Part of 12, 16, 29, 30, and 32

## 10.II. Good Governance and Public Participation Challenges

- Villages are very far from each other as a result ward committee members are not able to co-ordinate their activities easily and effectively.
- Under funding and lack of resources
- Lack of street committees and block committees in some areas
- Transformation of street and blocks committees into societies
- Non-adherence to the IDP Process Plan timelines.
- Poor attendance of IDP meetings by sector departments.

### **Audit**

- The Municipality has an Internal Audit Unit which comprises 3 officials. Internal Audit reports administratively to the Accounting Officer and functionally to the Audit Committee. Currently the unit has an Internal Auditor who does not have the required experience in internal auditing. Municipality is currently busy with the placement of staff and structure review which will address the challenges faced by the unit.

### **Risk Management**

- Risk Management Unit comprises of one (1) Divisional Head Risk Management and two (2) Risk Management Officers

### **Anti-Corruption**

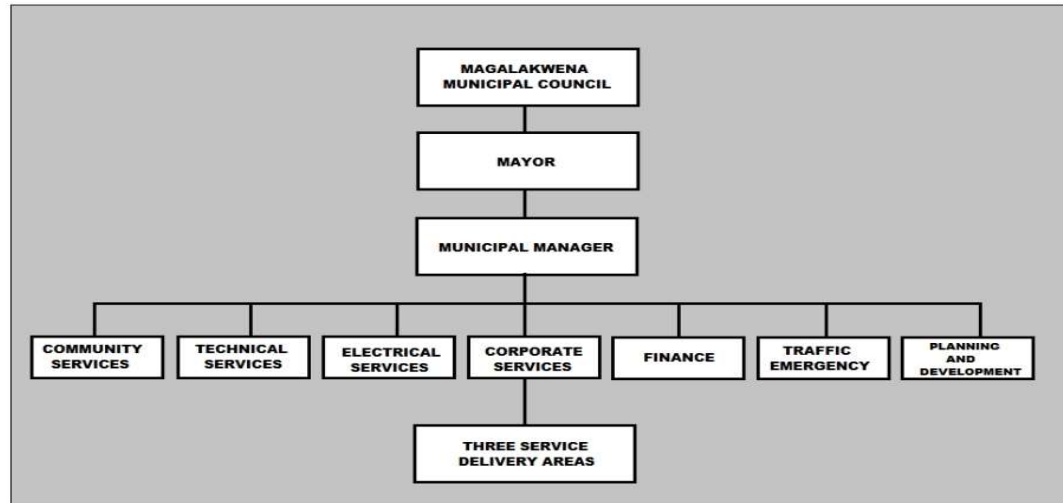
- It is dealt with in terms of the fraud hotline and currently the municipality does not have a fraud line.



## CHAPTER ELEVEN: MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT

### II.I. Introduction

The delivery of services to communities relies highly on institutional capacity and organizational development level of the municipality



**Table 34: Institutional Overview**

DEPARTMENT	OVERVIEW	SUB-FUNCTIONS
MUNICIPAL MANAGER	<ul style="list-style-type: none"> <li>Overall management of the municipality</li> </ul>	<ul style="list-style-type: none"> <li>Institutional performance management</li> <li>Internal auditing</li> <li>Risk management</li> <li>Communication</li> </ul>
CORPORATE SUPPORT SERVICES	<ul style="list-style-type: none"> <li>Corporate support services plays a vital role in the performance and developmental role of Mogalakwena Municipality as it provides a supportive function to all departments, council, executive committee, portfolios, councillors and officials.</li> </ul>	<ul style="list-style-type: none"> <li>Legal services</li> <li>Information Technology</li> <li>Human resources</li> <li>Council secretariat</li> <li>Call centre</li> <li>Support services</li> <li>Property management</li> </ul>
TECHNICAL SERVICES	<ul style="list-style-type: none"> <li>Planning, provision and maintenance of water and sanitation infrastructure, including roads, storm water and building control.</li> </ul>	<ul style="list-style-type: none"> <li>Water &amp; sanitation</li> <li>Roads &amp; storm water</li> <li>Building inspectorate</li> <li>Operations &amp; maintenance (Rural Water)</li> </ul>
ELECTRICAL SERVICES	<ul style="list-style-type: none"> <li>To provide an effective electrical service to all consumers of the municipality ensuring that all networks are well maintained and that new projects are being completed to acceptable standards and within set time frames.</li> <li>To further ensure that all communities have access to electricity.</li> </ul>	<ul style="list-style-type: none"> <li>New projects</li> <li>Maintenance, metering and loss control</li> <li>Public lighting</li> </ul>
TRAFFIC AND EMERGENCY	<ul style="list-style-type: none"> <li>Traffic and emergency services is responsible for municipal emergency services, regulate traffic, and licensing services.</li> </ul>	<ul style="list-style-type: none"> <li>Security</li> <li>Traffic</li> <li>Fire</li> <li>Licenses</li> </ul>
PLANNING AND DEVELOPMENT SERVICES	<ul style="list-style-type: none"> <li>Planning and development services is responsible for developing an integrated development plan that facilitates economic growth, alleviate poverty and addresses basic needs through an inclusive stakeholder-driven process and further ensures proper control of spatial planning and land use management within the municipal area. It finally provides support in the monitoring of the provision of quality and adequate housing and rural sanitation to the residents of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>Integrated development planning (IDP)</li> <li>Local economic development and tourism</li> <li>Planning</li> <li>Housing</li> </ul>

DEPARTMENT	OVERVIEW	SUB-FUNCTIONS
FINANCE DEPARTMENT	<ul style="list-style-type: none"> <li>Finance section is responsible for ensuring the smooth running of finances, assets, investments and liabilities of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>Budget and treasury</li> <li>Income</li> <li>Expenditure</li> <li>Supply chain management</li> </ul>
COMMUNITY SERVICES	<ul style="list-style-type: none"> <li>Community services is responsible for municipal waste management, environmental health, parks &amp; recreational and library services.</li> </ul>	<ul style="list-style-type: none"> <li>Waste management</li> <li>Parks &amp; recreational services</li> <li>Library services</li> </ul>

**Table 35: Approved Organogram**

Department	Code	Total Posts	Filled Posts	Gender		Number of Vacant Posts	Number of Frozen Posts
				Female	Male		
Municipal Manager's Office	MM	35	22	8	14	1	13
Planning & Development Services	MDS	59	25	11	14	10	22
Technical Services	MTS	532	222	71	151	25	174
Community Services	MCD	356	301	102	199	42	107
Traffic & Emergency	MTE	165	85	36	49	18	64
Finance	CFO	97	87	39	48	3	15
Corporate Services	MCS	82	71	43	28	12	5
Electrical Services	MES	113	87	17	70	12	16
<b>Total</b>		<b>1439</b>	<b>900</b>	<b>327</b>	<b>573</b>	<b>123</b>	<b>416</b>

## II.2. Staffing in the Municipality

### II.2.1. Filling of critical Posts

**Table 36: Management of the Municipality**

Municipal Manager appointed	Yes
Municipal Manager signed performance contracts	Yes
CFO appointed	Yes
CFOs signed performance contracts	Yes
Technical Manager appointed	No
Technical Manager signed Performance Contracts	No
Total of section 56 Managers posts	7
Total number of Section 56 managers posts filled	6
Total number of Section 56 managers posts vacant	1

### II.2.2. Vacancy Rate

At 30 June 2019 there were 900 positions filled in Mogalakwena Municipality with 216 vacant positions.

## II.3. Human Resource Management System

### II.3.1. Recruitment Policies

The municipality has a reviewed Recruitment and Selection Policy approval by Council.

### II.3.2. Skills Development

Mogalakwena Municipality annually compiles a Works Skills Plan and submits it to LGSETA as required. Training and skills development is done according to the plan. The municipality also offers bursaries to its employees in terms of a Bursary Policy for personal development.

### II.3.3. Employment Equity

The municipality has an approved Employment Equity Plan and when appointments are made, it is endeavoured to comply with the plan.

### II.3.4. Retention and Succession Issues

A Scarce Skills & Retention Policy as well as a Staff Succession Planning Policy have been developed and approved by Council.

#### II.4. Information Communication Technology System

Mogalakwena Municipality's IT division is governed by the following policies: Firewall, Email Acceptable, Internet Acceptable, Data back-up, IT Disaster Recovery, Data Centre, Change Management, IT Governance, Password, Strategic Information Systems Plan, Master System Plan and IT Security Policies.

#### II.5. SWOT Analysis

STRENGTH	WEAKNESS	OPPORTUNITIES	THREAT
<ul style="list-style-type: none"> <li>■ Able and willing to provide certain services with limited resources</li> <li>■ Water and electricity service authority</li> <li>■ Above average spending on conditional grants</li> <li>■ Credible IDP</li> <li>■ Land for development owned by municipality</li> </ul>	<ul style="list-style-type: none"> <li>■ Poor financial management - grant reliance, poor revenue collection rate</li> <li>■ High rate of vacant positions at lower level</li> <li>■ Lack of relevant skills due to acting</li> <li>■ Outdated organisational structure</li> <li>■ Lack of available and implementation of policies, by-laws, sector plans, strategies</li> <li>■ Excessive use of service providers</li> <li>■ Aging infrastructure causing a lot of expenditure on maintenance</li> <li>■ Poor communication</li> <li>■ Lack of political and administrative leadership</li> <li>■ Discipline</li> <li>■ Consequence management</li> <li>■ Compliance to relevant policies</li> <li>■ Failure to implement to B2B strategy</li> <li>■ Vertical movement</li> <li>■ Misuse of municipal resources</li> <li>■ Roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>■ Mining development (job opportunities, skills development, beneficiation of minerals)</li> <li>■ Tourism attractions, Makapans Valley, Heritage sites</li> <li>■ Waterberg Biosphere</li> <li>■ Agriculture, aquaculture, skills development</li> <li>■ PPP (Flag Boshielo pipeline)</li> <li>■ Development corridor</li> <li>■ Integrated transport plan</li> <li>■ Available external land</li> <li>■ Community involvement</li> <li>■ Olifantsrivier (future availability of Olifantsrivier water)</li> </ul>	<ul style="list-style-type: none"> <li>■ Fraud and corruption</li> <li>■ Vandalism</li> <li>■ Stopping of projects by communities - financial implication, time for completion, etc.</li> <li>■ Unemployment</li> <li>■ Poor payment culture of residents</li> <li>■ Illegal dumping (environmental impact)</li> <li>■ Insufficient MIG allocation/budget constraints</li> <li>■ Political instability</li> <li>■ Land invasion</li> <li>■ Globalisation e.g. poultry farming</li> <li>■ Climate change</li> </ul>

## II.6. Performance Management System

Chapter 6 of the Local Government: Municipal Systems Act makes provision for the establishment of the performance management system in municipalities. The establishment of the performance management system is meant to assist the municipalities to monitor, measure and evaluate its performance against its developmental targets that are set in the IDP. Mogalakwena Local Municipality has developed and adopted the Performance Management Framework that guides how performance needs to be undertaken in the municipality.

Furthermore, the municipality has developed the Performance Management Policy that guides the day to day implementation, monitoring and evaluation of performance. However, the Policy has not been reviewed annually as part of the review of the budget related policies.

In order to ensure that performance management gets implemented at Mogalakwena Municipality, the organisational structure made provision of a Division that should management performance. The organisational structure has five positions and the breakdown of the positions are that of the Divisional Head, 4 Performance Officers (3 currently filled). Currently there is one vacancy of a PMS Officer and the position will be filled during the 2020/21 financial year.

In terms of performance reporting, the policy makes provision for quarterly reporting of performance. Performance reporting will be automated in 2020/21 and a web-based system will be used to input, process and produce performance reports. Individual performance assessments are still at the level of senior managers; however, the PMS Policy makes provision for cascading to lower levels. The municipality is currently finalising the evaluation of all the positions and thereafter a phased-approach will be implemented to cascade performance starting with managers directly reporting to senior managers.

### II.6.I. Audit of Performance Management Information

The Performance Management System Policy of the municipality makes provision for the auditing of the performance information. All the performance management reports are submitted to Internal Audit for verification and quality assurance. Audited performance management information are processed to Council through the Audit Committee. The Audit Committee Chairperson is responsible for presenting the reports in Council once the reports have served and are approved by the Audit Committee.

## CHAPTER TWELVE: MUNICIPAL PRIORITIES

### 12.1. Introduction

The IDP process of Mogalakwena Municipality is people driven. Various stakeholders were in the position to identify their needs during community based planning. Stakeholders that play an important role in identifying community needs and development priorities:

- Ward and PR councillors
- Community Development workers
- Ward committee members
- Civic associations – in some areas
- Traditional leaders
- Streets and block committees - in some areas

NUMBER	PRIORITY ISSUE	AFFECTED WARDS	NUMBER OF VOTES "X"	AGGREGATION %
1	Roads & Stormwater	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32	32	100
2	Crime Prevention, Safety & Security	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32	32	100
3	Water & Sanitation	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32	31	96,87
4	Housing	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 32	30	93,75
5	Health & Welfare	1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 28, 29, 30, 31, 32	29	90,62
6	LED & Unemployment	1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 18, 19, 20, 21, 22, 23, 24, 25, 26, 29, 30, 31, 32	27	84,37
7	Electricity	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 23, 24, 25, 29, 30	25	78,12
8	Sports, Arts & Culture	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 23, 28, 30, 31, 32	25	78,12
9	Community Facilities	1, 2, 3, 4, 6, 7, 8, 10, 11, 13, 14, 15, 17, 18, 19, 20, 21, 23, 24, 25, 26, 28, 29, 31	24	75

<b>I0</b>	Refuse & Solid Waste Management	1, 2, 3, 4, 7, 8, 9, 10, 11, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 29, 32	24	75
<b>I1</b>	Education	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 15, 17, 18, 20, 23, 25, 28, 29, 30, 31	23	71,87
<b>I2</b>	Land & Environmental Management	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 14, 18, 20, 23, 24, 26 28, 29, 30	20	62,5
<b>I3</b>	Transport	1, 3, 4, 6, 7, 8, 9, 11, 15, 16, 17, 19, 25, 30, 31	15	46,87
<b>I4</b>	Communication	1, 2, 4, 5, 6, 7, 8, 10, 11, 13, 14, 15, 17, 18, 20	15	46,87
<b>I5</b>	Institutional Arrangements	31, 32	2	6,25

## 12.2. Priorities from Municipal Perspective

PRIORITY ISSUES
1. Water and Sanitation
2. Roads and Stormwater
3. LED and Unemployment
4. Electricity
5. Institutional Arrangements
6. Refuse & Solid Waste Management
7. Land & Environmental Management
8. Housing
9. Crime Prevention, Safety & Security
10. Health & Welfare
11. Communication
12. Education
13. Sports, Arts & Culture
14. Community Facilities
15. Transport



## CHAPTER THIRTEEN: MUNICIPAL STRATEGIES

### 13.I. Strategic Objectives, Priority Issues and Outcomes

Strategic Objectives are broadly defined objectives that an organization must achieve to make its strategy succeed. Based upon the abovementioned identified Institutional Priority Issues, the Strategic Objectives to be achieved were identified.

**Table 37: Strategic objectives**

Two pillars, namely growth and excellence pillars were identified. The Strategic Goals that contribute to the pillars are divided as follows:

STRATEGIC GOALS	OUTCOMES
Foster, regulate, maintain and promote a sustainable environment	Improved quality of life and protected natural resources for future generations
Improve the quality of lives through social development and the provision of effective community services	Developed community
Sound and efficient financial management	Sustainable financial viability
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Reduced poverty
The optimum utilization of land	Coordinated, rational, regulated and orderly land development and utilization
To improve the quantity and quality of municipal infrastructure and services	Enhanced and sustainable socio economic growth
To develop and implement integrated management and governance systems	Accountable and good governance – clean audits
To ensure that all stakeholders within the institution are adequately capacitated and retained	Competent and productive workforce

### I3.2. Strategic Alignment

The strategy developed for Mogalakwena Local Municipality should adhere to, incorporate and support various strategies and intentions of government both at international, national and provincial levels. Based on these strategic plans and priorities or objectives, the following tabular matrix to plot how the strategic goals will align to the different objectives and priorities from various spheres of government

2030 GOALS FOR SUSTAINABLE DEVELOPMENT	NATIONAL OUTCOMES	OUTCOME 9 OUTPUTS	NATIONAL DEVELOPMENT PLAN	MTSF 2014 - 2019 PRIORITIES	BACK TO BASICS	LIMPOPO DEV. PLAN PRIORITIES	LG ELECTORAL MANIFESTO	MOGALAKWENA STRATEGIC GOALS
Ensure inclusive and quality education for all and promote lifelong learning	I. Quality basic education		Improving quality of education, training and innovation	Improving the quality of and expanding access to education and training		Quality basic education	Promote education as apex in local communities	Improve the quality of lives through social development and the provision of effective community services
Achieve gender equality and empower all women and girls	I3. A comprehensive, responsive and sustainable social protection system		Social protection	Social cohesion and nation building.		Inclusive Social Protection System	Promote nation-building and socially cohesive communities	
Promote just, peaceful and inclusive societies	I4. A diverse, socially cohesive society with a common national identity					Social Cohesion		
Make cities inclusive, safe, resilient and sustainable	3. All people in South Africa are and feel safe.		Building safer communities			All people are safe		
Ensure healthy lives and promote well-being for all at all ages	2. A long and healthy life		Quality health care for all	Ensuring quality health care and social security for all citizens		Long and Healthy Life		
Promote inclusive and sustainable economic growth, employment and decent work for all	4. Decent employment through inclusive growth	Implement the Community work programme and	An economy that will create more jobs	Radical economic transformation, rapid economic	Putting people and their concerns first	Decent employment through inclusive growth	Develop and strengthen local economies, create jobs and promote	To create inclusive and well-coordinated investment opportunities for the

2030 GOALS FOR SUSTAINABLE DEVELOPMENT	NATIONAL OUTCOMES	OUTCOME 9 OUTPUTS	NATIONAL DEVELOPMENT PLAN	MTSF 2014 - 2019 PRIORITIES	BACK TO BASICS	LIMPOPO DEV. PLAN PRIORITIES	LG ELECTORAL MANIFESTO	MOGALAKWENA STRATEGIC GOALS
End poverty in all its forms everywhere		Co-operatives supported		growth and job creation			job placements esp. for youth	growth of the economy
End hunger, achieve food security and improved nutrition and promote sustainable agriculture	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all	Deepen democracy through a refined ward committee model.	An inclusive and integrated rural economy	Contributing to a better Africa and a better world				
Revitalise the global partnership for sustainable development	II. Create a better South Africa and contribute to a better Africa and a better world	Actions supportive of the Human Settlement outcomes	Transforming society and uniting the country	Rural development, land and agrarian reform and food security		Regional integration	Build spatially integrated communities	The optimum utilisation of land
	Comprehensive rural development		Reversing the spatial effect of apartheid			Comprehensive rural development		
	8. Sustainable human settlements and improved quality of household life					Human settlement development		
Ensure access to water and sanitation for all	6. An efficient, competitive and responsive economic infrastructure network.	Improved access to Basic Services	Improving infrastructure	Ensuring access to adequate human settlements and quality basic services	Delivering municipal services	Competitive economic infrastructure	Improve access to municipal services	To improve the quantity and quality of municipal infrastructure and services
Ensure access to affordable, reliable, sustainable and modern energy for all							Build on achievements made in delivering services	

2030 GOALS FOR SUSTAINABLE DEVELOPMENT	NATIONAL OUTCOMES	OUTCOME 9 OUTPUTS	NATIONAL DEVELOPMENT PLAN	MTSF 2014 - 2019 PRIORITIES	BACK TO BASICS	LIMPOPO DEV. PLAN PRIORITIES	LG ELECTORAL MANIFESTO	MOGALAKWENA STRATEGIC GOALS
Build resilient infrastructure, promote sustainable industrialisation and foster innovation								
Ensure sustainable consumption and production patterns	10. Protect and enhance our environmental assets and natural resources		Transition to a low-carbon economy			Environmental protection	Improve health in urban and rural communities	Foster, regulate, maintain and promote a sustainable environment
Take urgent action to combat climate change and its impacts								
Conserve and sustainably use the oceans, seas and marine resources								
Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss								
Reduce inequality within and among countries	12. An efficient, effective and development-oriented public service	Single Window of co-ordination	Reforming the public service	Fighting corruption and crime	Demonstrating good governance and Administration	Developmental Local Government	Improve public participation and accountability of councillors	To develop and implement integrated management and governance systems
	9. Responsive, accountable, effective and efficient local government	Implement a differentiated approach to municipal financing, planning and support	Fighting corruption		Sound financial management and accounting		Intensify fight against fraud and corruption in LG and social fabric crimes in communities	Sound and efficient financial management

2030 GOALS FOR SUSTAINABLE DEVELOPMENT	NATIONAL OUTCOMES	OUTCOME 9 OUTPUTS	NATIONAL DEVELOPMENT PLAN	MTSF 2014 - 2019 PRIORITIES	BACK TO BASICS	LIMPOPO DEV. PLAN PRIORITIES	LG ELECTORAL MANIFESTO	MOGALAKWENA STRATEGIC GOALS
	5. A skilled and capable workforce to support an inclusive growth path	Improved municipal financial and administrative capacity			Sound institutional and administrative capabilities	Developmental Public Service	Enhance capacity of local state to deliver on its mandate	To ensure that all stakeholders within the institution are adequately capacitated and retained

### I3.3. Operational Objectives, Short, Medium and Long Term Strategies

Programmes or Key Focus Areas were identified, which is a combination of Priority needs as well as key functions of the municipality and operational objectives, short, medium and long term strategies were determined and are indicated below:

#### KPA I: Spatial Rationale

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
The optimum utilisation of land	Housing (Integrated sustainable Human Settlement)	Development Planning	To be accredited as a housing authority by 2021	Development of a housing plan.	Drafting and submitting application for accreditation as housing authority.	Provision of housing.
The optimum utilisation of land	Housing (Integrated sustainable Human Settlement)	Development Planning	To be accredited as a housing authority by 2021	Identify all beneficiaries and development areas and submission to COGHSTA (in terms of current powers and functions).	Identify all beneficiaries and development areas and submission to COGHSTA (in terms of current powers and functions).	Identify all beneficiaries and development areas and submission to COGHSTA (in terms of current powers and functions).
The optimum utilisation of land	Spatial Planning	Development Planning	To continuously ensure compliance with SPLUMA.	Redevelopment of an Integrated Transport Plan.	Implement the Integrated Transport Plan.	Review the Integrated Transport Plan.
The optimum utilisation of land	Spatial Planning	Development Planning	To continuously ensure compliance with SPLUMA.	Develop and enforce donkey cart by-laws. Capacitate donkey cart drivers at least once a year on road safety.	Enforce donkey cart by-laws. Capacitate donkey cart drivers at least once a year on road safety.	Enforce donkey cart by-laws. Capacitate donkey cart drivers at least once a year on road safety.
The optimum utilisation of land	Spatial Planning	Development Planning	To reduce informal settlements by 2021.	Finalisation of township establishment of extension 15 and Mahwelereng additional residential sites.	Subdivision of Mokopane Extension 14. Finalisation of Mokopane extensions 21, 22 and 23.	Negotiate the acquisition strategically located land from traditional authorities.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
The optimum utilisation of land	Spatial Planning	Development Planning	To reduce informal settlements by 2021.	Conducting land audit to fast track forward planning and development.		
The optimum utilisation of land	Spatial Planning	Development Planning	To reduce informal settlements by 2021.	Conduct interactive session with traditional leaders as intervention to prevent illegal allocation and occupation of land. Deal with areas of backlogs with regard to demarcation of sites in rural area.	Development of the demarcation site by-laws.	Implementation and monitoring of the demarcation site by-laws.
The optimum utilisation of land	Spatial Planning	Development Planning	To reduce informal settlements by 2021.	Identify and map all informal settlements within the municipality.	Budget and request for funding from other agencies and sector departments.	Upgrading of land tenure rights.
The optimum utilisation of land	GIS	Development Planning	To link the GIS with the financial system by 2022.	Collaborate with finance department to link the GIS system with the financial system.	Implement GIS linked with the financial system.	Update information on GIS and implement.
The optimum utilisation of land	Property Management	Corporate Services	To continuously ensure proper administration of municipal property.	Conduct property and land audit. Develop and implement property and land administration plan. Develop a maintenance plan for municipal properties. Solar panels to be included in all new municipal building plans.	Implement property and land administration plan. Implement maintenance plan for municipal properties. Solar panels to be included in all new municipal building plans.	Implement property and land administration plan. Implement maintenance plan for municipal properties. Solar panels to be included in all new municipal building plans.

### Key Projects:

- ✓ Township establishments at Mokopane Extension
- ✓ Land Audit
- ✓ Develop Integrated Transport Plan
- ✓ Develop Donkey Cart By-law
- ✓ Capacitation of donkey cart drivers
- ✓ Finalise Land Use Scheme
- ✓ Review SDF
- ✓ Establish Mogalakwena Municipal Planning Tribunal
- ✓ Township establishment
- ✓ Develop Housing Plan
- ✓ Property and land audit
- ✓ Develop Property and Land Administration Plan



## KPA 2: Basic Service Delivery and Infrastructure Development

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Foster, regulate, maintain and promote a sustainable environment	Integrated Environmental Management	Development Planning	To conserve critical Biodiversity Areas 1 and 2 where mining activities are prohibited. Minimise impact of climate change on the environment and exercise control over air pollution by 2020/2021. Develop strategies for climate change adaptation by 2020/2021. To continuously monitor compliance with prescribed environmental legislation.	Review the Environmental Management Plan that will address and improve the state of the environment in the Mogalakwena municipal area. Maintain good air quality within the boundaries of Mogalakwena e.g. PM10 and SO2 concentrations. Implementation of Climate change strategy. To raise awareness of the climate change adaptation strategy e.g. water conservation and the use of solar power.	Implement the EMP and Provincial policies and legislation. Develop, implement and enforce environmental By-Laws. Implementation of Air Quality Management Plan. To Prohibit activities that are causing Air Pollution e.g. Incineration. Encourage the use of natural Gas, Recycling and Re-use.	Monitor and evaluate the Environmental Management Plan. Review and align the EMP with National and Provincial Policies. Implementation and enforce environmental By-Laws. - Compliance monitoring and Enforcement of Air Quality Policies and Regulations. Enforcing standards that restricts or reduce the pollutants.
Foster, regulate, maintain and promote a sustainable environment	Cemeteries	Community Services	Identify and develop suitable land for cemeteries in line with prevailing legislation and policies by 2022.	Create awareness on the prevailing legislation and policies on the development of cemeteries.	Implementation of cemetery by-laws within the entire municipal boundaries. Improve operation and maintenance efficiency of cemeteries.	Conduct environmental impact study for all unregistered cemeteries.
Foster, regulate, maintain and promote a sustainable environment	Parks and open spaces	Community Services	To promote public participation in the planning, development and utilisation of	Identify parks and open spaces not utilised.	Source funding for the maintenance and development parks and open spaces.	Creating public awareness on proper utilisation and maintenance of facilities.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
			municipal facilities by 2021.			
Foster, regulate, maintain and promote a sustainable environment	Parks and sidewalks	Community Services	Minimise pedestrian and cyclist congestion and accidents by 2021.	To develop maintenance plan for cleaning and maintenance of sidewalks.	Construct new sidewalks throughout town and per-urban area.	Fully constructed sidewalks in and around town.
Foster, regulate, maintain and promote a sustainable environment	Refuse removal and solid waste disposal	Community Services	To comply to NEMWA. Increase waste collection in peri-urban and urban areas by 2021.	Internal and external audit of landfill by 2021. Introduce waste separation at source bins. Build capacity of staff. Develop and implement Education and awareness programmes. Investigate alternative revenue stream e.g. communities that bring refuse to landfill site.	Monitor compliance to legislation. Increase distribution of waste separation at source bins. Review the capacity building of staff. Review Education and awareness programmes. Implement alternative revenue streams for waste collection.	Monitor compliance to legislation. Monitor and Evaluate waste separation at source. Monitor and Evaluate staff capacity building of staff. Monitor and Evaluate Education and awareness programmes. Implement alternative revenue streams for waste collection.
Foster, regulate, maintain and promote a sustainable environment	Refuse removal and solid waste disposal	Community Services	Continuously maintain best practice in terms of disposal and handling of waste. Increase access to refuse removal and solid waste disposal in rural areas by 2022.	Training staff in terms of waste handling. Review operations and maintenance plans. Implement Integrated Waste Management Plan. Identify land for transfer stations at nodal points.	Training staff in terms of waste handling. Implement operations and maintenance plans. Monitor and Evaluate Integrated Waste Management Plan. Source funding for transfer stations.	Monitor and Evaluate the Training of staff in terms of waste handling. Monitor and Evaluate operations and maintenance plans. Review Integrated Waste Management Plan. Establish transfer stations per nodal points

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Improve the quality of lives through social development and the provision of effective community services	Disaster Management	Traffic and Emergency Services	Ensure compliance to the Disaster Management Act by implementing pro-active preventative measures on a continuous basis.	Establish a Disaster Management Unit (including unfreezing and fill critical positions, making office space available and acquiring equipment). Establish advisory forum. Implementation of disaster management plan.	Implementation of disaster management plan.	Implementation of disaster management plan.
Improve the quality of lives through social development and the provision of effective community services	Fire Services	Traffic and Emergency Services	Continuously ensure compliance to the Fire Services Act and other applicable legislation. To reduce loss and damage to life and property.	Promptly attend to fire and emergency incidents. Unfreezing and filling of critical positions. Conduct awareness campaigns with communities, schools, business, etc. Law enforcement and conduct inspections according approved schedule.	Promptly attend to fire and emergency incidents. Conduct awareness campaigns with communities, schools, business, etc. Law enforcement and conduct inspections according approved schedule.	Promptly attend to fire and emergency incidents. Conduct awareness campaigns with communities, schools, business, etc. Law enforcement and conduct inspections according approved schedule.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Improve the quality of lives through social development and the provision of effective community services	Fire Services	Traffic and Emergency Services	Reduce turn-around times in attending to fire services as follows:  Urban Area by 1 to 7 minutes; Location surrounding town by 10 to 15 minutes; Villages by 10 to 15 minutes.	Review Service Delivery Agreement between MLM & WDM Develop and implement Fire-Policy. Develop and implement Fire Brigade Reserve Force. Review Fire Organogram to enable Four-Shift System and unfrozen exist vacant posts. Improve of capacity Fire Services.	Develop Sub-Fire Station at Rebone and Bakenberg.	Reallocation of Fire Services from Waterberg District Municipality to Mogalakwena Local Municipality. Improve distance respond radius between villages by 10 to 15 kilometre by developing Village- Fire Sub-Station.
Improve the quality of lives through social development and the provision of effective community services	Informal Traders	Traffic and Emergency Services	To continuously ensure that street vendors adhere to street trading by-laws.	Develop a street trading management Strategy by end 2022. Review street trading by laws by 2021.	Monitor compliance and conduct regular law enforcement.	Monitor compliance and conduct regular law enforcement.
Improve the quality of lives through social development and the provision of effective community services	Library and Information Services	Community Services	Proactively disseminate library information services to communities by 2021.	Develop library website and social media platforms. Establish advocacy groups. Retrain staff on new innovations.	Implement and market the library website and social media platforms. Activate the advocacy group and develop plans. Retrain staff on new innovations.	Review the library website and social media platforms. Monitor and evaluate the advocacy group plan. Monitor and evaluate retraining of staff on new innovations.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Improve the quality of lives through social development and the provision of effective community services	Library and Information Services	Community Services	Decentralisation of Library and Information Service by 2021.	Develop the Integrated Library and Information Service Plan.	Implement the Integrated Library and Information Service Plan.	Monitor and Evaluate the Integrated Library and Information Service Plan.
Improve the quality of lives through social development and the provision of effective community services	Library and Information Services	Community Services	Increase equitable and sustainable service that will enhance the lives of communities by 2022.	Facilitate the establishment of libraries in nodal points. Develop a culture of learning through awareness programmes and partnerships.	Source funding for the building of new libraries through public private partnerships. Establish partnerships with schools and NGOs to enhance development.	Expand library service provision through shared access holdings. Monitor and Evaluate partnerships with schools and NGOs to enhance development.
Improve the quality of lives through social development and the provision of effective community services	Licensing	Traffic and Emergency Services	To continuously ensure licensing applications are processed timeously as per processes and procedures. Increase access to licensing serves in all SDAs by 2022	Conducting internal audits to determine compliance to legislation. Review of existing organogram and unfreezing and filling of critical of positions. Continuous training and development for all staff members. Upgrading of server for licensing services by 2020.	Preparations for implementation of AARTO & ARTIA.	Decentralising of licensing services to service delivery areas. Implementation of AARTO & ARTIA.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Improve the quality of lives through social development and the provision of effective community services	Road safety and traffic control	Traffic and Emergency Services	Drastically reduce fatalities due to road crashes and provide safe road traffic environment by the year 2022.	Evaluate the status quo. Develop a multi facet road traffic management strategy to deal with road safety needs and challenges in the short, medium and long term. Provide interim road traffic management functions that seeks to regulate road traffic environment, while developing required skills for involved officials. Make inputs into the organisational structural review and budgets to address resource and funding requirements beyond the initial phase of the strategy.	Review the implemented short term strategy. Introduce corrective measures to ensure efficiency while elevating the strategy to the medium term phase to deal with root causes of challenges in the road traffic environment. Ensure improvement on required resources, funding, implementation and monitoring. Encourage public voluntary compliance with road traffic legislation through road safety education, with law enforcement as punitive measure to discourage non-compliance with legislation.	Elevate the strategy to the long term phase where road traffic management is based on proactive approach where the strategy is supplemented by specialist units to deal with various characteristics of road traffic environment. Encourage and support ownership of road safety by the road user through education, public engagement and compliance with relevant legislation. Continue with monitoring of the strategy, identify challenges and implement corrective measures.
Improve the quality of lives through social development and the provision of effective community services	Municipal Safety and Security	Traffic and Emergency Services	Continuously ensure safety and security of municipal staff and assets at all times.	Commissioning of CCTV at civic centre by end 2021.	Placing of extra security guards at strategic sites.	Monitoring and evaluation of CCTV at civic centre and ensure that guards are placed at all times.

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Improve the quality of lives through social development and the provision of effective community services	Sports, Arts and Culture	Community Services	To facilitate and provide adequate sports and recreation facilities by 2022.	Building and maintenance of facilities. Improve operation and maintenance model of the swimming pool.	Mobilise funding for coaching programmes.	Ensure co-operation between the municipality and federations.
To improve the quantity and quality of municipal infrastructure and services	Building inspectorate (Control)	Technical Services	To continuously ensure uniformity and compliance to building regulations and improve on turn-around times for such approval	Reduce the time frame for approval of building plans through weekly plan approval meetings with all departments. Unfreezing and filling of critical positions identified. Building inspection conducted in 2 days from application submission. Attend to and address building contraventions. Increase law enforcement on building regulation contraventions.	Reduce the time frame for approval of building plans through weekly plan approval meetings with all departments. Unfreezing and filling of critical positions identified for servicing the rural areas. Building inspection conducted in 2 days from application submission. Attend to and address building contraventions. Increase law enforcement on building regulation contraventions.	Expansion of building control implementation in the rural areas. Reduce the time frame for approval of building plans through weekly plan approval meetings with all departments. Building inspection conducted in 2 days from application submission. Attend to and address building contraventions. Increase law enforcement on building regulation contraventions.
To improve the quantity and quality of municipal	Electricity - Bulk	Electrical	Upgrading of existing networks by 2025 in order to supply stable electricity to	Updating of electricity master plan that contains the status quo and required network upgrading as well as indication of timelines	Implementation of action plans indicated in Electricity Master Plan. Source funding to implement master plan.	Implementation of action plans indicated in Electricity Master Plan. Source funding to implement master plan

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
infrastructure and services			increased number of consumers.	for upgrading. Upgrading of North substation to 40MVA by 2020	Establishing of a 20MVA substation on the eastern side of Mokopane town by 2022.	
To improve the quantity and quality of municipal infrastructure and services	Electricity loss control	Electrical	Decrease electricity losses to minimum of 9% by 2022.	Auditing 500 meters per year and repair or replace faulty or tampered meters. Investigate the installation of SMART metering.	Auditing 500 meters per year and repair or replace faulty or tampered meters. Install SMART metering	Repair or replace faulty or tampered meters. Install SMART metering.
To improve the quantity and quality of municipal infrastructure and services	Electricity O&M	Electrical	To have a stable supply of electricity to consumers with minimum power failures by 2025	Refurbishment of 100 km of overhead networks per year. Replacing of 5 km of underground networks per year.	Refurbishment of 100 km of overhead networks per year. Replacing of 5 km of underground networks per year.	Refurbishment of 100 km of overhead networks per year. Replacing of 5 km of underground networks per year
To improve the quantity and quality of municipal infrastructure and services	Electrification of villages	Electrical	Provide access to electricity to all formalised households in the municipal area by 2025.	Electrify 1500 houses per year.	Electrify 1500 houses per year.	Electrify 1500 houses per year.
To improve the quantity and quality of municipal infrastructure and services	Energy efficiency	Electrical	Decrease the carbon footprint by the replacement of globes, geysers and air-conditioners in municipal building and street lights with environmental friendly equipment by 2025.	Replacement of light fittings and globes in municipal buildings and street lights. Awareness campaigns amongst officials and consumers regarding energy efficiency.	Replacement of municipal geysers with solar geysers and coordinate replacement of consumer electrical geysers with solar geysers and energy efficient air conditioners. Replacement of light	Implement energy saving measures within the municipal buildings. Replacement of light fittings and globes in municipal buildings and street lights.



Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
					fittings and globes in municipal buildings and street lights.	
To improve the quantity and quality of municipal infrastructure and services	Public lighting	Electrical	Assist in the reduction of crime through the provision of public lighting by 2030.	Provision of public lighting in 4 villages each year.	Provision of public lighting in 4 villages each year.	Provision of public lighting in 4 villages each year.
To improve the quantity and quality of municipal infrastructure and services	Olifantsrivier Water Resource Development Plan(ORWRDP) - Bulk water	Technical Services	To provide quality and reliable basic water services to all villages with bulk water supply by 2025.	Implementation and completion of the Functional scheme (Phase I) by 2020 to provide 38 villages with reticulated basic water as contained in the Water Master Plan. Fundraising to the extent of R1.5bn for implementation of balance of Water Master Plan.	Completion of phase 2A & 2B of the Mogalakwena Water Master Plan by September 2019. Implementation of phases 3 - 5 of the Water Master Plan. Continue with Fundraising for implementation of balance of Water Master Plan.	Continuation of the implementation of the balance of the Mogalakwena Water Master Plan on condition that funds have been secured. Estimated completion of 130 villages with basic water by 2025.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
To improve the quantity and quality of municipal infrastructure and services	Project Management	Technical Services	To ensure all projects are completed within time, scope and budget specifications.	Timeous registration of identified projects. Ensure implementation of projects are complying with implementation and expenditure plans.	Timeous registration of identified projects. Ensure implementation of projects are complying with implementation and expenditure plans.	Timeous registration of identified projects. Ensure implementation of projects are complying with implementation and expenditure plans.
To improve the quantity and quality of municipal infrastructure and services	Roads & storm water	Technical Services	To ensure well maintained roads by 2030 through maintaining (blading, regravelling and grading of 800km per year) and the resealing of 7km of streets in Mokopane per year and the gradual upgrading of roads through tarring of gravel roads (5km per year)	Source funding of implementation of roads master plan. Develop roads management system. Unfreeze and fill positions and procure equipment for satellite offices. Upgrading 5 km gravel roads to tar per year. Resealing 7 km out of total of 100km of streets in Mokopane Town per year. Maintain (blading, regravelling and grading) 800km of gravel roads per year	Source funding of implementation of roads master plan. Implementation of roads and storm water master plan recommendations. Upgrading 5 km gravel roads to tar per year. Resealing 7 km out of total of 100km of streets in Mokopane Town per year. Maintain (blading, regravelling and grading) 800km of gravel roads per year	Source funding of implementation of roads master plan. Implementation of roads and storm water master plan recommendations. Upgrading 5 km gravel roads to tar per year. Resealing 7 km out of total of 100km of streets in Mokopane Town per year. Maintain (blading, regravelling and grading) 800km of gravel roads per year
To improve the quantity and quality of municipal	Rural (Non-water borne) Sanitation	Technical Services	Provision of additional 4000 VIP toilets by 2022.	Fund raising, tendering process, implementation of projects.	Fund raising, tendering process, implementation of projects.	Fund raising, tendering process, implementation of projects.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
infrastructure and services						
To improve the quantity and quality of municipal infrastructure and services	Rural (Non-water borne) Sanitation Maintenance	Development Planning	To prolong the lifespan of VIP toilets to more than 10 years.	Conduct community awareness campaigns regarding the maintenance of VIP toilets.	Procure equipment to assist communities with maintenance of VIP toilets. Maintain VIP toilets regularly to expand the lifespan.	Procure equipment to assist communities with maintenance of VIP toilets. Appointment of employees to maintain VIP toilets regularly to expand the lifespan.
To improve the quantity and quality of municipal infrastructure and services	Sanitation - Quality	Technical Services	To ensure that final effluent comply to DWA specifications (green drop rating 95% by 2022)	Continuously treat and test effluent quality. Building a dedicated team to manage and maintain quality of effluent	Continuously treat and test effluent quality. Building a dedicated team to manage and maintain quality of effluent	Continuously treat and test effluent quality. Building a dedicated team to manage and maintain quality of effluent
To improve the quantity and quality of municipal infrastructure and services	Sewer - O&M	Technical Services	To prolong the lifespan of waste water treatment plants.	Unfreezing and filling of critical positions. Capacitate process controllers and maintenance teams. Continuously refurbish the plant and network. Building a dedicated team to manage and maintain sewer plants	Capacitate process controllers and maintenance teams. Continuously refurbish the plant and network. Building a dedicated team to manage and maintain sewer plants	Capacitate process controllers and maintenance teams. Continuously refurbish the plant and network. Building a dedicated team to manage and maintain sewer plants
To improve the quantity and quality of municipal infrastructure and services	Sewer - Reticulation	Technical Services	Improve access to sanitation by providing 21 000 households with water borne sanitation by 2022	Apply for funding, tendering process, Implementation of projects. (Depends upon commissioning of Flag Boshielo 2G, 2B connection to Pruisen)	Reticulate peri-urban with bulk sewer. Reconfigure bulk sewer reticulation system to divide inflow between old and new treatment works. (Depends upon commissioning of Flag	Implementation of the balance of the Mogalakwena Municipality Waste Water Treatment Master Plan on condition that funds have been secured. Expand reticulation to rural areas.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
					Boshielo 2G, 2B connection to Pruizen)	(Depends upon commissioning of Flag Boshielo 2G, 2B connection to Pruizen)
To improve the quantity and quality of municipal infrastructure and services	Sewer - Treatment facilities	Technical Services	Increase the sewer treatment capacity by additional 10 mega liters by 2021	Expand sewer treatment capacity with additional 5 ML. Dependent upon commissioning of Flag Boshielo 2G, 2B connection to Pruizen.	Decommissioning of Sekgakgapeng and Masodi oxidation ponds	Expand sewer treatment capacity with additional 5 ML.
To improve the quantity and quality of municipal infrastructure and services	Water - reticulation	Technical Services	Reticulation of all peri-urban areas by 2022.	Community mobilisation program. Finalise designs and secure funding. Implementation of reticulation system including installation of pre-paid meters.	Installation of reticulation systems and pre-paid meters in all new extensions.	Installation of reticulation systems and pre-paid meters in all new extensions.
To improve the quantity and quality of municipal infrastructure and services	Water - reticulation	Technical Services	Reticulation of the balance of the water master plan to all villages by 2030.	Approval of Implementation readiness strategy (IRS) of DWS. Approval of technical reports and registration of projects with CoGHSTA. Finalise designs.	Implementation of the balance of the water master plan in phases depending on availability and securing of funds.	Implementation of the balance of the water master plan in phases depending on availability and securing of funds.
To improve the quantity and quality of municipal infrastructure and services	Water O&M	Technical Services	Increase lifespan of water infrastructure to be about 20 years and decrease water losses to 25% by 2022.	Maintenance and refurbishment of existing water infrastructure system.	Refurbishment of existing water infrastructure system.	Refurbishment of existing water infrastructure system.
To improve the quantity and	Water Quality	Technical Services	Obtaining 95% blue drop status by 2022.	Continuously treat and test water quality. Expansion	Continuously treat and test water quality.	Continuously treat and test water quality. Expansion

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
quality of municipal infrastructure and services				and installation of water quality treatment plant at every borehole and/or reservoirs.	Expansion and installation of water quality treatment plant at every borehole and/or reservoirs.	and installation of water quality treatment plant at every borehole and/or reservoirs.

### Key Projects:

- ✓ Development of Disaster Management Plan in line with District Disaster Management Framework
- ✓ Development of non-motorised plan
- ✓ Digitalisation of libraries
- ✓ Develop Integrated Library and Information Service Plan
- ✓ Establish libraries at nodal points
- ✓ Develop Environmental Management Plan
- ✓ Develop Street Trading Management Strategy
- ✓ Construction of sidewalks
- ✓ Develop maintenance plan for cleaning and maintenance of sidewalks
- ✓ Recycling projects (separation)
- ✓ Awareness campaigns on waste management
- ✓ Review operators and maintenance plans for refuse removal
- ✓ Implement transfer stations at nodal points
- ✓ Olifantsrivier Water Resource development Plan - ( R-BIG) bulk water provision
  - Bulk steel pipe line system (Various sizes)
  - Command reservoirs with water treatment plants and secondary bulk pipelines
  - 200 storage tanks at villages
  - uPvc Pipe system
  - Steel storage Tanks (Various sizes)
  - Underground water Exploration
  - Water Treatment Plants (15ML ×2)
  - Concrete Reservoirs as Command Storage
- ✓ Waste Water Master Plan
  - 10ML Waste Water Treatment Plant @ Masodi
  - Refurbishment of an existing 9,4ML waste treatment works
  - De-commissioning of Sekgakgapeng and Masodi Oxidation Plants

- Reconfiguration of the existing pipe system
- Reticulation of Per Urban Areas
- ✓ MIG Projects:
  - Upgrading of gravel roads to tarred road (Taxi routes)
  - Development of mini water schemes in various SDA's
  - Installation of pre-paid water meters (Water conservation and management)
  - 5 Water Infrastructure development Projects Funded Through DoRA Grant
  - 15km Tarred Road and Storm water infrastructure Development projects.
  - 800 VIP Sanitation projects
- ✓ Operation and Maintenance:
  - Re-graveling of roads in various villages
  - Blading of roads and streets in various villages
  - Patching of potholes, repairs of kerbs and side walks
  - Repair of pumps water systems
  - Water carting to various villages where water system is functional
  - Resealing of roads and streets
- ✓ Approval of technical reports and registration of projects with CoGHSTA
- ✓ Review Sewer Maintenance Plan to include non-water borne systems
- ✓ Procurement of equipment
- ✓ Develop Roads Master Plan
- ✓ Electricity Master Plan
  - Establish East substation
  - Upgrade West substation
  - SMART metering
  - Refurbish overhead networks
  - Replace underground cables
  - Electrification of houses
  - Replace street light fittings with LED
  - Replace geysers
  - Replace conditioners
  - High mast light installation
  - Street light installation

### KPA 3: Local Economic Development

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	Development Planning	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development by 2021.	Develop mining strategy. Support small scale black owned mines by means of provision of infrastructure at Motse pebbles mine. Monitoring and coordination of social responsibilities by the mine.	Coordination and promotion of beneficiation from mining in terms of the action plan contained in the mining strategy. Support small scale black owned mines by means of provision of infrastructure at Motse pebbles mine. Monitoring and coordination of social responsibilities by the mine.	Coordination and promotion of beneficiation from mining in terms of the action plan contained in the mining strategy. Support small scale black owned mines by means of provision of infrastructure at Motse pebbles mine. Monitoring and coordination of social responsibilities by the mine
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	Development Planning	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development by 2021.	Development and supporting SMMEs through capacitating SMMEs on how to access funding, business plan development.	Development and supporting SMMEs through capacitating SMMEs on how to access funding, business plan development.	Development and supporting SMMEs through capacitating SMMEs on how to access funding, business plan development.
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	Development Planning	To forge partnerships with Private Sector that will create conducive environment for sustainable local	Capacitating the LED and Tourism unit by making use of the services and providing opportunity to interns.	Review the tourism strategy.	Implementation of the Local tourism strategy.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
			economic development by 2021.			
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	Development Planning	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development by 2021.	Review the LED strategy. Develop Investment Attraction Strategy.	Implementation of the LED strategy. Implementation of the Investment Attraction strategy.	Implementation of the LED strategy. Implementation of the Investment Attraction strategy.
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	Development Planning	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development by 2021.	Coordination and support the establishment of a local marula processing plant.	Coordination and support the local marula processing plant.	Coordination and support the local marula processing plant.
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	Development Planning	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development by 2021.	Promotion of Mogalakwena as a preferred tourism destination. Tourism destination packages nationally and internationally.	Promotion of Mogalakwena as a preferred tourism destination. Tourism destination packages nationally and internationally.	Promotion of Mogalakwena as a preferred tourism destination. Tourism destination packages nationally and internationally.



Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	Development Planning	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development by 2021.	Canvas developers for a big economic development (e.g. big mall and motor city).	Canvas developers for a big economic development (e.g. big mall and motor city).	Canvas developers for a big economic development (e.g. big mall and motor city).

#### Key Projects:

- ✓ Develop Mining Strategy
- ✓ Provision of infrastructure at Motse Pebbles mine
- ✓ Review LED Strategy
- ✓ Support establishment of local Marula processing plant

KPA 4: Financial Viability and Municipal Management

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Sound and efficient financial management	Asset Management	Budget and Treasury	To ensure asset register is fully GRAP and MSCOA compliant by 30 June 2022	<p>Review and update asset register (movable and fixed assets) in line with GRAP and MSCOA standards.</p> <p>Review asset lifespan and account for impairments.</p> <p>Update asset register to capture all new assets and insure all new assets, submit write-offs to Council for approval.</p> <p>Calculate and apply annual depreciation.</p> <p>Conduct annual asset verification.</p> <p>Conduct annual auction.</p> <p>Review and implement asset management policy.</p> <p>Training and development of personnel in unit.</p>	<p>Review and update asset register (movable and fixed assets) in line with GRAP and MSCOA standards.</p> <p>Review asset lifespan and account for impairments. Update asset register to capture all new assets and insure all new assets, submit write-offs to Council for approval. Calculate and apply annual depreciation.</p> <p>Conduct annual asset verification.</p> <p>Conduct annual auction.</p> <p>Review and implement asset management policy.</p> <p>Training and development of personnel in unit.</p>	<p>Review and update asset register (movable and fixed assets) in line with GRAP and MSCOA standards.</p> <p>Review asset lifespan and account for impairments. Update asset register to capture all new assets and insure all new assets, submit write-offs to Council for approval. Calculate and apply annual depreciation.</p> <p>Conduct annual asset verification.</p> <p>Conduct annual auction.</p> <p>Review and implement asset management policy.</p> <p>Training and development of personnel in unit.</p>
Sound and efficient financial management	Budget and Reporting	Budget and Treasury	Council approval of credible three year MSCOA budgets and continuous submission of financial reports	<p>Submission of credible and costed three year MSCOA budgets (adjustment, draft and final) and financial reports (S71, S72, AFS, AR) as stipulated by legislation.</p> <p>Review and refine monthly financial reporting tool</p>	<p>Submission of credible and costed three year MSCOA budgets (adjustment, draft and final) and financial reports (S71, S72, AFS, AR) as stipulated by legislation.</p>	<p>Submission of credible and costed three year MSCOA budgets (adjustment, draft and final) and financial reports (S71, S72, AFS, AR) as stipulated by legislation.</p>

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
			as stipulated by legislation.	Training and development of personnel in unit	Training and development of personnel in unit.	Training and development of personnel in unit.
Sound and efficient financial management	Budget and Reporting	Budget and Treasury	Submit GRAP compliant Annual Financial Statements to AG by 31 August annually	Prepare and submit GRAP compliant Annual Financial Statements.	Prepare and submit GRAP compliant Annual Financial Statements.	Prepare and submit GRAP compliant Annual Financial Statements.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Sound and efficient financial management	Expenditure	Budget and Treasury	To ensure continuous correct and timeous payments of accounts as per legislation.	Review and implement internal processes to thoroughly check on all payment documentation and proceed with payment if documentation is compliant and items are budgeted for. Avoiding duplicate payments by verifying previous payments against new payments. Prevent fraudulent payments by double checking before releasing payment. Ongoing training and development of staff in unit	Thorough checks on all payment documentation and proceed with payment if documentation is compliant and items are budgeted for. Ongoing training and development of staff in unit.	Thorough checks on all payment documentation and proceed with payment if documentation is compliant and items are budgeted for. Ongoing training and development of staff in unit

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Sound and efficient financial management	Fleet Management	Budget and Treasury	Develop and Implement a centralised fleet management program by June 2021	Establishment of centralised fleet unit (organogram and appointment of appropriate personnel). Development of fleet management policy. Capacitate fleet staff.	Verification and sign-off of monthly fleet reports. HOD's to take ownership and full accountability on management of fleet utilisation. All HOD's to conduct comprehensive fleet analysis and submit to Divisional Head Fleet. Manage and coordinate effective utilisation, maintenance and reporting of insurance claims. Installation of an integrated fleet management system. Capacitate fleet staff. Fleet management unit to ensure cost effective utilisation and maintenance of fleet. Manage and monitor integrated fleet management system. Capacitate fleet staff.	Verification and sign-off of monthly fleet reports. HOD's to take ownership and full accountability on management of fleet utilisation. All HOD's to conduct comprehensive fleet analysis and submit to Divisional Head Fleet. Manage and coordinate effective utilisation, maintenance and reporting of insurance claims. Installation of an integrated fleet management system. Capacitate fleet staff. Fleet management unit to ensure cost effective utilisation and maintenance of fleet. Manage and monitor integrated fleet management system. Capacitate fleet staff.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Sound and efficient financial management	Free basic services	Budget and Treasury	To have a credible indigent register by June 2021	Training (Facilitation to be conducted by SALGA or National/Provincial Treasury) of Councillors, Ward Committees and CDW's on indigent registration and verification processes. Capacitating of Councillors and ward committees to ensure monitoring (and reporting to finance department) of indigent status are enforced on ward level. Annual registration of indigents and creating of an indigent register. Training and development of personnel in unit.	Annual registration of indigents and creating of an indigent register. Training and development of personnel in unit.	Annual registration of indigents and creating of an indigent register. Training and development of personnel in unit.
Sound and efficient financial management	Revenue / Income	Budget and Treasury	To increase the collection rate to 85% by 2021.	Adhere to credit and debt collection policies. Conduct awareness campaigns with Council and communities. Conduct a land and property audit and follow data cleansing process to correct property owner details and ensure correct tariff structures are implemented. Investigate and pursue the attachment of movable property for payment of	Enforce credit control policy. Enforce installation of prepaid electricity and water meters in all new developments. Enforce installation of pre-paid electricity meters. Promote installation of prepaid electricity. Monitor performance and review SLA with debt collector.	Enforce credit control policy. Enforce installation of prepaid electricity and water meters in all new developments. Enforcing installation of pre-paid electricity meters. Promote installation of prepaid electricity. Monitor performance and review SLA with debt collector. Update valuation roll with supplementary roll. Training

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
				<p>service by implementation of credit control policy.</p> <p>Enforce installation of prepaid water and electricity meters in all new developments. Promote that were possible pre-paid electricity meters are installed.</p> <p>Appoint and monitor performance of debt collector.</p> <p>Conduct meter audit and update systems to ensure that all installed meters are billed.</p> <p>Compile new valuation roll and update valuation roll with supplementary roll.</p> <p>Develop and implement revenue enhancement strategy and policies based on audited land and property audits.</p> <p>To get buy-in from council to charge standard rates for peri-urban areas.</p> <p>Training and development of personnel in unit.</p>	<p>Update valuation roll with supplementary roll.</p> <p>Training and development of personnel in unit.</p>	<p>and development of personnel in unit.</p>
Sound and efficient financial management	Supply chain management	Budget and Treasury	To continuously comply with all SCM policy requirements to ensure timely service delivery.	<p>Conduct internal stakeholder training/workshops on SCM processes. Adherence to scheduled and quorated SCM committee meetings.</p> <p>Ensure appointment of</p>	<p>Review, align with new legislative developments and trends with regards to implementation SCM policy.</p> <p>Compliance with audit</p>	<p>Review, align with new legislative developments and trends with regards to implementation SCM policy.</p> <p>Compliance with audit</p>

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
				<p>service providers are done strictly according to procedures and guidelines. Annual review of and ensure adherence to procurement plan. Review, align with the new PPPFA.</p> <p>Review and implement SCM policy.</p> <p>Adhere to National Treasury Central Supplier database require to obtain quotations. Submission of timely reports to Council, Provincial and National Treasury as per legislative requirements.</p> <p>Compliance with audit finding and take corrective action progressively.</p> <p>Annual stock take to be conducted and writing off of obsolete and redundant stock. Ongoing training and development of staff in unit.</p>	<p>finding and take corrective action progressively.</p> <p>Annual stock take to be conducted and writing off of obsolete and redundant stock.</p> <p>Ongoing training and development of staff in unit</p>	<p>finding and take corrective action progressively.</p> <p>Annual stock take to be conducted and writing off of obsolete and redundant stock.</p> <p>Ongoing training and development of staff in unit</p>

#### Key Projects:

- ✓ Revenue Enhancement Strategy
- ✓ Review financial policies
- ✓ Awareness campaigns on revenue
- ✓ Conduct data cleansing
- ✓ Review asset register
- ✓ Annual auction
- ✓ Compile annual indigent register



- ✓ Awareness campaigns and training on indigent register
- ✓ Training/workshop on SCM processes
- ✓ Review Procurement Plan
- ✓ Procurement of integrated fleet management system

## KPA 5: Municipal Transformation and Organisational Development

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Develop and implement efficient management and governance systems	Employment Equity	Corporate Services	To ensure continuous compliance with Employment Equity Act	Review employment equity plan. Implement employment equity during recruitment process.	Review employment equity plan. Implement employment equity during recruitment process.	Review employment equity plan. Implement employment equity during recruitment process.
To ensure that all stakeholders within the institution are adequately capacitated and retained	EAP	Corporate Services	To continuously ensure the wellbeing of employees.	Develop EAP policy and plan. Provision of psychotherapy to employees.	Implementation of EAP policy and plan. Continuous provision of psychotherapy to employees.	Review and implementation of EAP policy and plan. Continuous provision of psychotherapy to employees.
To ensure that all stakeholders within the institution are adequately capacitated and retained	Human resources	Corporate Services	To ensure a functional HR unit by June 2021	Develop HR Strategy, policies and procedures. Coordinate establishment of HR committees. Training of all employees and councillors in strategy and policies.	Implement HR strategy, policies and procedures Continuous coordination of HR committees. Continuous training.	Implement HR strategy, policies and procedures Continuous coordination of HR committees. Continuous training.
To ensure that all stakeholders within the institution are adequately capacitated and retained	Labour Relations	Corporate Services	To achieve a healthy relationship between employer and employee	Resuscitate local labour relations forum. Conduct monthly LLF meetings. Conduct refresher workshops with all employees on Code of Conduct. Enforce Code of Conduct.	Conduct monthly LLF meetings. Conduct refresher workshops with all employees on Code of Conduct. Enforce Code of Conduct.	Conduct monthly LLF meetings. Conduct refresher workshops with all employees on Code of Conduct. Enforce Code of Conduct.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
To ensure that all stakeholders within the institution are adequately capacitated and retained	Occupational Health and Safety	Corporate Services	To mainstream OHS in the workplace	Establish and implement the OHS Management system by 2020. Conduct OHS training. Ensure legal OHS appointments. Publish all OHS policies. OHS reports form part of standing items in Executive Management Meeting. Establishment of committees. Compilation of plans.	Establish OHS unit/division.	Continuous functional OHS unit
To ensure that all stakeholders within the institution are adequately capacitated and retained	Organisational Development	Corporate Services	To have an organisational structure that is in line with the strategic intent of the municipality that is affordable and will maximise human capital.	Organisational study, review organisational structure that is costed. Ensure that each employee has a credible job description.	Implementation of organogram. Implementation of job descriptions.	Review and implementation of organogram. Review and implementation of job descriptions.
To ensure that all stakeholders within the institution are adequately capacitated and retained	Staff recruitment	Corporate Services	To ensure that all budgeted positions are filled	Recruit adequately skilled personnel. Review recruitment policy. Capacitate councillors on their roles and responsibilities in particular to the appointment of S54 and 56 managers.	Recruit adequately skilled personnel. Review recruitment policy. Capacitate councillors on their roles and responsibilities in particular to the appointment of S54	Recruit adequately skilled personnel. Review recruitment policy. Capacitate councillors on their roles and responsibilities in particular to the appointment of S54 and 56 managers.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
				Conduct vetting on existing employees.	and 56 managers. Conduct vetting on existing employees.	Conduct vetting on existing employees.
To ensure that all stakeholders within the institution are adequately capacitated and retained	Staff retention	Corporate Services	To continuously reduce the level of staff attrition to the accepted municipal sector level	Development of staff retention strategy and policy.	Implementation of strategy and policy. Review annually.	Implementation of strategy and policy. Review annually.
To ensure that all stakeholders within the institution are adequately capacitated and retained	Training and development	Corporate Services	To continuously ensure that staff and councillors are trained and capacitated to fulfil their responsibilities.	Implementation of the Workplace Skills Plan. Identify training areas and ensure that all staff are continuously trained in relation to developmental areas identified. Ensure that all financial department employees are trained and certified competent in Financial Management.	Implementation of the Workplace Skills Plan.	Implementation of the Workplace Skills Plan.

#### Key Projects:

- ✓ Review and cost organisational structure
- ✓ Develop job instructions / Standard Operating Procedures for maintenance of municipal buildings
- ✓ Automated leave system
- ✓ Automated clocking system
- ✓ Develop HR Strategy
- ✓ Develop HR Policies and procedures
- ✓ Review Employment Equity Plan
- ✓ Resuscitate Labour Relations Forum
- ✓ Refresher workshop on Code of Conduct

- ✓ Establish OHS Management system
- ✓ Review job descriptions
- ✓ Develop Staff Retention Strategy
- ✓ Develop Staff Retention Policy
- ✓ Annual development of WSP
- ✓ Develop EAP Policy
- ✓ Develop Records Management Procedure Manual
- ✓ Review Records Management policy
- ✓ Develop maintenance plan for municipal properties

## KPA 6: Good Governance and Public Participation

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Develop and implement efficient management and governance systems	Records Management	Corporate Services	To manage municipal records in compliance to the Archives Act.	Develop records management procedure manual. Review records management policy. Train all municipal officials in records management.	Procure automated document management system. Implement records management procedure manual. Implement records management policy.	Implement records management procedure manual. Implement records management policy.
Develop and implement efficient management and governance systems	Auditing	Office of the Municipal Manager	To achieve clean audits by 2022	Capacitate and educate personnel on their responsibilities and compliance matters	Compliance with all applicable legislation and policies	100% compliance with legislation and policies
Develop and implement efficient management and governance systems	By-laws	Corporate Services	To achieve consistent enforcement of all by-laws through inspections and lawful actions.	Regulate day-to-day business of the municipality through developing and reviewing of by-laws. Conduct public consultations on by-laws. Gazetting of by-laws.	By-law awareness campaigns.	By-law awareness campaigns.
Develop and implement efficient management and governance systems	Council secretariat	Corporate Services	To ensure continuous smooth running of council and its committees.	Ensure agendas are on time.	Establish MPAC unit (researcher, coordinator).	Continuous support to council and committees.
Develop and implement efficient management	Council Support	Office of the Municipal Manager	To ensure the continuous smooth running of all council programmes	Establish a functional council support unit Implement council support programmes	Implement council support programmes	A fully capacitated and functional council support unit Implement council support programmes

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
and governance systems						
Develop and implement efficient management and governance systems	Customer care /Call Center	Corporate Services	To build trust and confidence in our customers by 2021.	Develop customer care policy with measurable service standards. Monitor customer care service standards.	Monitor customer care service standards.	Monitor customer care service standards.
Develop and implement efficient management and governance systems	Information Technology	Corporate Services	To implement effective ICT systems and availability of secured information and data by 2021.	Develop and implement ICT strategy. Review and implement ICT policies. Train employees on ICT policies.	Implement ICT strategy. Review and implement ICT policies. Continuous training of ICT personnel.	Review and implement ICT strategy. Review and implement ICT policies. Continuous training of ICT personnel.
Develop and implement efficient management and governance systems	Integrated Planning	Development Planning	To maintain a credible IDP rating as measured by MEC's Assessment annually.	Comply with the process plan timeframes/ deadlines.	Comply with the process plan timeframes/ deadlines. Capacitate all relevant stakeholders in IDP development processes.	Comply with the process plan timeframes/ deadlines. Reduce non-adherence to process plan timeframes. Capacitate the personnel and councillors in the IDP process.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Develop and implement efficient management and governance systems	Legal services	Corporate Services	To continuously minimise unwarranted litigations.	Conduct information dissemination workshops with all personnel and councillors. Regularly inform management about changes/amendments in legislation.	Regularly inform management about changes/amendments in legislation. Workshop personnel and councillors on changes/amendments in legislation.	Regularly inform management about changes/amendments in legislation. Workshop personnel and councillors on changes/amendments in legislation.
Develop and implement efficient management and governance systems	Monitoring and Evaluation	Office of the Municipal Manager	To continuously plan, monitor, report and evaluate the performance of the organisation and employees to ensure a productive and accountable organisation	Develop a credible, implementable and MSCOA compliant SDBIP on time. Continuous monitoring of performance management progress to achieve the targets and project implementation. Timeously produce accurate and reliable performance reports. Continuously conducting performance evaluations. Cascading of performance management system to levels 2 and 3. Acquire automated performance management system.	Develop a credible, implementable and MSCOA compliant SDBIP on time. Continuous monitoring of performance management progress to achieve the targets and project implementation. Timeously produce accurate and reliable performance reports. Continuously conducting performance evaluations. Cascading of performance management system to levels 4 to 6.	Develop a credible, implementable and MSCOA compliant SDBIP on time. Continuous monitoring of performance management progress to achieve the targets and project implementation. Timeously produce accurate and reliable performance reports. Continuously conducting performance evaluations. Cascading of performance management system to all levels



Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
To improve the quantity and quality of municipal infrastructure and services	Municipal Building Maintenance	Technical Services	To ensure continuous maintenance of municipal fixed assets	Job instruction for maintenance of municipal buildings attended to within maximum of 3 working days from receipt of required material. Making use of appointed service provider to assist with specialised maintenance tasks in terms of SLA	Job instruction for maintenance of municipal buildings attended to within maximum of 3 working days from receipt of required material. Making use of appointed service provider to assist with specialised maintenance tasks in terms of SLA. Unfreezing and filling of critical positions identified maintaining municipal buildings within the rural areas	Job instruction for maintenance of municipal buildings attended to within maximum of 3 working days from receipt of required material. Making use of appointed service provider to assist with specialised maintenance tasks in terms of SLA
Develop and implement efficient management and governance systems	Municipal Communication	Office of the Municipal Manager	To ensure clear and effective communications both internally and externally by 2022.	Establish and capacitate communication unit Establish/appointment of IGR unit/official Develop communication strategy	Implement communication strategy Educate and capacitate personnel	Review and implement communication strategy

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Develop and implement efficient management and governance systems	Public participation	Office of the Municipal Manager	To ensure continuous effective public participation both internally and externally	Establish public participation unit Develop and implement a comprehensive public participation strategy Develop monitoring tool to ensure functionality of ward committees Include awareness on use of scarce resources in public participation plan	Implement Public Participation Strategy Monitor and capacitate ward committees	Review and implement Public Participation Strategy Monitor and capacitate ward committees
Develop and implement efficient management and governance systems	Risk, Anti-corruption and Fraud Prevention	Office of the Municipal Manager	To have an ethical and accountable control environment by 2022	Establish a functional risk unit Establish risk assessment systems Review and implement the Risk Management Plan Capacitate risk unit personnel	Review and implement the Risk Management Plan Implement risk assessment systems Capacitate risk unit personnel	Review and implement the Risk Management Plan Implement risk assessment systems Capacitate risk unit personnel
Develop and implement efficient management and governance systems	Service Delivery Areas	Office of the Municipal Manager	To create access to services through service delivery areas by 2021.	Strengthen existing SDAs (Bakenberg, Mapela, Rebone, and Mahwelereng).	Support SDAs to ensure functionality.	Support SDAs to ensure functionality.
Develop and implement efficient management and governance systems	Special Projects (Youth, disability, gender, HIV/AIDS)	Office of the Municipal Manager	To continuously mainstream issues of vulnerable groups into municipal planning	Establishment of youth council, disability, gender, HIV/Aids and substance abuse forums. Established council and forums to meet on quarterly basis.	Implement the Special Projects programme in collaboration with NGOs. Quarterly council and forums to meet on quarterly basis. Implement national and provincial programmes.	Implement the Special Projects programme in collaboration with NGOs. Quarterly council and forums to meet on quarterly basis. Implement national and provincial programmes.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
				Implement national and provincial programmes.		

**Key Projects:**

- ✓ Ward Committee Monitoring Tool
- ✓ Cascading of Performance Management
- ✓ Automated Performance Management System
- ✓ Resuscitate "I" Community Projects
- ✓ Review Risk Management Plan
- ✓ Develop ICT Strategy
- ✓ Review ICT Policy
- ✓ Review and gazette By-laws
- ✓ Awareness campaigns on by-laws and policies
- ✓ Develop Communication Strategy
- ✓ Develop Public Participation Strategy
- ✓ Develop Customer Care Policy
- ✓ Develop Service Standard

## CHAPTER FOURTEEN: COMMUNITY PARTICIPATION & WARD NEEDS

### 14.1. 2020/2021 IDP & Budget Review Community and Stakeholder Consultation

Section 16 of Municipal Systems Act (32 of 2000) mandate municipalities to develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in:

- The preparation, implementation and review of its Integrated Development Plan (IDP).
- The establishment, implementation and review of its Performance Management System(PMS);
- Monitoring and review of its performance, including the outcomes and impact of such performance;
- The preparation of its budget;
- Strategic decision relating to the provision of municipal services.

Section 152 of the Constitution (108 of 1996) provides objectives of local government. One of the objectives is to encourage the involvement of communities and community organizations in the matters of local government. In line with the above-mentioned legislative mandate, Mogalakwena Municipality undertook the IDP/Budget Community Based Planning task team consultation process from 26 September 2019. Mogalakwena municipality is made up of thirty-two (32) wards, which are grouped into clusters for administrative purpose, below is the programme for the CBP that took place from 26 September to 11 October 2019.

Below is the summarized version of issues raised during the consultation, a comprehensive report is available covering needs per settlement in every ward of the municipality.

DATE & TIME	VENUE	EXPECTED STAKEHOLDERS	REMARKS
26 September 2019,13h00	Rebone Community Hall	Wards 3, 6 part of 1,2 and 7	Successful , No. of attendees 75
27 September 2019,10h00	Makobe Community Hall	Wards 4,5 and part of 1,2 and 8	Successful, No. of attendees 93
30 September 2019,10h00	Bakenberg Community Hall	Wards 7,8,9,10,11,15 and part 4	Successful, No. of attendees 81
01 October 2019,10h00	Mapela Thusong Centre	Wards13,14,17 18 and 16	Successful, No. of attendees 72
02 October 2019,10h00	Aboo Tayob Hall (Moshate)	Ward 19,20,21,22,23,24,25 and 30	Successful, No. of attendees 54
03 October 2019,10h00	Aboo Tayob Hall(Mahwelereng)	Wards 12,26,27,28 and part of 29	Successful, No. of attendees 51
04 October 2019,10h00	Mayors parlour	Ext 14,19,20,Ward 31,32 and part of 16 & 29	Not Successful, No. of attendees 9
11 October 2019	Main boardroom	Ext 14,19,20,Ward 31,32 and part of 16 & 29 Ward 26	Only Ward 26 and 32 made it,No. of attendees 6

## Summary of Issues Raised During Community Based Planning Sessions

- LED Street Lights
- Tarring of gravel roads
- Construction of low cost houses
- Construction of VIP toilets
- Installation of prepaid water meters
- Installation of highmast lights
- Construction of V-drains/stormwater management systems
- Construction of bridges
- Resealing of streets in town
- Drilling & equipping of new boreholes
- Electrification of extended households
- Construction of pension pay-point shelters
- Fencing and sanitation at cemeteries
- Construction of new reservoirs
- Water reticulation at extended households
- Construction of new clinics
- Development of residential sites
- Installation of network masts

## CHAPTER FIFTEEN: PROJECT REVIEW

### 15.1. Project review

The Project Review is about the design and specification of projects for implementation. The Mogalakwena Municipality has further outlined the Project Progress Report for 2019/20 in this section. The Mogalakwena Local Municipality has to ensure that the projects/programmes identified have a direct link to the priority issues and the objectives that were identified in the preceding phases.

Project Description	MIG APPROVED VALUE	Project Budget as in 2019/20 IDP	Adjusted budget in 2019/20	Project Status	Expenditure	% of Expenditure in 2019/20 FY	Overall Project Expenditure	% Progress
<b>PRIORITY I: WATER AND SANITATION</b>								
<b>SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)</b>								
Mini Water Scheme 13: Buffelhoek; Diphichi; Grasvlei; Kgopeng; Mphelelo; Ramosesane; Tiberius; Galelia; Vergenoeg (Diphichi Cluster) Multi Year	R 24 718 572,11	<b>R 4 035 957,00</b>	R22 596 150.30	Construction stage	R8 552 735.46	38%	R10 675 157.26	<b>65%</b>
JAKKALSKUIL (Mini WATER Scheme 15: Lesodi; Mamatlakala; Skilpadkraal)	R 78 543 515,84	<b>R 3 000 000,00</b>	R11 000 000.00	BSC stage	R0.00	<b>0%</b>	<b>R0.00</b>	<b>0.0%</b>
JAKKALSKUI ( Mini Water Scheme 16: Badsterspad, Makekeng, and Rantlakane								
Mini Water Scheme 25: Danisane, Ga-Chokoe, Hans, Lelaka, Mabusela Sandsloot,	R71 396 961.00	<b>R 27 396 961,00</b>	R46 827 901.40	Construction stage	R29 849 907.08	64%	R54 418 966.68	<b>84%</b>

Mashahleng, Masenya, Matlou, Seema, Skimming, Leleso								
Mini Water Scheme 22:, Witrivier, Millenium Park, Ditlotswane, Rooivaal and Malokong	R 129 767 077,29	<b>R 10 000 000,00</b>	R11 000 000.00	BSC stage	R0.00	<b>0%</b>	R0.00	<b>0%</b>
Waste Water Bulk Drainage and Treatment Facility	R107 293 550.00	<b>R 27 281 106,00</b>	R0.00	<b>Project on hold - Not On MIG Implementation Plan</b>	R0.00	<b>0%</b>	R67 293 550.00	<b>70%</b>

Project Description	Project Value as in 2019/20 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
<b>PRIORITY I: WATER &amp; SANITATION</b>					
<b>SOURCE: REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)</b>					
Jakkalskuil Water Project – Basterspad, Bokwidi, Buffelshoek, Dikgokgopeng, Diphichi, Galakwenastroom, Hermansdal, Jakkalskuil, Kabeane, Kaditshwene, Kgopeng, Kromkloof, Lesodi, Leyden, Lusaka/Nkgoru, Mabula, Mabuladitlhare, Makekeng, Malapile, Mamatlakala, Matebeleng, Nelly, Raadslid, Ramosesane, Rantlakane, Skulpadskraal, Skrikifontein A, Skrikifontein B, Vlakfontein 1, Vlakfontein 2, Wydhoek:	<b>R 183 558 000,00</b>	<b>Construction Stage</b>	31%	<b>R 76 036 202.20</b>	48%

Project Description	Project Value as in 2019/20 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
<b>PRIORITY I: WATER &amp; SANITATION</b>					
<b>SOURCE OF FUNDING: WATER SERVICES INFRASTRUCTURE GRANT (WSIG)</b>					
Mogalakwena source development, storage, and water reticulation.	<b>R 60 000 000.00</b>	<b>Construction Stage</b>	32%	<b>R 12 989 134.13</b>	29%

Project Description	Project Value	Project Value as in 2019/20 IDP	Revised Project Value in 2019	Project Status	Expenditure	% of Expenditure in 2019/20 FY	Overall Project Expenditure	% Progress
<b>PRIORITY I3: ROADS &amp; STROMWATER</b>								
<b>SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)</b>								
Mahlogo Roads and Stormwater	R 21 577 315,25	<b>R 10 000 000,00</b>	R 15 860 227.74	Construction stage	R5 853 603.77	37%	R15 441 444.16	60%
Mahwelereng Roads and Stormwater	R 39 999 990,00	<b>R 14 000 000,00</b>	R 39 999 990.00	Contractor appointed	R2 832 920.49	25%	R2 832 920.49	0%

Project Description	Project Value	Project Value as in 2019/20 IDP	Revised Project Value in 2019	Project Status	Expenditure	% of Expenditure in 2019/20 FY	Overall Project Expenditure	% Progress
<b>PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT</b>								
<b>SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)</b>								
Mogalakwena Marula Processing Plant	<b>R 7 000 000,00</b>	R0.00	R0.00	Design stage-feasibility study to be conducted	R0.00	<b>0%</b>	R0.00	<b>0%</b>



Project Description	Project Value as in 2019/20 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
<b>PRIORITY 4: ELECTRICITY</b>					
<b>SOURCE OF FUNDING: MIG</b>					
High Mast: Mesopotamia, Mosoge, Ga-Monare, Mahlogo and Malepetleke.	R 6 000 000.00	Project not Approved by MIG, deferred to 2020/21 Financial Year	0	0	0

Project Description	Project Value as in 2019/20 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
<b>PRIORITY 4: ELECTRICITY</b>					
<b>SOURCE OF FUNDING: INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)</b>					
Electrification of Villages: Sepharane, Sekuruwe, Basogadi, Maroteng, Danisane/Leleso, Mosoge, Mmotong, Kgobudi, Mosesetjane and Dipere/Nong	R 14 000 000,00	We have appointed Contractors and We are on progress of conducting site hand over.	10 %	R 1 172 749,16	8.4 %

Project Description	Project Value as in 2019/20 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
<b>PRIORITY 4: ELECTRICITY</b>					
<b>SOURCE: CAPITAL REPLACEMENT RESERVES (CRR)</b>					
Electrification of Villages: TOP UP	R 2 500 000,00	We have appointed Contractors and We are on progress of conducting site hand over.	10%	R0,00	0 %

Project Description	Project Value	Project Value as in 2019/20 IDP	Revised Project Value in 2019	Project Status	Expenditure	% of Expenditure in 2019/20 FY	Overall Project Expenditure	% Progress
<b>PRIORITY 5: INSTITUTIONAL ARRANGEMENTS</b>								
<b>SOURCE: CAPITAL REPLACEMENT RESERVES (CRR)</b>								
Civic Centre Security Upgrade : Clocking system CCTV and Access Control	R I 500 000,00	R I 500 000,00	R0,00	Project on hold – Financial Constraints	R0,00	0%	R0,00	0%
Upgrading Testing Centre	R I 000 000,00	R I 000 000,00	R 500 000,00	Procurement process stage	R0,00	0%	R0,00	0%
Mahwelereng Hall - renovations	R 5 000 000,00	R 5 000 000,00	R I 500 000,00	Procurement process stage	R0,00	0%	R0,00	0%

Project Description	Project Value	Project Value as in 2019/20 IDP	Revised Project Value in 2019	Project Status	Expenditure	% of Expenditure in 2019/20 FY	Overall Project Expenditure	% Progress
<b>PRIORITY 7: LAND &amp; ENVIRONMENTAL MANAGEMENT</b>								
<b>SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)</b>								
Mokopane Regional Cemetery		R 7 289 876,00	R0,00	Awaiting site identification approval	R0,00	0%	R0,00	0%

Project Description	Project Value	Project Value as in 2019/20 IDP	Revised Project Value in 2019	Project Status	Expenditure	% of Expenditure in 2019/20 FY	Overall Project Expenditure	% Progress
<b>PRIORITY 13: SPORTS ARTS AND CULTURE</b>								
<b>SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)</b>								
Mapela Sports Stadium	R 32 417 649,00	<b>R 13 914 100,00</b>	R32 417 649.00	Construction stage	R10 002 609.51	68 % of R14 724 604.95 (budget 2019/20fy)	R16 981 808 .90	<b>85%</b>

Project Description	Project Value as in 2019/20 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
<b>PRIORITY 13: SPORTS ARTS AND CULTURE</b>					
<b>SOURCE: CAPITAL REPLACEMENT RESERVES (CRR)</b>					
Moshate Sports Facility - Top up	R 7 000 000,00	R0,00	0%	R0,00	0%

I5.2. Mogalakwena Multiyear capital investment programme

I5.2.I. Capital projects – Own funded

Description	Current Budget	2020-2021	2021-2022	2022-2023
MAYORAL VEHICLE	800 000,00	-	-	-
SHREDDER	21 896,00	-	-	-
MAHWELERENG HALL RENOVATION	1 500 000,00	2 000 000,00	-	-
Laptops	-	600 000,00	-	-
TABLES	15 000,00	400 000,00	-	-
CHAIR HIGHBACK	15 000,00	-	-	-
CHAIR HIGHBACK	8 000,00	-	-	-
PRINTERS	20 000,00	-	-	-
FURNITURES	50 000,00	-	-	-
MABUELA ROADS AND STORMWATER RD FURNITUR	1 447 885,00	1 500 000,00	-	-
MASODI SEWER PLANT	30 000 000,00	14 000 000,00	-	-
PRINTERS	19 700,00	-	-	-
COMPUTERS - DESKTOPS	30 000,00	-	-	-
MINI WATER SCHEME: 13 DIPICHI BOREHOLES	1 480 470,00	1 500 000,00	-	-
Water Tankers	-	11 000 000,00	11 506 000,00	12 035 276,00
<b>Water replacement parts - CRR</b>				
OLIFANTS RIVER WATER RESOURCE DEV	5 100 000,00	5 000 000,00	15 000 000,00	20 000 000,00
GRASS CUTTING EQUIPMENT	500 000,00	-	-	-
REBONE SPORTS STADIUM OUTDOOR FACILITY	910 866,00	1 000 000,00		
MOSHATE SPORTS FACILITY	4 000 000,00	-	4 000 000,00	-
UPGRADING TESTING CENTRE	500 000,00	1 500 000,00	2 000 000,00	-
LADDERS	530 000,00	-	-	-
ELECTRIFICATION (TOP UP FUNDING)	2 011 900,00	4 000 000,00	2 500 000,00	4 000 000,00
<b>Total CRR</b>	<b>48 960 717,00</b>	<b>42 500 000,00</b>	<b>35 006 000,00</b>	<b>36 035 276,00</b>

I5.2.2. Capital projects – WSIG and INEP

Description	Current Budget	2020-2021	2021-2022	2022-2023
MOGALAKWENA SOURCE DEV STORE AND RETIC	50 734 220,00	43 850 000,00	45 000 000,00	37 640 000,00
MOGALAKWENA DROUGHT RELIEF 2018/19	365 780,00			
MOGAL SOURCE DEV STORAGE & WATER RETIC	8 900 000,00			
<b>Total WSIG</b>	<b>60 000 000,00</b>	<b>43 850 000,00</b>	<b>45 000 000,00</b>	<b>37 640 000,00</b>
ELECTRIFICATION OF VARIOUS VILLAGES	14 000 000,00	18 000 000,00	18 000 000,00	15 000 000,00
<b>Total INEP</b>	<b>14 000 000,00</b>	<b>18 000 000,00</b>	<b>18 000 000,00</b>	<b>15 000 000,00</b>

### I5.2.3. Capital projects – MIG

Description	Current Budget	2020-2021	2021-2022	2022-2023
MOTSE PEBBLES SMALL MINING	-	1 000 000,00	-	6 500 000,00
MOGALAKWENA MARULA PROCESSING PLANT	-	-	-	7 000 000,00
MAHWELERENG ROADS & STORM WATER	3 000 000,00	44 806 272,78	15 000 000,00	25 000 000,00
MAHWELERENG ROADS & STORM WATER	9 280 683,00	-	-	-
MAHWELERENG ROADS & STORM WATER	4 000 000,00	-	-	-
MAHLOGO ROADS AND STORMWATER	3 166 903,00	-	-	-
MAHLOGO ROADS AND STORMWATER	7 930 113,00	-	-	-
MABUELA ROADS AND STORMWATER	2 290 721,00	-	-	-
MABUELA ROADS AND STORMWATER	3 663 765,00	-	-	-
MARULANENG ROADS & STORMWATER	-	1 000 000,00	8 000 000,00	-
INSTAL MOKOPANE H/H SANIT?TENERIFE ETC	-	-	10 000 000,00	20 000 000,00
CONSTRUCTION OF MINI WATER SCHEME 1	-	-	9 301 106,92	40 000 000,00
CONSTRUCTION OF MINI WATER SCHEME 13	2 621 608,00	-	12 000 000,00	30 398 800,00
CONSTRUCTION OF MINI WATER SCHEME 22	11 000 000,00	30 000 000,00	40 067 878,37	-
CONSTRUCTION OF MINI WATER SCHEME 25	9 979 695,00	-	-	-
CONSTR OF MINI WATER SCHEME CLUSTER 27	300 000,00	-	-	-
CONSTRUCTION OF MINI WATER SCHEME 13	3 638 647,00	-	-	-
CONSTR OF FOTHANE MINI WATER SCHEME 23		1 923 427,22	-	-
CONSTR OF MINI WATER SCHEME CLUSTER 27	500 000,00	-	-	-
CONSTRUCTION OF MINI WATER SCHEME 25	16 174 840,00	-	-	-
CONSTRUCTION OF MINI WATER SCHEME 25	4 820 639,00	-	-	-
CONSTRUCTION OF MINI WATER SCHEME 25	301 652,00	-	-	-
CONSTR OF MINI WATER SCHEME CLUSTER 27	9 029 910,00	-	-	-
JAKKALSKUIL SECTION A	5 500 000,00	45 000 000,00	33 616 764,01	-

Description	Current Budget	2020-2021	2021-2022	2022-2023
JAKKALSKUIL SECTION B	5 500 000,00	-	-	-
CONSTRUCTION OF MINI WATER SCHEME 13	5 787 764,00	-	-	-
CONSTRUCTION OF MINI WATER SCHEME 13	5 561 313,00	-	-	-
CONSTR OF MINI WATER SCHEME CLUSTER 27	500 000,00	-	-	-
CONSTRUCTION OF MINI WATER SCHEME 13	4 986 819,00	-	-	-
CONSTRUCTION OF MINI WATER SCHEME 25	13 625 026,00	-	-	-
CONSTR OF MINI WATER SCHEME CLUSTER 27	1 500 000,00	-	-	-
CONSTRUCTION OF MINI WATER SCHEME 25	1 926 051,00	-	-	-
MOKOPANE REGIONAL CEMETERY		-	-	20 000 000,00
MAPELA SPORTS STADIUM	12 139 022,00	-	-	-
REBONE SPORTS STADIUM	2 691 832,00	-	-	-
SOCCER COMBO EXT. 14		-	-	10 914 100,00
SOCCER COMBO EXT. 17		-	-	10 914 100,00
CONSTR OF HIGH MAST (VILLAGES UNIDENT)		-	-	-
MOLEKANE ROADS AND STORMWATER	-	10 000 000,00	-	-
MABUSELA MASOGE ROADS & STORMWATER	-	9 000 000,00	26 277 500,00	-
Mesopotamia High Mast lights		-	1 800 000,70	-
Malepetleke High Mast Lights		-	3 950 000,00	-
Mosoge High Mast Light		-	902 750,00	-
Monare High Mast Lights		1 932 000,00	-	-
Mmahlogo High Mast Lights		2 898 000,00	-	-
<b>Total MIG</b>	<b>151 417 003,00</b>	<b>147 559 700,00</b>	<b>160 916 000,00</b>	<b>170 727 000,00</b>

## CHAPTER SIXTEEN: INTEGRATION

### 16.1. Introduction

During the Integration phase, sub – programme proposals, which were presented in the preceding phase, have to be harmonised in terms of contents, location and timing in order to achieve consolidated programmes for the municipality.

The major output for Phase 4 is an operational strategy which includes:

- a. Final project proposals/designs which serve as planning documents and for further feasibility studies;
- b. Consolidated sector plans and sectoral programmes which have been compiled from sector-specific projects, from sector components of multi-sectoral IDP projects, and from other non-IDP related sectoral activities. The WSDP, ITP and IWMP'S have been included under this section;
- c. A Spatial Development Framework, which proposes a broad spatial development for the municipal area and demonstrates compliance of the Mogalakwena IDP with spatial principles and strategies;
- d. A Five Year Action Programme, which provides a phased overview of projects and annual output targets as a base for monitoring progress and for formulation of annual business plans;
- e. An Integrated Poverty Reduction and Gender Equity Programme, which demonstrates compliance of the Mogalakwena IDP with policy guidelines related to poverty and gender specific monitoring;
- f. an Integrated Environmental Programme which demonstrates compliance of the IDP with environmental policies and contributes towards environmental impact monitoring through an awareness of legislative requirements for environmental impact assessment;
- g. An Integrated Local Economic Development (LED) Programme which provides an overview of measures to promote economic development and employment generation within the Mogalakwena Municipal Area;
- h. An Integrated HIV/AIDS Programme which illustrates the extent of the epidemic and the proposed efforts and actions of the municipality to address the problem;
- i. An Integrated Institutional Programme which spells out the management reforms and organizational arrangements the municipality intends implementing in order to achieve the development goals of the IDP;



## I6.2. Municipal Sector Plans

Sector Plan/Strategy	Status	Comments
<b>Community Services</b>		
1. Environmental Management Plan	Available	
2. Integrated Waste Management Plan	Not Available	Draft adopted by council awaiting public participation.
<b>Corporate Support Services</b>		
3. Employment Equity Plan	Available	
4. HR Strategy	Not Available	Budget provided for in 2019/2020
5. Institutional Plan	Not Available	Budget provided for in 2019/2020
6. Succession Plan	Not Available	Budget provided for in 2019/2020
7. Workplace Skills Plan	Available	
<b>Electrical Services</b>		
8. Energy Master Plan	Available	Outdated - Budget provided for in 2019/2020
<b>Finance Services</b>		
9. Indigent Policy	Available	
10. Revenue Enhancement Strategy	Not Available	Draft Developed
<b>Municipal Manager</b>		
11. Anti-Corruption Strategy	Available	
12. Risk Management Strategy	Available	
13. Performance Management System	Available	
<b>Planning &amp; Development Services</b>		
14. CBD & Industrial Precinct Plan	Not Available	
15. Integrated Transport Plan	Available	Reviewed, draft in place
16. Investment Attraction & Retention Strategy	Available	
17. LED Strategy	Available	Outdated
18. Land Use Management System/Scheme	Available	Review being developed
19. Public Participation Strategy	Not Available	
20. Spatial Development Framework	Available	Review being developed
21. Tourism Strategy	Available	Outdated
<b>Technical Services</b>		

22. Municipal Infrastructure Investment Framework	Available	Developed in 2018/19
23. Operations & Maintenance Plan	Available	
24. Roads & Stormwater Master Plan	Available	
25. Sanitation Master Plan	Available	Developed in 2018/19
26. Waste Water Master Plan	Available	
27. Water Conservation and Demand Management Plan	Available	
28. Water Master Plan	Available	
29. Underground Water Exploration Plan	Available	
<b>Traffic &amp; Emergency Services</b>		
30. Disaster Management Plan	Not Available	Disaster Management Plan to be developed I <sup>st</sup> quarter 2019/2020

I6.3. Projects by Sector Departments & Parastatals

I6.3.I. Cooperative Governance, Human Settlement and Traditional affairs

Reinfenced allocations to mining towns

Project Name	Planned CAPEX
Implementation of Engineering Services at Mokopane Ext. 20 (Re-Alignment of 9.6km Sewer Line and Re-Furbishment of House Connections)	R 17 130 201.48

Construction of low cost houses

Allocation	Villages	Ward no.	No. of units
I00	LENNES	1	10
	DUREN	1	10
	SODOMA	1	10
	PREEZBURG	1	10
	MATTANAU	1	10
	MATJITJILENG	2	10
	TAUEATSWALA	3	10
	GA-TLHAKO	3	10
	GA- CHIPANA	4	10
	HLOGO YA NKU	4	10

### I6.3.2. ESKOM

Municipality	Ward Number	Project Name	Planned Connections
Mogalakwena	19	Leleso/Ga-Masanya	260
Mogalakwena	10	Pudiakgopa	150
Mogalakwena	19	Malepetleke	120
Mogalakwena	14	Mesopotamia	250
Mogalakwena	17	Old Ga-Pila	100
Mogalakwena	6	Senita	150
Mogalakwena	18	Molekane	120
Mogalakwena	17	Chokwe/Matlou/Lelaka	120
Mogalakwena	13	Phafola	100

I6.3.3. ANGLO-AMERICAN MINE

Focus Area	Name of project	Location	Year of implementation
Infrastructure	Construction of water and sanitation at school, turning pit toilets into flushable toilets	Kgwatlhele Primary School Matsibe Primary School Maleya Secondary School	2019
	Construction of four-classroom block at Maleya Secondary School	Sekuruwe	2019
	Construction of an administration block at Kgwatlhele Primary School	Malepetleke	2019
	Construction of Malepetleke 5 in 1 Sports Complex (soccer, netball, basketball, volleyball and tennis with a grand stand and change rooms)	Malepetleke	2019
	Mogalakwena water provision	29 Villages of Mapela	2019
Enterprise Development	ICT Training and Mechanical Hub	Ga Molekane	2019

Focus Area	Name of project	Location	Year of implementation
Education and Skills Development	Support to Learner Development and material supply (10 Learners enrolled at Mitchell house IES school)	Mapela Schools	2019
	ECD, Leadership and Character Building programme: where learners participated in moral and character building	Tlakana Primary School Mabuela-Ramorulane Primary School Hans Masibe Primary School Maserunyane High School Sekoba High school Matedu High School Ledile-Matlhotse Creche.	2019
	Teacher and Headmaster Programme : Support to teachers and principals with coaching and mentoring programme	Tlakana Primary School Mabuela Ramorulane Primary School Hans Masibe Primary School Maserunyane High School Sekoba High school Matedu High School.	2019
Health and Social Welfare	Health care and hygiene promotion	Tlakana Primary School Mabuela Ramorulane Primary School Hans Masibe Primary School Maserunyane High School Sekoba High School Matedu High School	2019

ANNEXURE A: DETAILED CAPITAL WORKS PLAN

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2019/20 estimated)	Annual target for 2020/21	Target for 2020/21 SDBIP per Quarter				Resources Allocated for 2019/20 SDBIP per Quarter					
					1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
Mahwelereng Roads and Storm water	Construction of 5.2km of roads	Technical Services: PMU	Contractor appointed	5.2km roads constructed	30 % construction of 5.2 km road	45 % construction of 5.2 km road	65% construction of 5.2 km road	100 % construction of 5.2 km road	R11,201,568.20	R13,441,881.83	R8,961,254.56	R11,201,568.20	R44,806,272.78	MIG
Marulaneng Roads and Storm water	Development of the design report	Technical Services: PMU	New	Design Report & Documentation	Specification	Advertisement	Appointment of consultant & Preliminary design	Detailed Design Report & Documentation	R0.00	R0.00	R500,000.000	R1,000,000.00	R1,000,000.00	MIG
Molekane Roads and Storm Water	Construction of 2.5KM road	Technical Services: PMU	New	2.5 km Roads Constructed	Specification and advertisement for contractor	Appointment of contractor & Establishment	50% of 2.5 km roads constructed	100% of 2.5 km roads constructed	R2,500,000.00	R3,000,000.00	R2,000,000.00	R2,500,000.00	R10,000,000.00	MIG
Mabusela-Masoge Roads and Storm Water	Construction of 2.43km road	Technical Services: PMU	New	2.43 km Roads Constructed	Specification and advertisement for contractor	Appointment of contractor & Establishment	50% of 2.43 km roads constructed	100% of 2.43 km roads constructed	R2,250,000.00	R2,700,000.00	R1,800,000.00	R2,250,000.00	R9,000,000.00	MIG
Mabuela roads and storm water	Construction of 2.9 road	Technical Services: PMU	Contractor appointed	2.9 km roads constructed	100% 2.9 km roads constructed	Planned for the first quarter	Planned for the first quarter	Planned for the first quarter	R1,000,000.00	R0	R0	R0	R1 000 000	CRR

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2019/20 estimated)	Annual target for 2020/21	Target for 2020/21 SDBIP per Quarter				Resources Allocated for 2019/20 SDBIP per Quarter					
					1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
Jakkalskui mini water scheme: Lesodi;Mamatlakala;Skilpadkraal;Basterspad;Makekeng;Rantlakane;Wydhoek;Galakwenastroom:Lusaka;HARMANSDAL;Mabula;mabuladihlare:Dikgokgopeng;lyden;kaditshwene;Kabeane;Jakkalskui	Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Technical Services: Design Office	Designs completed	100% Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Specification and advertisement for contractor	Appointment of contractor & Establishment	40% construction	100% construction	R11,250,000.00	R13,500,000.00	R9,000,000.00	R11,250,000.00	R45 000 000	MIG
Mini Water Scheme 22: Moordkoppie water scheme; Witrivier, Millenium Park, Dittlswane, Rooivaal and Malokong	Installation of 1 water treatment plant, Installation of 3764 Prepaid water meters, construction of 44 km reticulation pipe line	Manager Technical and PMU Manager	0%	100% Installation of 1 water treatment plant, Installation of 3764 Prepaid water meters, construction of 44 km reticulation pipe line	Specification and advertisement for contractor	Appointment of contractor & Establishment	40% construction	100% construction	R7,500,000.00	R9,000,000.00	R6,000,000.00	R7,500,000.00	R30,000,000.00	MIG
Mini Water Scheme 23: Fothane/Mamaala/Parakisi		Manager Technical services		Construction of pipeline	100 % construction	Planned for the first quarter	Planned for the first quarter	Planned for the first quarter	R1,932,427.22	R0	R0	R0	R1 923 427.22	MIG



Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2019/20 estimated)	Annual target for 2020/21	Target for 2020/21 SDBIP per Quarter				Resources Allocated for 2019/20 SDBIP per Quarter					
					1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
Mini Water Scheme 13: Boreholes	Equipping and electrification of boreholes	Manager Technical Services	Contractor appointed	100% construction of gravity main line, reticulation line and installation of treatment plant	100% construction of gravity main line, reticulation line and installation of treatment plant	Planned for the first quarter	Planned for the first quarter	Planned for the first quarter	R 1 500 000	R0	R0	R	R 1 500 000	CRR
Olifants River Water Resource Development	Equipping and energizing of boreholes	Manager Technical services	Contractor appointed	100% Equipping and energizing of boreholes	100% Equipping and energizing of boreholes	Planned for the first quarter	Planned for the first quarter	Planned for the first quarter	R5 000 000	R0	R0	R0	R5 000 000	CRR
Masodi Sewer Plant	Construction of a 10ML/Day WWTW	Manager Technical services	Project started in April 2015 and is 73% complete.	100%Completion of the WWTW	Procurement of a Contractor	Construction to be at 85% complete	Construction to be at 90% complete	Construction to be at 100% complete	-	R2 500 000	R7 000 000	R4 500 000	R14 000 000	CRR
High mast lights: Monare	Installation of 4 high mast lights in Monare	Manager Electrical services	New	Installation of 4 high mast lights	Designs completed and tender documents completed.	Advertising and appointment of the contractors	50% Installation of high mass lights	100% Installation of high mass lights	R0	R0	R966 000	R966 000	R 1 932 000	MIG
High mast lights: Mahlogo	Installation of 6 high mast lights in Mahlogo	Manager Electrical services	New	Installation of 6 high mast lights	Designs completed and tender documents completed.	Advertising and appointment of the contractors	50% Installation of high mass lights	100% Installation of high mass lights	R0	R0	R1 449 000	R1 449 000	R2 898 000	MIG

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2019/20 estimated)	Annual target for 2020/21	Target for 2020/21 SDBIP per Quarter				Resources Allocated for 2019/20 SDBIP per Quarter						
					1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding	
Electrification of villages	Electrification of households in Leleso, Pudiakgopa, Old Ga-Pila, Malepetleke, Molekane, Chokwe/Matlou/Lelaka, Senita & Phafola	Manager Electrical services		Electrification of 666 households	Designs completed and tender documents completed	Advertising and appointment of the contractors	50% Installation of LV and MV networks	100% Connection of 684 Households	R0	R0	R 11 000 000	R 11 000 000	R18 000 000 +4 000 000	INEP + CRR	
Jakkalskuil Water projects- Basterspad, Bokwidi, Buffelshoek, Dikgokgopeng, Diphic hi, Galakwnastroem, Harramstal, Jakkalskuil, Kabeane, Kaditshwene, Kgopeng, Kroomkloef, Lesodi, Lyden, Lusaka/nkgoru, Mabula Dihlare, Makekeng, Malapile, Mmamatlakala, Matebeleng, Nelly, Raadsleid, Ramosesane, Rantlakane, Skuilpadskraal, Skrikfontein A and Skrikfontein B, Flakafontein1, Flakafontein2 and Widhoek.	Construction of 86 km pipeline	Manager Technical services	Project started in April 2017 and is currently 40% complete	86 Km pipeline constructed	90% complete	100% complete			R18 608 500	R18 608 500	R18 608 500	R18 608 500	R74 434 000	RBIG	
	3.5 km Pipeline. 3.5ML Reservoir		Project started in April 2017 and is currently 18% complete	32.5 km Pipeline and 50% progress on the Reservoir	50% complete	65% complete	75% complete	100% complete							
	Jakkalskuil Cluster Water Treatment Works		New	Construction to be at 50%	Contractor appointed, 25 Complete	50% complete	75% complete	100% complete							
	Industrial wellfield development (Pipelines and treatment works)		New	Pipelines and chlorination plants	40% construction	80% complete	100% complete	100% complete							

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2019/20 estimated)	Annual target for 2020/21	Target for 2020/21 SDBIP per Quarter				Resources Allocated for 2019/20 SDBIP per Quarter					
					1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
	Industrial wellfield development (Treatment works)			75 % construction of Treatment works	Specification and advertisement	Appointment of contractor and site establishment	30% construction	75% construction						
	Refurbishment of existing community storage reservoirs			50% construction of storage reservoirs	Specification / design report and advertisement	Appointment of contractor and site establishment	25% construction	50% construction						
	Appointment of Implementing Agents for Mogalakwena Water Master Plan			Appointment of IA	Specification and advertisement	Appointment of IA	100%	100%						
Mogalakwena source development, storage and water reticulation	Minor refurbishment works at Sekgakgapeng, Masodi and Rebone Oxidation Ponds	Manager Technical Services	Design report	100 % construction	25% construction	50% construction	75% construction	100% construction	R1,250,000.00	R1,250,000.00	R1,250,000.00	R1,250,000.00	5 000 000	WSIG
	Development of water services infrastructure at Rebone: Source development and construction of pumping mains to		Design report	100 % construction	25% construction	50% construction	75% construction	100% construction	R1,212,500.00	R1,212,500.00	R1,212,500.00	R1,212,500.00	4 850 000	

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2019/20 estimated)	Annual target for 2020/21	Target for 2020/21 SDBIP per Quarter				Resources Allocated for 2019/20 SDBIP per Quarter					
					1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
	connect to existing network													
	Development of Danisane well-filled boreholes		Design report	100 % construction	25% construction	50% construction	75% construction	100% construction	R1,750,000.00	R1,750,000.00	R1,750,000.00	R1,750,000.00	7 000 000	
	Ga-pila sterk water well-field: water treatment works	Manager Technical services and	Design report	100 % construction	25% construction	50% construction	75% construction	100% construction	R2,125,000.00	R2,125,000.00	R2,125,000.00	R2,125,000.00	8 500 000	
	Development of water collection points for water tinkering purposes: Mapela, Nkidikitana, Salem and Bakenberg Satellites		Design report	100 % construction	25% construction	50% construction	75% construction	100% construction	R1,625,000.00	R1,625,000.00	R1,625,000.00	R1,625,000.00	6 500 000	
	Installation of a package plant at Rantlakane		Design report	100 % construction	25% construction	50% construction	75% construction	100% construction	R750,000.00	R750,000.00	R750,000.00	R750,000.00	3 000 000	
	Development of water services infrastructure at Segole: source development and		Design report	100 % construction	25% construction	50% construction	75% construction	100% construction	R1,125,000.00	R1,125,000.00	R1,125,000.00	R1,125,000.00	4 500 000	

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2019/20 estimated)	Annual target for 2020/21	Target for 2020/21 SDBIP per Quarter				Resources Allocated for 2019/20 SDBIP per Quarter					
					1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
	construction of pumping mains to connect to existing network													
	Development of water services infrastructure at Rooival: Source development and construction of pumping mains to connect to existing network		Design report	100 % construction	25% construction	50% construction	75% construction	100% construction	R1,125,000.00	R1,125,000.00	R1,125,000.00	R1,125,000.00	4 500 000	WISG
Mahwelereng Community Hall Renovation	Mahwelereng Hall Renovations	Repairing of the cracked wall, painting, reblaster, replacement of floor tiles, replacement of stair cases, repairing of water and sanitation system, fencing, fire	Manager CSS	New	100% renovation of Mahwelereng wall	Appointment of the consultant for designs	Completion of designs and approval. Commencement of the project	100% Completion of the project	-	R 500 000	R1 000 000	R5 000 000	R2 000 000	CRR

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2019/20 estimated)	Annual target for 2020/21	Target for 2020/21 SDBIP per Quarter				Resources Allocated for 2019/20 SDBIP per Quarter					
					1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
		equipment installation , fixing of electrical systems and landscaping, repairing of the guard house and packing base, repairing of air conditions												
Upgrading of testing centre	Replacement of fence; Upgrading of offices and Construction of new ablution facilities	Manager Traffic and Emergency	New	100% construction of testing centres	Bid specification, designs, procurement/ Advertising	Appointment and Site establishment	50% Replacement of fence and upgrading of offices	100% Construction of new ablution facilities and completion	-	-	500 000	R1 000 000	1 500 000	CRR
Rebone Sports Stadium Outdoor Facility		Manager Technical services		Construction of running tracks	100% construction	Not applicable	Not applicable	Not applicable	R1,000, 000.00				R1 000 000	CRR

ANNEXURE B: COMMUNITY NEEDS

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
I	VIP toilets	Breda, Khala, Duren, Monte Cristo, Pollen, Sodoma, Vernietmoeglik, Thabaleshoba, Lennes	MLM
	Construction of Steel Tank for water Reticulation	Preezeburg, Sodoma, Lennes, Setupulane	MLM
	Rain water harvest, increasing capacity from source	Setupulane, Sodoma, Lennes	MLM
	Equipping borehole and reconnect existing New Reservoir	Tipeng, Thabaleshoba, Lennes	MLM
	Installation of New Reservoir at new extensions	Tipeng, Preezeburg, Setupulane, Sodoma, Mogalakwenastroom	MLM
	Completion of Sanitation project	Mogalakwenastroom	CoGHSTA
	Construction of Bridge	Vernietmoeglik, Sodoma, Setupulane	Roads & Transport
	Completion of tarred road	Tipeng	MLM
	Upgrade electricity from single phase to 3 phase	Pollen,	Eskom
	Extension of water pipes	Monte Cristo,	MLM
	Installation of water pump	Breda, Sodoma,	MLM
	Tarring of Main road from NII	Monte Cristo - Khala - Pollen - Mattanau - Matjitjileng	Roads and Transport
	Tarring of road and construct stormwater channels	Preezeburg, Sodoma, Lennes	MLM
	Tarring of main road	Setupulane to Sodoma	Roads & Transport
	Tarring of road D3576	Mogalakwenastroom,	Roads and Transport
	Skills Development for the youth	Preezeburg	Department of Education
	Introduction of EPWP & training programs	Khala, Monte Cristo, Pollen, Sodoma, Tipeng, Vernietmoeglik	MLM
	Electrification of Extensions	Khala, Duren, Mogalakwenastroom, Tipeng, Preezeburg, Thabaleshoba, Lennes	Eskom
	Refuse removal services	Monte Christo, Mogalakwenastroom,	MLM
	Allocation of dumping site	Tipeng,	MLM
Mobile / Satellite police station, and patrols	Monte Christo, Tipeng	SAPS	
Construction of school halls, and learnership programmes	Tipeng, Preezeburg	Dept. of Education	
Securing of the Wetlands	Breda,	LEDET	

Allocation of low cost houses	Khala, Duren, Monte Chrito, Pollen, Sodoma, Tipeng, Setupulane, Vernietmoeglik, Preezeburg, Thabaleshoba, Lennes	CoGHSTA
Installation of network tower	Monte Christo, Preezeburg, Breda	MLM/GCIS
Installation of High-mast lighting	Breda, Duren, Monte Christo, Pollen, Sodoma, Setupulane, Vernietmoeglik, Thabaleshoba, Mogalakwenastroom	MLM
Mobile clinic once a week	Monte Christo, Sodoma, Setupulane, Lennes	Dept. of Health and Welfare
Construction of Clinic,	Breda, Preezeburg	Dept. of Health and Welfare
Increase staff and open 24 hours	Sodoma, Tipeng	Dept. of Health and Welfare
Expansions of Existing ECD	Breda,	Dept. of Social Development
Construction of Sports Facilities	Breda, Monte Christo, Pollen, Mogalakwenastroom, Tipeng, Vernietmoeglik	Dept. of Sports Art & Culture
Construction of taxi rank	Tipeng	MLM
Construction of community hall	Breda, Duren, Monte Christo, Pollen, Tipeng, Preezeburg, Vernietmoeglik	MLM
Installation of sign boards for villages, Bus and taxi services	Duren, Monte Christo, Khala, Breda, Sodoma, Lennes, Setupulane	MLM
Fencing of graveyard	All villages	



WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
2	Need for borehole and new Reservoir & water Reticulation	Bavaria Ext 2, Newstand/Kgotsoro,	MLM
	VIP Toilets	Makobe, Galelia, Blinkwater, Matjitjileng, Vergenoeg	MLM
	Water project to be continued, Drilling new borehole, Steel tank to be strategically installed,	Matjitjileng	MLM
	New Reservoir at new extensions	Makobe, Bavaria(Ga-Mathapo), Uitzight, Waterval/Vergenoeg	MLM
	Water Supply i.e Stand Pipes	Bavaria Ext 2,	MLM
	Need big steel tank and additional borehole	Uitzight	MLM
	Main access road need to tarred	Waterval/Vergenoeg	MLM
	Construction of Stormwater drainage tarring of internal streets	Kgotsoro (New Stand), Makobe	MLM
	Establish small businesses and EPWP to create jobs	Uitzight	MLM, LEDET & CoGHSTA
	To establish Marula Project	Kgotsoro (New Stand)	MLM , Dept of Agric. & LEDET
	Construction of stormwater control	Bavaria Ext 2, Kgotsoro	MLM
	Stormwater Drainage System	Makobe	MLM
	High-mast lights	Makobe, Bavaria (Ga-Mathapo), Matjitjileng, Kgotsoro, Bavaria Ext. 2, Uitzight	MLM
	Electrification of Extended Households	Bavaria Ext 2, Waterval/Vergenoeg, Uitzight, Kgotsoro (New Stand), Bavaria (Ga-Mathapo)	ESKOM
	Establishment of Recycling projects to avoid health hazards	Kgotsoro (New Stand)	MLM & Community
	Refuse removal services i.e Dumping Site and dust bins	Makobe & Blinkwater, Kgotsoro (New Stand), Uitzight, Matjitjileng	MLM
	Need for a Drop-in-Centre	Kgotsoro (New Stand)	Department of Education & Social Development
	Provision of Sporting Facilities	Bavaria Ext 2, Makobe, Bavaria (Ga-Mathapo), Vergenoeg	MLM, Department of Sports, Arts & Culture
Provide extra educators at Rantike and Mafasa Schools	Matjitjileng	Department of Education	
Construction of school hall and Creche	Kgotsoro (New Stand)	Department of Education	

Construction of Community hall	Bavaria (Ga-Mathapo), Uitzicht, Matjitjileng, Kgotsoro(Blinkwater)	MLM
Low Cost Houses	Bavaria Ext 2, Kgotsoro, Makobe, Uitzicht, Waterval/Vergenog, Matjitjileng	CoGHSTA
Fencing and demarcation of Grazing Camps and Grave yard	Bavaria (Ga-Mathapo), Matjitjileng, Kgotsoro, Makobe, Vergenoeg	MLM & Dept. of Agriculture
Installation of MTN cellular network	Kgotsoro (New Stand), Makobe, Waterval/Vergenog, Matjitjileng	Telecommunication Services
New Clinic	Kgotsoro (New Stand)	Dept of Health and Welfare

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
3	VIP Toilets	Thlako	MLM
	Water Reticulation	Sterkwater/Ga-Chokoe, Thlako, Tauetswala	MLM
	Extension of water pipes to the new New Reservoir for Water Reticulation at new extensions	Tauetswala, Sterkwater, Thlako	MLM
	Increase water pressure, purification of water in Reservoirs and Provide VIP toilets, as well as maintenance of water plant	Rebone	MLM & CoGHSTA
	Installation of V drains on the tar road	Thlako, Rebone, Sterkwater, Tauetswala	MLM
	Construction of traffic circle	Rebone,	MLM
	Construction of Storm water channels and drainage to redirect water	Thlako, Rebone, Sterkwater, Tauetswala	MLM
	Tarring of main road	Sterkwater/Ga-Chokoe, Thlako, Tauetswala, Rebone	MLM
	LED Unit to engage community on how to start businesses	Thlako, Rebone, Sterkwater, Tauetswala	MLM
	EPWP, and establish Agricultural Cooperatives to create jobs	Sterkwater/Ga-Chokoe, Rebone, Tauetswala	CoGHSTA & Dept. of Agriculture and Public Works
	Electrification of households at new extensions, and installation of High-mast lighting	Sterkwater/Ga-Chokoe,	ESKOM
	Electrification of households at new extensions	Tauetswala, Sterkwater	ESKOM
	Installation of underground cables and switching on all 5 High-mast lightings	Rebone	MLM
	Allocate dumping site for Refuse Removal Services, and provide Refuse Removal Service trucks	Sterkwater/Ga-Chokoe,, Thlako, Tauetswala	MLM
	Allocation of new site to the needy and evacuate illegal occupants	Rebone	MLM & CoGHSTA
	Low Cost Houses	Sterkwater/Ga-Chokoe, Thlako, Tauetswala	CoGHSTA
	Fencing Ploughing fields, and CWP Greenery site	Sterkwater/Ga-Chokoe, Rebone, Thlako, Tauetswala	Department of Agriculture & CoGHSTA
	Provision of water, electricity and Sanitation at the graveyard site	Tauetswala, Rebone, Thlako, Sterkwater	MLM
	Identify land for allocation of sites	Rebone	MLM

Fencing of grazing land and provide patrol Rangers	Thlako, Taueatswala, Sterkwater	Department of Agriculture
Construction of additional classrooms for primary school, and FET College	Taueatswala	Department of Education
Construction of new classrooms and renovation of old ones at Sephuthi High School	Taueatswala,	Department of Education
Build Library at schools	Thlako, Rebone, Sterkwater, Taueastwala	Department of Education
Provision of additional primary school to assist Reabilwe Primary school	Rebone RDP Section	Department of Education
Provision of sports ground	Taueatswala, Thlako, Sterkwater, Rebone	MLM
Installation of Additional High-mast lighting	Taueatswala, Sterkwater, Thlako	MLM
Provision of community hall	Taueatswala, Sterkwater, Thlako	MLM
Renovation of community hall	Rebone	MLM
Bus and taxi ranks	Taueatswala, Sterkwater, Thlako	
Provide Sports Facilities	Thlako, Taueatswala, Sterkwater	MLM

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
4	Construction of culverts	Ham No. I	MLM
	Tarring of main roads	Ham No. I, Lekhureng, Cleremont	MLM
	Construction of library	Ham No. I	MLM
	Construction of drop-in centre	Ham No. I, Scirappies, Chipana	Dept. Of Social Development
	Construction of community hall	Ham No. I, Scirappies	MLM
	Fencing of cemetery and grazing camps	Ham No. I, Chipana, Cleremont	Dept. Of Agriculture
	Construction of proper structure for crèche	Ham No. I, Chipana	MLM
	Satellite police station	Ham No. I, Chipana	South African Police Services
	Maintenance of school	Scirraoies	Dept. Of Education
	VIP toilets	Scirappies, Ham No. I	MLM
	Network tower	Scirapiies, Chipana	Dept. Of Communication
	Provision of sports facilities	Scirappies, Chipana	MLM
	New clinic	Scirappies, Cleremont	Dept. Of Health
	Electrification of boreholes	Chipana	MLM
	High mast lights	Chipana, Cleremont	MLM
	Mobile clinic	Chipana	
	Construction of pay point	Chipana, Lekhureng	Dept. Of Health
	Additional water	Chipana	MLM
	Construction of bridge	Lekhureng	MLM
	Dumping site	Lekhureng	MLM
	Bus stop shelter	Lekhureng, Tenerife	MLM
	Tarring of DI9	Teneriffe	Dept. Of Roads
	Electrification of village extension	Cleremont	MLM
	Drilling & Equipping of boreholes	Cleremont	MLM
Construction of stormwater control	Cleremont	MLM	
Low cost houses	Cleremont	CoGHSTA	
Additional classrooms at Kgabedi High School	Tenerife	Dept. Of Education	
Constriction of Nurses Homes	Lekhureng	Dept. Of Health	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
5	Drilling and equipping of boreholes	Buffelshoek,	MLM
	VIP Toilets	Buffelshoek, Galelia, Grasvlei, Segole 1 & 2, Tiberius, Kgopeng, Magabaneng, Matebeleng, Diphichi, Ramosesane	MLM
	Tarring of access road	Buffelshoek,	MLM
	Electrification of extended households	Matebeleng, Segole 1, Segole 2, Magabaneng & Buffelshoek, Diphichi, Ramosasane, Kgopeng, Galelia	MLM
	Provision of electricity, Water & VIP Toilets at the graveyard site	Segole 2 & Ramosesane	MLM
	Construction of a Secondary School	Matebeleng, Segole 2, Magabaneng, Dipichi	Dept. of Education
	Low Cost Houses	Matebeleng, Segole 1, Segole 2, Ramosesane, magabaneng, Diphichi, Grasvlei & Buffelshoek	CoGHSTA, Dept. of Human Settlement
	Installation of Network mast	Matebeleng, Segole 2, Magabaneng	MLM/GCIS
	Recreational/sporting facilities	Matebeleng,	MLM, Department of Sports, Arts & Culture
	High-mast lighting	Segole 1, Ramosesane, Dipichi, Galelia, Grasvlei, Magabaneng, Mphello, Matebeleleng, Tiberius, Buffelshoek, Kgopeng	MLM
	Police Patrol	Magabaneng	SAPS
	Technical and financial support on poverty alleviation & Agricultural project	Matebeleng, Segole 2, Magabaneng, Ramosesane & Dipichi, Galelia, Tiberius, Grasvlei, Segole 1, Kgopeng, Buffelshoek	MLM, Dept. of Agriculture, Dept. of Public Works, Libsa, LEDEAT
	Grazing Camps	Matebeleng, Dipichi, Mahabaneng, Galelia	Dept. of Agriculture
	Clinics	Segole 2, Ramosesane, Buffelshoek	Dept. of Health
Electrification of borehole	Magabaneng	MLM	
Construction of bridge at Mphatja River	Grasvlei	MLM	
Additional classrooms at Moshira Primary	Tiberius	Dept. Of Education	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
6	Drilling & Equipping Boreholes	Dipere, Nong, Rapadi, Ga-Chere	MLM
	Provide steel tank	Mushi, Ga-Chere, Ga-Monare, Nkidikitlana	MLM
	Water Reticulation	Ga-Monare, Vianna, Dipere, Nong, Ga-Mushi, Ga-Rapadi, Nkidikitlana	MLM
	VIP Toilets	Vianna, Ga-Chere, Ga-Rapadi, Ga-Mushi, Dipere	MLM
	Tar Roads	Ga-Mushi to Ga-Rapadi, Ga-Monare to Uitzight	Dept of Roads and Transport
	Storm water control	Vianna, Ga-Chere, Ga-Rapadi, Ga-Monare, Ga-Mushi, Dipere, Nong, Nkidikitlana	MLM
	Job Creation	Vianna, Ga-Monare, Nong, Ga-Chere, Ga-Mushi, Ga-Rapadi, Dipere, Nong, Nkidikitlana	LEDET
	Electrification of Village Extensions	Rapadi, Nong, Ga-Monare, Dipere, Ga-Chere, Vianna, Ga-Mushi, Nkidikitlana	Eskom
	Refuse Removal	Ga-Monare, Nkidikitlana, Dipere, Nong, Ga-Rapadi, Ga-Chere, Ga-Mushi, Vianna	MLM
	Residential Sites	Ga-Monare, Ga-Rapadi, Ga-Chere, Ga-Mushi, Dipere, Nong, Nkidikitlana, Vianna	MLM/Cohgsta
	Low Cost Houses	Nong, Ga-Mushi, Ga-Monare, Dipere, Ga-Chere, Vianna, Nkidikitlana, Ga-Rapadi	MLM
	High-mast lighting	Nong, Mushi, Ga-Monare, Dipere, Rapadi, Ga-Chere, Vianna, Nkidikitlana	MLM
	Clinic	Ga-Rapadi	DPT of health
	Network Tower	Nong, Vianna, Ga-Monare, Nkidikitlana	MLM/GCIS
	Sports Facilities	Ga-Mushi, Nkidikitlana, Ga-Monare	MLM
	Community Halls	Ga-Mushi, Nong, Ga-Chere, Ga-Rapadi, Ga-Monare	MLM
	New Schools	Ga-Monare	Dept. Of Education
	FET college	Ga-Mushi	Dept. Of Education
	Additional Classroom Blocks	Vianna, Ga-Chere	Dept. Of Education
	Public Transport	Vianna	Dept of Roads and Transport
Stadium	Ga-Monare	MLM	
Construction of community hall	Vianna	MLM	
Fencing of grazing camps	Nkidikitlana	Dept. Of Agriculture	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
7	Drilling & Equipping Boreholes	Skulpadkraal, Moerdyk Farm	MLM
	Storage Facility	Skulpadkraal, Moerdyk Farm	MLM
	Water Reticulation at new extensions	Uitspan, Senita, Mamatlakala, Lesodi/Motlana, Dikgokgopeng	MLM
	Electrification of Boreholes	Moepel Farm, Lesodi/Motlana, Senita	MLM
	VIP Toilets	Uitspan, Senita, Moerdyk Farm, Mamatlakala, Lesodi/Motlana, Moepel Farms	MLM
	Storm Water Control	Dikgokgopeng, Senita	
	Tar Roads	Mamatlakala, Moerdyk Farm, Uitspan, Lesodi/Skulpadkraal, Dikgokgopeng, Lusaka, Senita	MLM
	Job Creation	Skulpadkraal, Uitspan, Senita, Moerdyk Farm, Moepel Farm, Lesodi/Mootlana, Dikgokgopeng, Daggakraal	MLM
	Electrication of Extensions	Lesodi/Mootlana, Mamatlakala, Moerdyk Farm, Senita, Uitspan, Skulpadkraal	MLM
	Refuse Removal Services	Skulpadkraal, Senita, Moerdyk Farm, Moepel, Lesodi/Mootlana	MLM
	Fencing of Cemetery	Lesodi/Motlana, Senita	Dept. Of Agriculture
	Site for Cemetery	skupadkraal	MLM
	Low Cost Houses	Uitspan, Moerdyk Farm, Moepel, Mamatlakala, Lesodi/Motlana, Dikgokgopeng, Senita	CoGHSTA
	High-mast lighting	Dikgokgopeng, Mamatlakala, Moepel, Uitspan, sulpadkraal, Senita	MLM
	New Clinic	Dikgokgopeng, Mamatlakala, Moepel, Uitspan, sulpadkraal	Dept. Of Health
	Network tower	Skulpadkraal, Moerdyk Farm, Moepel Farm, Lesodi/Mootlana, Daggakraal, Senita	
	Community Hall	Dikgokgopeng, Mamatlakala, Uitspan, Senita	MLM
	Stadium	Dikgokgopeng, Lesodi/Motlana, Mamatlakala, Moepel Farm, Moerdyk Farm	MLM
	Sports Centre	Moerdyk Farm, Uitspan, Senita	MLM
	Public Transport	Mamatlakala, Moepel Farm, moerdykfarm, Uitspan, Skulpadkraal, Senita	Dept. of Roads and Transport/Taxi/bus institutions
New School	Senita, Uitspan, Moerdykfarm	Dept. Of Education	
Fencing of Grazing Land	Senita, Mamatlakala, Lesodi/Motlana, Dikgokgopeng	Dept. Of Agriculture	
Satellite Police Station	Uitspan, Lesodi	SAPS	



WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
8	Replacement of Existing Water Infrastructure	Raadslid	MLM
	Drilling & Equipping of New Boreholes	Wydhoek, Ga-Molekwa, Moshuka, Mathekga	MLM
	New Reservoir	Wydhoek	MLM
	Water Reticulation at New Extension	Wydhoek,Skrikfontein,	MLM
	VIP Toilets	Skrikfontein, Moshuka, Mathekga	MLM
	Storm Water Control	Raadslid,Nelly,Moshuka, Mathekga	MLM
	New bridge	Moshuka, Mathekga	
	Tar road	Mathekga,Raadslid, Moshuka	MLM
	Electrification of extensions	Ga-Molekwa, Nelly, Mathekga,Raadslid, Skrikfontein, Moshuka	MLM
	Job Creation	Nelly, Mathekga, Mathekga, Wydhoek,Moshuka	MLM
	Dumping Site and refuse collection	Wydhoek, Moshuka, Mathekga, Nelly	MLM
	Fencing of Ploughing Fields	Mathekga, Moshuka, Nelly	MLM
	Low cost houses	ga-Molekwa, Skrikfontein, Nelly,Mathekga,Raadslid, wydhook, Skrikfontein,Moshuka	CoGHSTA
	High-mast lighting	Ga-Molekwa, Mathekga,Moshuka, Nelly	MLM
	New Clinic	Mathekga, Raadslid, Wydhoek,Moshuka	Dept. Of Health
	Network Towers	Raadslid,Nelly, Moshuka, Mathekga	MLM/GICS
	Community Halls	Wydhoek, Raadslid, Mathekga,Nelly	MLM
	Recreation Facilities	Nelly,Moshuka, Mathekga	MLM
	Public Transport	Mathekga, Raadslid,Moshuka	Dept. Of Roads & Transport/Taxi/bus institutions
	New ECD Centre	Mathekga, Wydhoek, Skrikfontein A&B, Ga-Molekwa, Moshuka	Dept. Of Education
Additional Classroom Blocks	Wydhoek,Skrikfontein	Dept. Of Education	
Satellite Police station	Wydhoek, Nelly, Moshuka, Mathekga	SAPS	
Tarring of D192	Wydhoek	Dept. Of Roads & Transport	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
9	New Reservoirs	Nkgoru, Mabuladithlare, Jakkalskuil, Basterspad	MLM
	Water Reticulation	Malapile, Bokwidi	MLM
	Drilling & Equipping New Boreholes	Kabeane	MLM
	Repairing Leaking Pipes	Nkgoru	MLM
	VIP toilets	Malapile, Kromkloof, Hermansdal, Bokwidi	MLM
	Storm Water Control	Kabeane, Jakkalskuil, Basterspad, Bokwidi, Kromkloof	MLM
	Tar Roads	Nkgoru, Malapile	MLM
	Job Creation	Nkgoru, Kabeane, Basterspad, Malapile	MLM
	Electrification of New Extensions	Nkgoru, Jakkalskuil, Basterspad, Malapile, Kromkloof, Hermansdal	MLM
	Refuse Removal Service	Malapile	MLM
	Bulk Containers	Nkgoru, Kabeane	MLM
	RDP Houses	Nkgoru, Jakkalskuil, Basterspad, Kromkloof, Bokwidi	CoGHSTA
	High-mast lighting	Nkgoru, Kabeane, Hermansdal, Kromkloof, Bokwidi	MLM
	New Clinic	Basterspad	Dept. Of Health
	FET	Basterspad	Dept. Of Education
	Sports Facilities	Nkgoru, Kabeane, Jakkalskuil, Basterspad, Malapile	MLM
	Community Halls	Kabeane, Bokwidi, Hermansdal	MLM
	Public Transport		Dept. Of Roads and Transport/Taxi/Bus Institutions
	Home Affairs Satellite Office	Kabeane	Dept. Of Home Affairs
	ECD Center	Mabuladithlare, Jakkalskuil	Dept. Of Social Development
Satellite Police Station	Jakkalskuil, Basterspad, Kromkloof	SAPS	
Staffing of Clinic	Jakkalskuil	Dept. Of Health	
Drop-In Centre	Bokwidi	Dept. Of Social Development	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
10	Water Reticulation	Van Wykspaan, Taolome, Pudiakgopa, Goodhope, Kwenait, Marulaneng, Masipa, Mautjana	MLM
	Drilling of boreholes	Kwenait, Mautjana, Marulaneng, Masipa, Van Wykspaan	MLM
	Storm Water Control	Kwenait, Mautjana, Van Wykspaan, Marulaneng, Pudiakgopa	MLM
	New Reservoir	Marulaneng, Pudiakgopa, Kwenait, Mautjana, Van Wykspaan	MLM
	New Bridge	Goodhope	MLM
	VIP toilets	Van Wykspaan, Pudiakgopa, Goodhope, Taolome, Marulaneng, Masipa, Mautjana, Kwenait	MLM
	Tar road	Van Wykspaan, Taolome, Marulaneng, Pudiakgopa	MLM
	Job Creation	Van Wykspaan, Taolome, Pudiakgopa, kwnait, Mautjana, Marulaneng, Goodhope, Masipa	MLM/LEDET
	Youth Advisory Centre	Marulaneng	MLM
	Electrification of Extensions	Kwenait, Goodhope, Taolome, Pudiakgopa, Masipa, Marulaneng, Van Wykspaan	MLM
	Dumping Site	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenait, Mautjana	MLM
	Bulk Containers	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenait, Mautjana	MLM
	Refuse Removal Service	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenait, Mautjana	MLM
	RDP houses	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenait, Mautjana	CoGHSTA
	High-mast lightings	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenait, Mautjana	MLM
	New clinic	Marulaneng, Van Wykspaan	Dept. Of Health
	Network Towers	Marulaneng, Masipa, Goodhope	MLM/GCIS
	Sports Facilities	Marulaneng	MLM
	Upgrade Sports Ground	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenait, Mautjana	MLM
	Community Halls	Pudiakgopa, Marulaneng, Kwenait, Mautjana, Masipa	MLM
	Additional Classrooms	Taalome	Dept. Of Education
	Bursaries/Internship/Learnship	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenait, Mautjana	
	New Earth Dam	Taalome, Van Wykspaan, Pudiakgopa, Marulaneng, Masipa	DPT of Agriculture
	New Schools	Pudiakgopa, Marulaneng	
	FET	Pudiakgopa, Marulaneng	Dept. Of Education
	ECD center	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenait, Mautjana	Dept. Of Social Development
Pension Paypoint Shelter	Mautjana	Dept. Of Social Development	
Fencing of graveyards	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenait, Mautjana	MLM	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
II	VIP Toilets	Mothwathwase, Mahlaba, Malokongkop	MLM
	Drilling and Equipping New Borehole	Rooiwal, Mahlaba	MLM
	Electrification of Boreholes	Tlhako, Malokongkop	MLM
	Water Reticulation	Basogadi, Rooiwal, Mmotong, Manganeng, Ditlotswane, Malokongkop	MLM
	Tar Road	Basogadi, Rooiwal, Malokongkop	MLM
	Stormwater Control	Tlhako, Ditlotswane, Malokongkop	MLM
	LED Projects	Mmotong, Manganeng, Mahlaba, Basogadi, Malokongkop	MLM
	EPWP Projects	Mothwathwase, Rooiwal, Ditlotswane, Mmotong, Malokongkop	MLM
	Electrification of Extensions	Tlhako, Basogadi, Mahlaba, Ditlotswane	MLM
	Refuse Removal	Mothwathwase, Basogadi, Rooiwal, Ditlotswane, Malokongkop	MLM
	Dumping Site	Tlhako	MLM
	Fencing of Cemetery	Mothwathwase,	MLM
	Fencing of Village Boundary, Grazing Camps	Tlhako	Dept. Of Agriculture
	Low Cost Houses	Mothwathwase, Tlhako, Basogadi, Rooiwal, Ditlotswane, Malokongkop	GoGHSTA
	Classroom Block	Ditlotswane	Dept. Of Education
	High-mast lighting	Mothwathwase, Tlhako, Basogadi, Rooiwal, Mmotong, Manganeng, Malokongkop	MLM
	24 Hour Clinic	Tlhako	Dept. Of Health
	New Clinic	Rooiwal, Mahlaba, Malokongkop	Dept. Of Health
	Sports Facilities	Mothwathwase, Tlhako, Basogadi, Rooiwal, Mahlaba	MLM
	Park	Mmotong, Manganeng	MLM
	Network Tower	Tlhako, Rooiwal	MLM/GCIS
	Library	Tlhako	MLM
	Community Hall	Tlhako, Rooiwal, Malokongkop	MLM
	Food Parcels	Mothwathwase, Basogadi, Malokongkop	SASSA
Quick Response Time	Mothwathwase,	SAPS	
Public Transport	Ditlotswane, Malokongkop	Dept.Of Roads and Transport/Taxi/Bus institutions	
Village Name Sign	Ditlotswane, Basogadi	MLM	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
12	Tarring of roads	Aluta Park	MLM
	Construction of stormwater drainage	Aluta Park	MLM
	Paving Sidewalks	Aluta Park, Home 2000	MLM
	Closing of V-Drain	Aluta Park, Home 2000	MLM
	Poverty Alleviation Project	Aluta Park, Home 2000	MLM
	Low cost nd middle income houses	Aluta Park	MLM
	High-mast lighting	Aluta Park, Home 2000	MLM
	Construction of new high school	Aluta Park	Dept. Of Education
	Construction of clinic	Aluta Park	Dept. Of Health
	Allocation of land for residential purposes	Aluta Park	MLM
	Satellite police station	Aluta Park	SAPS
Recreation Facilities	Aluta Park, Home 2000	MLM	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
13	Drilling & Equipping Boreholes	Millennium Park, Sekuruwe	MLM
	Water Reticulation	Ga-Chaba, Skimming	MLM
	VIP Toilets	Ga-Chaba, Skimming, Phafola, Rauwele, Sekuruwe, Millennium Park	MLM
	Tar Road	Skimming, Sekuruwe, Phafola(Maloka), Rauwele, Ga-Chaba	MLM
	Stormwater Control	Millennium Park, Phafola, Sekuruwe, Skimming	MLM
	New Bridge	Sekuruwe, Ga-Chaba	MLM
	Youth Development	Phafola, Phafola (Maloka)	
	EPWP Projects	Millennium Park, Ramorulane	MLM
	Electrification of Extensions	Millennium Park, Ga-Chaba, Sekuruwe, Phafola, Phafola (Maloka)	MLM
	Refuse Removal	Rauwele, Millennium Park, Ga-Chaba, Skimming, Sekuruwe	
	Bulk Containers	Skimming, Phafola, Phafola (Maloka), Millennium Park, Sekuruwe	MLM
	Low Cost Houses	Millennium Park, Skimming, Phafola, Phafola(Maloka)	CoGHSTA
	High-mast lighting	Ga-Chaba, Skimming, Sekuruwe, Rauwele, Millennium Park	MLM
	New Stadium	Rauwele	MLM
	New Clinic	Millennium Park,	Dept. Of Health
	Community Hall	Millennium Park, Ga-Chaba, Phafola, Sekuruwe	MLM
	Network Tower	Skimming,	
	Library	Skimming, Sekuruwe, Millennium Park	MLM
	Sports Facilities	Skimming, Sekuruwe, Phafola(Maloka), Millennium Park, Ga-Chaba	MLM
Community Hall	Skimming, Sekuruwe, Phafola(Maloka)	MLM	
Dam for livestock	Sekuruwe, Ga-Chaba	Dept. Of Agriculture	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
14	VIP Toilets	Matopa, Fothane, Chokoe, Mamaala, Mmahlogo, Kwakwalata, Ga-Mabusela, Mesopotamia, Ga-Ramorulane, Ga-Mabuela	MLM
	Water Reticulation	Fothane, Ga-Mabuela, Ga-Ramorulane	MLM
	Tar road	Magope, Mosoge, Mamaala, Mmahlogo, Kwakwalata, Ga-Ramorulane, Ga-Mabusela, Ga-Mabuela	MLM
	Stormwater Control	Matopa, Ga-Mabuela, Ga-Ramorulane	MLM
	Electrification of Extensions	Mmahlogo, Mesopotamia, Ga-Manbuela, GA-Ramorulane	MLM
	EPWP	Mosoge, Mamaala, Mmahlogo	MLM
	Bulk Containers	Ga-Mabuela, Ga-Mabusela, Ga-Ramorulane, Mmahlogo	MLM
	Refuse Removal	Magope, Fothane, Mosoge, Ga-Ramorulane, Ga-Mabuela	MLM
	Dumping Site	Chokoe, Ga-Mabuela, Ga-Ramorulane	MLM
	Fencing of Cemetery	Magope	MLM
	Fencing of Village Boundary, Ploughing Fields, and Grazing Camps	Fothane, Chokoe, Ga-Mabuela, Ga-Ramorulane	Dept. Of Agriculture
	Low Cost Houses	Magope, Matopa, Fothane, Ga-Ramorulane, Mosoge, Mamaala, Mmahlogo, Ga-Mabuela	CoGHSTA
	High-mast lighting	Magope, Matopa, Fothane, Ga-Ramorulane, Mamaala, Mmahlogo, Ga-Mabuela	MLM
	Postal Services	Fothane	SAPO
	Network Tower	Fothane, Chokoe	
	Community Hall	Magope, Fothane, Ga-Mabusela, Kwakwalata, Ga-Ramorulane, Ga-Mabuela	MLM
	Library	Matopa, Mosoge, Kwakwalata, Ga-Mabusela	MLM
	Mobile Police Station	Fothane, Ga-Mabusela, Mesopotamia	Dept. Safety, Security & Liason
	Ambulance Services	Fothane, Ga-Mabusela, Mesopotamia, Ga-Mabuela	Dept. Of Health
	TVET College	Fothane, Ga-Mabusela, Mesopotamia	Dept. Of Education
Reopening of School	Mosoge	Dept. Of Education	
Pension pay point shelter	Ga-Ramorulane	SASSA	
Sports Facility	Mmahlogo, Ga-Mabusela, Ga-Ramorulane	MLM	
School Hall	Ga-Mabusela, Ga-Mabuela	Dept. Of Education	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
15	Drilling & Equipping New Borehole	Kaditshwene,,Makekeng, Sepharane	MLM
	Water Reservoir	Makekeng, Kaditshwene, Sepharane	MLM
	Water Reticulation	Sepharane, Makekeng	MLM
	VIP Toilets	Sepharane, Rantlakana, Leyden, Kaditshwene	MLM
	Tar Road	Kaditshwene, Lyden, Rantlakana, Makekeng	MLM
	Stormwater Control	Lyden, Rantlakana, Sepharane, Makekeng	MLM
	Electrification of Extensions	Sepharane, Leyden,	MLM
	Poverty Alleviation Projects	Kaditshwene, Makekeng, Lyden, Rantlakana, Sepharane	MLM
	Refuse Removal	Kaditshwene, Makekeng, Lyden, Rantlakana, Sepharane	MLM
	Low Cost Houses	Kaditshwene, Makekeng, Rantlakana	CoGHSTA
	High-mast lighting	Kaditshwene, Sepharane, Makekeng, Lyden,	MLM
	Sports Facilities	Kaditshwene, Sepharane, Makekeng, Lyden, Rantlakana	MLM
	Community Hall	Sepharane,Leyden, Makekeng, Rantlakana,	MLM
	Tarring of D Roads	Basterspad - Lesodi, Lyden to Kaditshwene, Rantlakana	Dept. Of Roads & Transport
	New High School	Makekeng	Dept. Of Education
	Additional Classrooms	Makekeng, Leyden, Rantlakana	Dept. Of Education
	Network Tower	Lyden, Kaditshwene	MLM/GCIS
	Public Transport	Lyden, Kaditshwene	Dept.Of Roads and Transport/Taxi/Bus Institutions
ECD centre	Sepeharane	Dept Of Social Development	
Drop-In-Centre	Lyden, Rantlakana, Makekeng, Sepharane, Kaditshwene	Dept. Of Social Development	



WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
16	Water Reticulation	Oorlogfontein, Planknek, Sterkwater	MLM
	VIP Toilets	Makapans Valley, Matebeleng, Success, Sterkwater	MLM
	Paving of Sidewalks	Planknek, Sterkwater	MLM
	Tar Road	Makapans Valley, Matebeleng, Success, Sterkwater, Oorlogfontein	MLM
	LED Projects	Sterkwater, Makapans Valley	MLM
	Electrification	Success, Sterkwater	MLM
	Refuse Removal	Makapans Valley, Matebeleng, Success, Sterkwater	MLM
	Low Cost Houses	Sterkwater, Sterkrivier	MLM
	High-mast lighting	Sterkwater, Makapans Valley	MLM
	Public Transport	Sterkwater, Makapans Valley	Dept.Of Roads and Transport/Taxi/Bus Institutions
	24 Hour Clinic	Sterkwater	Dept. Of Health
	Construction of a bridge	Sterkwater(Shushumela)	MLM

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
17	Electrification of Boreholes	Ga-Matlou, Lekiting(Old Ga-Pila)	MLM
	Yard Connection	Danisane, Mashahleng, Seema	MLM
	VIP Toilets	Ga-Matlou, Lekiting(Old Ga-Pila), Ga-Chokoe, Seema	MLM
	Tar Road	Lelaka, Danisane, Mashahleng, Hans(Ga-Masanya)	MLM
	Stormwater Control	Lekiting(Old Ga-Pila)	MLM
	EPWP Projects	Lekiting(Old Ga-Pila), Mashahleng, Danisane, Seema, Hans(Ga-Masanya), Lelaka, Chokoe, Matlou	MLM
	Electrification of Extensions	Ga-Matlou, Lekiting(Old Ga-Pila), Lelaka, Ga-Chokoe, Danisane, Mashahleng, Hans(Ga-Masanya)	MLM
	Refuse Removal	Lekiting(Old Ga-Pila), Lelaka, Ga-Chokoe, Danisane, Mashahleng, Hans(Ga-Masanya), Seema	MLM
	Low Cost Houses	Lekiting(Old Ga-Pila), Mashahleng, Danisane, Seema, Hans(Ga-Masanya), Lelaka, Chokoe, Matlou	CoGHSTA
	High-mast lighting	Lelaka, Ga-Chokoe, Seema	MLM
	New Clinic	Ga-Matlou, Ga-Chokoe, Ga-Lelaka	Dept. Of Health
	Network Tower	Ga-Matlou, Lelaka, Ga-Chokoe, Seema, Lekiting, Danisane, Hans(Ga-Masanya),	MLM/GCIS
	Community Hall	Ga-Matlou, Lekiting(Old Ga-Pila), Lelaka, Ga-Chokoe, Mashahleng, Seema, Danisane	MLM
	Classroom Block	Ga-Chokoe	Dept. Of Education
	Scholar Transport	Ga-Matlou, Lekiting(Old Ga-Pila), Seema, Danisane, Ga-Lelaka	Dept. Of Education
	24 Hour Clinic	Lekiting(Old Ga-Pila), Mashahleng, Hans(Ga-Masanya),	Dept. Of Health
	Sports Facilities	Lekiting(Old Ga-Pila), Danisane, Mashahleng, Hans(Ga-Masanya), Seema, Ga-Chokoe, Matlou, Lelaka	MLM
	Road Signs	Ga-Chokoe,LEkiting, Danisane, Hans(Ga-Masanya), Lelaka	MLM
	Public Transport	Danisane, Mashahleng, Hans(Ga-Masanya), Lelaka	
	Satellite Police Station	Mashahleng, Ga-Chokoe, Matlou, Lelaka	Dept. Of Safety, Security & Liason
Pension Pay-Point Shelter	Mashahleng, Hans(Ga-Masanya), Ga-Chokoe, Matlou, Lelaka	SASSA	
New Schools	Mashahleng	Dept. Of Education	
Construction of bridge	Lelaka, Hans(Ga-Masanya),	MLM	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
18	VIP Toilets	Machikiri, Motlhotlho, Ga-Molekane, Armoed Extension	MLM
	Water Reticulation	Matlhotlho, Armoed	MLM
	Tar Roads	Machikiri, Motlhotlho, Ga-Molekane, Armoed	MLM
	Stormwater Control	Machikiri, Armoed Extension	MLM
	Skills Development	Motlhotlho, Armoed	MLM
	EPWP Projects	Machikiri, Ga-Molekane, Armoed	MLM
	Electrification of Extensions	Machikiri, Armoed	Eskom
	Low Cost Houses	Machikiri, Ga-Molekane, Armoed	CoGHSTA
	High-mast lighting	Machikiri, Motlhotlho, Armoed Extension	MLM
	Sports Facilities	Machikiri, Ga-Molekane, Armoed	MLM
	Community Hall	Machikiri, Motlhotlho, Ga-Molekane, Armoed	MLM
	Renovation of Schools	Machikiri, Armoed	MLM
	Refuse Removal	Machikiri, Ga-Molekane, Armoed Extension	MLM
	New Clinic	Motlhotlho, Machikiri	Dept. Of Health
	Network Tower	Motlhotlho, Armoed	MLM/GCIS
	Land For Farming	Ga-Molekane, Armoed	MLM
	Mobile Police Station	Ga-Molekane, Armoed	Dept. Of Safety, Security & Liaison
Scholar transport	Armoed	Dept. Of Education	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
19	VIP Toilets	Sandsloot(Ga-Masenya), Malepetleke, Sekgoboko	MLM
	Tar Road	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela)	MLM
	Stormwater Control	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela)	MLM
	LED Initiatives	Sandsloot(Ga-Mabusela), Sandsloot(Ga-Masenya),	MLM
	Skills Development Training	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela),	MLM
	Electrification of Village Extensions	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela)	MLM
	Refuse Removal	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela)	MLM
	Low Cost Houses	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela), Sekgoboko, Malepetleke	CoGHSTA
	Sports Facilities	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela)	MLM
	Community Hall	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela)	MLM
	New Library	Sandsloot(Ga-Mabusela), Sandsloot(Ga-Mabusela)	MLM
	Public Transport	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela)	Dept.Of Roads and Transport/Taxi/Bus Institutions
	New Clinic	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela)	Dept. Of Health
	Mobile Clinic	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela)	Dept. Of Health
	Satellite Police Station	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela)	Dept. Of Safety, Security & Liason
Highmast lights	Sandsloot(Ga-Masenya), Sandsloot(Ga-Mabusela), Malepetleke, Sekgoboko	MLM	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
20	VIP Toilets	Ga-Magongoa, Ga-Mokaba, Ga-Matjeke	MLM
	Tar Roads	Ga-Mokaba	MLM
	LED Programmes	Ga-Magongoa, Ga-Mokaba, Ga-Matjeke	MLM
	Electrification of Village Extension	Ga-Magongoa, Ga-Mokaba, Ga-Matjeke	MLM
	Fencing of Cemetery	Ga-Magongoa, Ga-Mokaba	MLM
	Refuse Removal Service	Ga-Magongoa, Ga-Matjeke, Ga-Mokaba	MLM
	Low Cost Houses	Ga-Magongoa, Ga-Mokaba, Ga-Matjeke	CoGHSTA
	High-mast lighting	Ga-Magongoa, Ga-Matjeke, Ga-Mokaba	MLM
	Network Tower	Ga-Matjeke, Ga-Mokaba	!
	Sports Facilities	Ga-Magongoa, Ga-Mokaba, Ga-Matjeke	MLM
	Community Hall	Ga-Magongoa, Ga-Mokaba, Ga-Matjeke	MLM
	New Clinic	Ga-Magongoa, Ga-Mokaba, Ga-Matjeke	Dept. Of Health
	New Schools	Ga-Magongoa, Ga-Matjeke	Dept. Of Education
	Additional classrooms	Ga-Mokaba	Dept. Of Education

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
21	VIP toilets	Tshamahanzi	MLM
	Tar roads	Tshamahanzi	MLM
	Storm water control	Tshamahanzi	MLM
	Job creation	Tshamahanzi	MLM
	Bulk containers	Tshamahanzi	MLM
	RDP houses	Tshamahanzi	MLM
	High-mast lighting	Tshamahanzi	MLM
	Sports Ground	Tshamahanzi	MLM
	Community hall	Tshamahanzi	MLM
	Library	Tshamahanzi	MLM
	Satellite Police Station	Tshamahanzi	SAPS
24 hour service at clinic	Tshamahanzi	Dept. Of Health	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
22	Drilling and Equipping New Boreholes	Maroteng, Masehlanang(Part), Moshate(Part)	MLM
	Skills Development and LED Projects	Maroteng, Masehlanang(Part), Moshate(Part)	MLM
	Refuse Removal Services	Maroteng, Masehlanang(Part), Moshate(Part)	MLM
	RDP Houses	Maroteng, Masehlanang(Part), Moshate(Part)	CoGHSTA
	High mast lighting	Maroteng, Masehlanang(Part), Moshate(Part)	MLM
	24 Hour Clinic	Maroteng, Masehlanang(Part), Moshate(Part)	Dept. Of Health
	Construction of bridge	Mohlabaneng, Masehlanang(Part)	MLM
	Tar road	Masehlanang(Part), Maroteng	MLM
	VIP toilets	Masehlanang(Part),	MLM
	Stormwater control	Masehlanang(Part),	MLM

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
23	Drilling & Equipping Of Boreholes	Kgobudi, Masodi, Mzombane, Mzombane Extension I	MLM
	New Reservoir	Kgobudi, Mzombane	MLM
	Water Reticulation	Kgobudi, Masodi, Mzombane	MLM
	Water Tanks	Masodi, Mzombane, Kgobudi	MLM
	VIP Toilets	Kgobudi , Mzombane, Masodi	MLM
	Tar road	Kgobudi, Mzombane, Masodi	MLM
	Storm Water Control	Kgobudi, Masodi, Mzombane	MLM
	Job Creation	Kgobudi, Mzombane, Masodi	MLM
	Bulk Containers	Kgobudi, Mzombane, Masodi	MLM
	RDP Houses	Kgobudi, Mzombane, Masodi	CoGHSTA
	High-mast lighting	Kgobudi, Mzombane, Masodi	MLM
	New clinic	Masodi	Dept. Of Health
	Sports Facilities	Kgobudi, Mzombane, Masodi	MLM
	Fencing of Cemetery	Kgobudi, Mzombane, Masodi	MLM
	Sanitation Facilities in Cemetery	Masodi, Mzombane	MLM
	New Schools	Mzombane, Masodi	Dept. Of Education
	Scholar Transport	Kgobudi, Masodi, Mzombane	Dept. Of Education
	Satellite Police Station	Kgobudi	SAPS
	Waste management - EPWP	Kgobudi, Mzombane, Masodi	MLM
	Renovtion of community hall	Kgobudi	MLM
Electrification of extended households	Mzombane Extension I, Kgobudi Extension, Masodi Extension	MLM & ESKOM	
Pension Paypoint Shelter	Kgobudi, Mzombane	SASSA	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
24	VIP Toilets	Ga-Madiba	MLM
	Tar Roads	Ga-Madiba	MLM
	EPWP Projects	Ga-Madiba	MLM
	Refuse Removal Service	Ga-Madiba	MLM
	RDP Houses	Ga-Madiba	CoGHSTA
	High mast lighting	Ga-Madiba	MLM
	Sports Facilities	Ga-Madiba	MLM
	Community Halls	Ga-Madiba	MLM
	Pension Pay-Point Shelter	Ga-Madiba	SASSA
	Allocation of Food Parcels	Ga-Madiba	SASSA
	Drug Intervention Programmes	Ga-Madiba	Dept. Of Social Development
	24 Hour Clinic	Ga-Madiba	Dept. Of Health
	Installation of prepaid water meters	Ga-Madiba	MLM
	Fencing of cemetery and grave numbering	Ga-Madiba	MLM
	Funding for community projects	Ga-Madiba	MLM
	Sanitation facilities at cemetery	Ga-Madiba	MLM
	Electrification of extended households	Ga-Madiba	MLM & ESKOM
Paving sidewalks	Ga-Madiba	MLM	



WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
25	Water Reticulation	Parkmore, Moshate	MLM
	New Reservoir	Moshate, Masehlaneng	MLM
	Drilling & Equipping New Boreholes	Parkmore, Moshate , Masehlaneng, Mitchell, Sekgagapeng(Part), Moroteng(Part)	MLM
	VIP toilets	Parkmore, Moshate,Masehlaleng, Mitchell, Sekgagapeng(Part)	MLM
	Upgrading/Extension of Bridge	Mitchell, Masehlaneng	MLM
	Tar Roads	Parkmore, Masehlaneng	MLM
	Storm Water Control	Parkmore, Moshate, Masehlaneng(Motshitshi LP School)	MLM
	LED projects	Masehlaneng	MLM
	Job Creation	Parkmore, Moshate	MLM
	Electrification of Extensions	Parkmore	MLM
	Upgrading Electricity Supply	Masehlaneng, Moshate, Parkmore, Mitchell	ESKOM
	Bulk Containers	Masehlaneng, Parkmore, Moshate, Mitchell, Sekgagapeng(Part), Moroteng(Part)	MLM
	RDP houses	Parkmore, Moshate,Masehlaleng, Mitchell, Sekgagapeng(Part), Moroteng(Part)	CoGHSTA
	High-mast lighting	Parkmore, Moshate,Masehlaleng, Mitchell, Sekgagapeng(Part)	MLM
	24 Hour Clinic	Moshate	Dept. Of Heath
	Development of Parks	Moshate	MLM
	Recreation Facilities	Parkmore	MLM
	Library	Moshate, Masehlaneng	MLM
	Community Halls	Parkmore, Moshate	MLM
	Public Transport	Moshate	Dept. Of Roads and Transport/Taxi/Bus Institutions
Renovation of Moshupya Higher Primary School	Masehlaneng	Dept. Of Education	
Taxi Rank	Masehlaneng	MLM/Dept. Of Roads and Transport/Bus/Taxi Institutions	
Renovation of school	Masehlaneng	Dept. Of Education	
24 Hour Clinic	Masehlaneng	Dept. Of Heath	
Satellite Police Station	Masehlaneng	SAPS	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
26	Water Purification	Mahwelereng Block 4	MLM
	VIP toilets	Mountain view	MLM
	Tarring of roads	Mahwelereng Block 4, Mountain view, Mahwelereng Block 2	MLM
	Paving of passages	All of Ward 26	MLM
	Storm water control	Mahwelereng Block 4	MLM
	Demolish Speed Humps	Mahwelereng Block 3	MLM
	Electrification of Extensions	Mountain view	MLM
	Job creation	Mahwelereng Block 4, Mahwelereng block 3, Mountain view	MLM
	RDP houses	Mountain view	CoGHSTA
	Gap Market Housing	Mahwelereng Block 4	CoGHSTA
	High-mast lightings	Mahwelereng block 3, Mountain view	MLM
	Street Lights	Mahwelereng Block 4	MLM
	New Clinic	Mountain view	Dept. Of Heath
	24 Hour Clinic	Mahwelereng Block 4, Mahwelereng block 3	Dept. Of Heath
	Community Hall	Mountain view	MLM
	Renovate Community Hall	Mahwelereng Block 3	MLM
	Construction of Bus Stop Shelters	Mountain view, Mahwelereng	Dept. Of Roads and Transport/MLM
	Drug Rehabilitation Centre	Mountain view	Dept. of Social Development
	Allocation of land for cemetery	All of Ward 26	MLM
	Demolition of unoccupied structures/houses	Mahwelereng Block 2	MLM
Shopping complex	Mahwelereng	MLM	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
27	Tarring of Internal Streets	Mahwelereng Zone 1 & 2	MLM
	Storm water control	Mahwelereng zone 1 & 2, Mshongo	MLM
	Closure of all open V-Drains	Mahwelereng zone 1 & 2, Mshongo	MLM
	Paving of open space around community hall and cbd	Mahwelereng Zone 1	MLM
	Middle income housing project	Mahwelereng Zone 1 & 2, Mahwelereng Mshongo	CoGHSTA
	High-mast lighting	Mahwelereng Zone 1, Mahwelereng Zone 2, and Mshongo	MLM
	Installation of Street Lights on Main Roads	Mahwelereng Mshongo, zone 2	MLM
	Renovation and Electrification of Community Hall	Mahwelereng zone 2 and Mshongo	MLM
	Installation of street name signs	Mahwelereng Zone 2 & Mshongo	MLM
	Installation of surveillance cameras on crime hotspots	Mahwelereng zone 1 & 2, Mshongo	MLM
	Orphanage Center	Mahwelereng Mshongo	DPT of Social Development
	Drug Rehabilitation Center	Mahwelereng zone 2	DPT of Social Development

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
28	Consistent water supply	Ward 28	MLM
	Provide VIP toilets	Ward 28	CoGHSTA
	Completion of the storm water project	Ward 28	MLM
	Tarring of internal streets	Ward 28	MLM
	Installation of street names signs	Ward 28	MLM
	Construction of Clinic	Ward 28	Department of Health and Welfare
	Paving of space in front of the clinic	Ward 28	MLM
	Construction of High School	Ward 28	Department of Education
	Construction of community hall	Ward 28	MLM
	Construction of Home Based Care Centre	Ward 28	Dept. Of Social Development
	Construction of artisan/engineering skills centre	Ward 28	Department of Education
	Allocation of low cost house project on new site	Ward 28	CoGHSTA
	Development of sports facility	Ward 28	MLM
	Highmast lights and street lights	Ward 28	MLM
Allocation of land for cemetery	Ward 28	MLM	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
29	Construction of VIP toilets	Phola Park	MLM
	Drilling of additional borehole and electrification of boreholes	Phola Park	MLM
	Yard connections of water	Phola Park	MLM
	Tarring of roads with pedestrian crossing	Phola Park	MLM
	Construction of stormwater drains	Phola Park	MLM
	Construction of bridge	Phola Park	MLM
	Establishment of Community projects, CWP and EPWP	Phola Park	MLM
	Electrification of extended households	Phola Park	ESKOM/MLM
	Allocation of refuse bins and bags	Phola Park	MLM
	Allocation of land for cemetery	Phola Park	MLM
	Low Cost Houses	Phola Park	CoGHSTA, Dept. of Human Settlement
	High-mast lighting	Phola Park	MLM
	Construction of Hall	Phola Park	MLM
	Construction of high School	Phola Park	Department of Education
	Construction of Clinic Mobile clinic to visit the area twice a week Construction of drug rehabilitation centre	Phola Park	Department of Health and Welfare

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
30	Stormwater drainage System	Moshate, Sekgagakgapeng	MLM
	Tar road	Moshate, Sekgagakgapeng	MLM
	Shortage of water	Moshate & Sekgagakgapeng	MLM
	VIP Toilets	Moshate & Sekgagakgapeng	MLM
	Electrification of the extended households	Moshate & Sekgagakgapeng	ESKOM
	New graveyard site	Sekgagakgapeng	MLM
	Additional Classrooms	Moshate & Sekgagakgapeng(Sekgetlwa Primary)	Dept. of Education
	New school	Moshate	Dept. of Education
	Libraries & laboratories at schools	Moshate & Sekgagakgapeng	Dept. of Education, Dept. of Science and Technology
	ABET Program	Moshate	Dept. of Education
	Construction of maternity ward	Moshate	Dept. of Health
	Low Cost Houses	Moshate & Sekgagakgapeng	CoGHSTA, Dept. of Human Settlement
	Satellite Police station/ police patrol	Moshate & Sekgagakgapeng	SAPS
	High-mast lighting	Moshate & Sekgagakgapeng	MLM
	Sporting & Recreational Facilities	Moshate & Sekgagakgapeng	MLM & Dept. of sports arts and culture
	Shelters at Bus stops & taxi Rank	Moshate & Sekgagakgapeng	MLM
Technical and Financial support on agricultural, poverty alleviation, EPWP and tourism projects	Moshate & Sekgagakgapeng	MLM, Dept. of Agriculture, Dept. of Public Works, Libsa, LEDEAT, Dept. of Trade and Industry	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
	Need for traffic circle at the south entrance to town Resealing of Rabe, Geyser and Totius streets,Fourie Street Tarring of roads and paving street sidewalks Construction of new road	Flora Park, Kameeldoring Park, Mokopane Ext. 14, Nyl Park, and Mokopane Ext.12	MLM
	Establishment of unemployed database and youth desk Participation in EPWP Projects	Flora Park, Nyl Park, and Mokopane Ext. 14	MLM
	Installation of smart meters Installation of street lights Installation of High-mast lighting	Impala Park, Flora Park, Nyl Park, and Mokopane Ext. 14	MLM
	Development of property in the vacant land	Flora Park	MLM
	Installation of CCTV Cameras	Flora Park, Impala Park, Kameeldoring Park, Mokopane Ext.12,Nylpark, Ext 14 CBD Area	MLM
	Traffic Officers must work 24 hours to control heavy vehicles	Flora Park, Impala Park, Nyl Park, Chrome Park and CBD	MLM
	Need for heavy vehicle by-pass and implementation of weight restriction by traffic officers	Flora Park, Impala Park, Chrome Park and CBD & Kameeldoring Park & Ext.12	MLM and RAL
	Development of sports facilities	Mokopane Ext.14 & Mokopane Ext.12	MLM
	Development of community facilities/ Centre	Mokopane Ext.14	MLM
	Equipping of parks and fencing them recreation facilities	Flora Park, Impala Park and Ext. 12, Kameeldoring Park, Nyl Park Mokopane Ext.12 Extension 14	MLM
	Allocation of buses and taxis in the area Taxis must go through the access road/taxi routes	Flora Park, Ext.19 & 20 RDP Ext 14 & Mokopane Ext.12	MLM
	Construction of More Clinics in town Provide mobile clinic	Flora Park, Impala Park, Ext 14, Kameeldoring Park, Nyl Park, and Ext.12	Department of Health and Welfare

<p>Clinic should operate 24 hrs Equipping of clinic with all required equipment and medication for chronic patients</p>		
<p>Construction of additional Classrooms and / or renovation of old school Allocation of land for new schools, primary and secondary Allocation of land for schools</p>	<p>Flora Park, Mokopane Ext.14, and Mokopane Ext.12</p>	<p>Department of Education</p>



WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
32	Introduction of smart metering for water and electricity	The whole Mokopane area	MLM
	Construction of public toilets for hawkers There is a need for sewer maintenance	CBD	MLM
	Resealing of Kruger, Soet Doring and Herfsland Paving of sidewalks and installation of storm water drainage Installation of curbs	Kameeldooring, CBD, Akasia, and Unit D	MLM
	Local Economic incubation centre and development of SMME's, upgrading information centre and revive tourism association	CBD and Unit D	MLM, LEDA, LEDET & Agriculture
	Additional refuse collection sites are needed Additional and/or extension of dumping sites	CBD and Unit D	MLM
	Installation of CCTV, Installation of palisades fences around complexes and Implementation of municipal By-Laws	CBD and Unit D	MLM
	Development of municipal animal pounds	Mokopane Area	Department of Agriculture
	Installation of security gate and palisade fence at Hersfland		
	Construction of sports facilities Upgrading of sports / play ground	Unit D	MLM
	Conversion of old parks in to recreational facilities	CBD	MLM
	Construction of traffic circle at Geyser and Fouries streets Apply municipal By-Laws to manage heavy vehicles	CBD	MLM and RAL
	Construction of additional clinics	CBD and Unit D	Department of Health and Welfare
	Construction of community hall	Unit D	MLM
Construction of low cost houses	Unit D	CoGHSTA	