

**MOGALAKWENA LOCAL MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN
2021-2022**



A PLACE FOR PROSPERITY

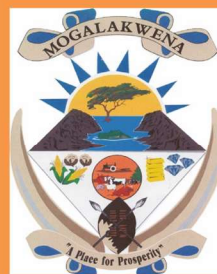


Table of Contents

LIST OF ACRONYMS	xii
Vision, Mission and Values	1
FOREWORD BY THE MAYOR	3
EXECUTIVE SUMMARY	5
1. CHAPTER ONE- THE PLANNING PROCESS	7
1.1. Introduction	7
1.2. Policies and Legislative Frameworks	7
1.2.1. National Spatial Development Perspective (NSDP)	9
1.2.2. MTSF	10
1.2.3. Government Plan of Action	11
1.2.4. The New Growth Path	12
1.2.5. National Development Plan (NDP)	13
1.2.6. Outcome 9	15
1.2.7. The District Development Model	16
1.2.8. Limpopo Development Plan (LDP)	19
1.2.9. In addition to the above, Mogalakwena Local Municipality's 2021/2022 IDPs and Budget, Limpopo Provincial Executive instituted a discretionary intervention in terms of S137 of MFMA, read in conjunction with Section 139 (1) (b) of the Constitution and the Financial Recovery Plan (FRP) which came into being. 21	
1.2.9.1. FRB Approach	21
1.3. Key Aspects of the SONA and SOPA	23
1.3.1. Key Aspects of 2021 State Of Nation Address	23
1.3.2. Key Aspects of 2021 State Of Province Address	24
1.4. Municipal powers and functions	26

1.5.	Priorities Issues from Municipal Perspective.....	28
1.6.	Process Overview: Steps and Events (IDP Process Plan).....	29
1.7.	Mechanisms and Procedures for Participation.....	31
1.8.	COVID-19 Changes to the 2021-2022 Municipal Budget and Planning Process Plan.....	33
1.9.	Institutional Arrangements to Drive IDP Process.....	39
1.10.	MEC Final IDP Assessment Report for 2020/21.....	41
2.	CHAPTER TWO – MUNICIPAL PROFILE.....	44
2.1.	Overview.....	44
2.2.	Demographics.....	44
2.3.	Population Trends.....	45
2.3.1.	Age and Gender Distribution.....	46
2.3.2.	Number of Households.....	46
2.3.3.	Number of Wards.....	47
2.3.4.	Education Profile.....	48
2.3.5.	Employment Profile.....	49
2.3.6.	Income Categories.....	50
2.3.7.	Unemployment Rates.....	50
2.3.8.	People with Disabilities.....	51
3.	CHAPTER THREE – SPATIAL RATOINALE.....	52
3.1.	Description of Municipal area.....	52
3.2.	Spatial Rationale.....	54
3.3.	Hierarchy of Settlements.....	54
3.4.	Land Use Composition and Management Tools.....	55

3.5.	Growth Point Analysis.....	58
3.6.	Land Claim Analysis.....	58
3.7.	Land Availability Analysis.....	59
3.8.	Informal Settlements and Land Invasions.....	62
3.9.	Spatial Rationale SWOT Analysis.....	64
3.9.1.	Spatial Challenges.....	64
3.9.2.	Spatial Opportunities.....	65
3.10.	SPLUMA (Spatial Planning & Land Use Management Act).....	66
4.	CHAPTER FOUR – ENVIRONMENTAL MANAGEMENT.....	67
4.1.	Bio-Physical.....	67
4.2.	The Waterberg Bioregional Plan.....	67
4.3.	Climate Description.....	67
4.4.	Rainfall.....	67
4.5.	Temperature.....	67
4.6.	Topography.....	68
4.7.	Vegetation.....	68
4.7.1.	Special Areas Regarding Vegetation.....	68
4.8.	Fauna.....	68
4.9.	Geology.....	69
4.10.	Soils.....	69
4.11.	Water resources.....	69
4.12.	Air quality.....	70
4.13.	Heritage Resources.....	71

4.14.	Conservation Areas.....	72
4.15.	Environmental Challenges	73
4.15.1.	Soil Erosion	73
4.15.2.	Veld fires.....	73
4.16.	Deforestation	73
4.17.	Mining.....	74
4.18.	Floods.....	74
4.19.	Global warming and climate change.....	74
4.20.	Overgrazing	74
4.21.	Water Pollution.....	74
4.22.	Informal Settlements	75
4.23.	Alien vegetation	75
5.	CHAPTER FIVE – BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT	76
5.1.	Water	76
5.1.1.	Water Access and Backlogs.....	77
5.1.2.	Water Sources and Catchment Areas	79
5.1.3.	Water Quality – Blue Drop Certification	79
5.1.4.	Drinking water compliance.....	80
5.1.5.	Challenges pertaining to provision of water	80
5.1.6.	Provision of free basic water	81
5.2.	Sanitation.....	82
5.2.1.	Sanitation Access and Backlogs	82
5.2.2.	Challenges pertaining to the provision of sanitation.....	83

5.2.3.	Provision of free basic sanitation	83
5.3.	Energy and Electricity	84
5.3.1.	Electricity Access and Backlogs	85
5.3.2.	Challenges pertaining to the provision of electricity.....	86
5.3.3.	Provision of free basic electricity	87
5.4.	Roads and Storm-water	88
5.4.1.	Road and Storm-water Access and Backlogs	88
5.4.2.	State of Road and Storm-water	88
5.4.3.	Roads Classification	89
5.4.4.	Challenges Faced by the Municipality in Providing Roads.....	90
5.5.	Waste Management	91
5.5.1.	Waste Management Facilities	91
5.5.1.1.	Rebone Landfill	91
5.5.1.2.	Potgietersrus (Mokopane) Landfill.....	91
5.5.2.	State of Landfill Sites	91
5.5.3.	Waste Management Access and Backlogs	92
5.5.4.	State of refuse removal in urban and rural settlements.....	93
5.5.5.	Challenges with regard to refuse disposal and removal	93
5.6.	Public Transport.....	94
5.6.1.	Modes of transport.....	94
5.6.2.	Public Transport Corridors.....	94
5.6.3.	Taxi/bus facilities	95
5.6.4.	Transport challenges	95

6. CHAPTER SIX – INTEGRATED HUMAN SETTLEMENTS	96
6.1. Legislative Framework	96
6.2. Powers and Function	97
6.3. Current National Housing Programmes	97
6.4. Housing Consumer Educations	98
6.5. Housing Backlogs	98
6.6. The state of housing in the municipality	98
6.7. Challenges pertaining to provision of housing	99
7. CHAPTER SEVEN – SOCIAL ANALYSIS	101
7.1. Health and Social Development	101
7.1.1. Primary health care facilities	101
7.1.2. Social development.....	101
7.2. Education.....	107
7.3. Safety and Security	109
7.4. Sports, arts & culture	110
7.4.1. Sports facilities in the municipality.....	110
7.4.2. Libraries.....	110
7.5. Fire & Rescue Services and Disaster Management	111
7.5.1. Municipal Risk Assessment	111
7.5.2. Incidents of Fire Attended During 2015/16 Financial Year	111
7.5.3. Incidents of Disaster Attended During 2015/16 Financial Year	111
7.6. Post Offices and Telecommunications	112
7.6.1. Number of Post Office in Mogalakwena Local Municipality.....	112

7.6.2.	Cellular Phone Network Infrastructure Challenges	112
7.7.	Parks and Cemeteries	112
7.7.1.	Activities that are contributing into climate change reduction	112
8.	CHAPTER EIGHT – LOCAL ECONOMIC DEVELOPMENT	113
8.1.	Description of Municipal Economy	113
8.2.	Comparative and Competitive Economic Advantages	114
8.3.	Enabling Economic Infrastructure	115
8.4.	Economic Analysis SWOT	116
9.	CHAPTER NINE – FINANCIAL MANAGEMENT AND VIABILITY	117
9.1.	Financial Viability	117
9.2.	Municipal Financial Management Legislative Prescripts	117
9.3.	Assessment of Municipal Financial Status	118
9.4.	Revenue Management: Billing- Collection- Debt Management	119
9.5.	Expenditure Management	119
9.6.	Asset and Liability Management	119
9.7.	Outline of Revenue Sources	120
9.8.	Municipal Expenditure Trends	120
9.9.	Indigent welfare packages for 2020/21	121
9.10.	Municipal Grant Allocations	122
9.11.	Municipal Regulations on a Standard Chart of Accounts (mSCOA)	122
9.11.1.	mSCOA is multi-dimensional in nature	123
9.11.2.	Background	123
9.11.3.	Implementation Progress	124

9.12.	Financial Viability Challenges.....	125
10.	CHAPTER TEN: GOOD GOVERNANCE & PUBLIC PARTICIPATION	126
10.1.	Introduction	126
10.2.	Functionality of Municipal Council and Committees.....	126
10.3.	The Participation of Traditional Leaders in the Development Agenda of the Municipality	127
10.4.	Structures of Inter-Governmental Relations	127
10.4.1.	The following Fora takes place in the municipality and the municipality partakes in:.....	128
10.5.	Risk Management.....	129
10.5.1.	Risk Governance.....	129
10.5.2.	Risk Management Committee	129
10.6.	State of Financial Entities.....	129
10.6.1.	Municipal Public Accounts Committee (MPAC)	129
10.6.2.	Audit Committees.....	129
10.7.	State of CDWs.....	130
10.8.	Ward Committee Management.....	130
10.9.	Audit Outcomes	130
10.10.	Outline of Municipal Public Participation Programmes	131
10.11.	Good Governance and Public Participation Challenges.....	131
11.	CHAPTER ELEVEN: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	132
11.1.	Introduction	132
11.2.	Staffing in the Municipality.....	135
11.2.1.	Filling of critical Posts.....	135
11.2.2.	Vacancy Rate	135

11.3.	Human Resource Management System	135
11.3.1.	Recruitment Policies	135
11.3.2.	Skills Development	135
11.3.3.	Anglo American Municipal Capacity Development Support	136
11.3.4.	Employment Equity	136
11.3.5.	Retention and Succession Issues	136
11.4.	Information Communication Technology System	136
11.5.	SWOT Analysis	137
11.6.	Performance Management System	138
11.6.1.	KPA 1: SPATIAL RATIONALE	138
11.6.2.	KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	139
11.6.3.	KPA 3: LOCAL ECONOMIC DEVELOPMENT	143
11.6.4.	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	144
11.6.5.	KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	149
11.6.6.	KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	151
12.	CHAPTER TWELVE: MUNICIPAL PRIORITIES	155
12.1.	Introduction	155
12.1.1.	Priorities from Community Perspective	155
12.1.2.	Priorities from Municipal Perspective	156
13.	CHAPTER THIRTEEN: MUNICIPAL STRATEGIES	157
13.1.	Strategic Objectives, Priority Issues and Outcomes	157
13.2.	Strategic Alignment	158
13.3.	Operational Objectives, Short, Medium and Long Term Strategies	162

13.3.1.	KPA 1: Spatial Rationale.....	162
13.3.2.	KPA 2: Basic Service Delivery and Infrastructure Development.....	165
13.3.3.	KPA 3: Local Economic Development	178
13.3.4.	KPA 4: Financial Viability and Municipal Management.....	180
13.3.5.	KPA 5: Municipal Transformation and Organisational Development.....	189
13.3.6.	KPA 6: Good Governance and Public Participation	193
14.	CHAPTER FOURTEEN: COMMUNITY PARTIPATION AND WARD NEEDS	200
14.1.	2020/21 IDP & Budget Review Community and Stakeholder Consultation.....	200
15.	CHAPTER FIFTEEN: PROJECTS REVIEW	202
15.1.	Project review	202
15.2.	Mogalakwena Multiyear Capital Investment Programme	211
16.	CHAPTER SIXTEEN: INTEGRATION	215
16.1.	Introduction	215
16.2.	Inter-Governmental Relations.....	216
16.2.1.	Provincial Intergovernmental Structure	216
16.2.2.	District Intergovernmental Structure	216
o	Mayor Forum.....	216
o	Municipal Manager Forum and other Technical forum	216
o	Speaker’s Forum.....	216
o	IDP/PMS Managers Forum:.....	216
16.3.	Municipal Sector Plans and Status	217
16.4.	Projects by Sector Departments & Parastatals	218
16.4.1.	Cooperative Governance, Human Settlement and Traditional affairs	218

Construction of low cost houses 218

16.4.2. ESKOM 219

16.4.3. Department of Environment, Forestry & Fisheries 219

16.4.4. Department of Transport 220

The South African National Roads Agency SOC Ltd (SANRAL) 220

16.4.5. Department of Social Development 220

16.4.6. Department of Public Works & Infrastructure 221

17. ANNEXURE A: DETAILED CAPITAL WORKS 222

18. ANNEXURE B: CONSOLIDATED COMMUNITY NEEDS 227

LIST OF ACRONYMS

(i)	CDG	Care Dependency Grant
(ii)	CSG	Child Support Grant
(iii)	DG	Disability Grant
(iv)	FCG	Foster Child Grant
(v)	OAG	Old Age Grant
(vi)	WVG	War Veteran Grant
(vii)	GIA	Grant in Aid
(viii)	COM	Combination (FCG+CDG)
(ix)	CDW	Community Development Worker
(x)	IDP	Integrated Development Plan
(xi)	MFMA	Local Government: Municipal Finance Management Act, Act 56 of 2003
(xii)	MLM	Mogalakwena Local Municipality
(xiii)	MIG	Municipal infrastructure grant
(xiv)	DCoGHSTA	Department of Cooperative Governance Human Settlement and Traditional Affairs
(xv)	DHS	Department of Human Settlement
(xvi)	DM	Department of Minerals
(xvii)	DE	Department of Energy
(xviii)	DTI	Department of Trade and Industry
(xix)	EXCO	Executive Committee
(xx)	MSA	Local Government: Municipal Systems Act, Act 32 of 2000
(xxi)	PMS	Performance Management System
(xxii)	CBP	Community Based Planning
(xxiii)	KPA	Key Performance Indicator
(xxiv)	LED	Local Economic Development
(xxv)	WDM	Waterberg District Municipality

Vision

A vision provides a compelling picture or view of the future; it directs the endeavours of the organization and the people associated with it to become motivated and work towards creating the idealized picture.

During the strategic planning workshop that was held between the 01-03 February 2017 the vision of Mogalakwena was reviewed. The purpose of this revision was to ensure that it is appropriate, considering the development plans for the municipality and that it is aligned to the national Vision for 2030. After due consideration by Administration and EXCO, the following revised vision statement was proposed:

“To be the leading, sustainable and diversified economic hub focused on community needs”

Mission

The mission of the municipality should address the objects of local government as stipulated in Section 152 of the Constitution indicating that a municipality must be based on democratic and accountable governance; sustainable services; social and economic development; safe and healthy environment; and community involvement. The mission must also support the key requirements of the Municipal Systems Act stating:

[That it should] provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that is affordable to all.

During the strategic planning workshop, the mission of Mogalakwena Local Municipality was considered and to be more in line with the new proposed Vision, it was proposed that the Mission statement be amended to read as follows:

Mogalakwena municipality is committed to develop communities and promote economic growth by:

- *providing affordable and quality basic services;*
- *creating a conducive and sustainable environment for social and economic development; and being consultative, responsive and accountable*

Value System

Values represent the core priorities of an organization's culture, including what drives employees and politicians within the municipality to achieve set strategies. Values refer to key priorities that are valued by the organization and guide the activities of people within the organization. Values therefore underlie behaviour and guide the way the people within an organization will act towards the achievement of the mission and ultimately the vision of the organization. It also influences the interrelationship between the organization and the people it serves. It therefore describes the business practices applied and the values placed on certain principles. Within the public sector Section 195 of the Constitution provides basic values that should govern public administration, inclusive of:

- A high standard of professional ethics
- Effective, economic and efficient use of resources
- Impartial, fair and equitable provision of services
- Responsiveness to community needs
- Accountability
- Transparency through the accessibility of accurate information
- Good human resource management and career development to maximize human potential

Values that employees and councillors within the municipality should adhere to in order to achieve the mission and vision statements of the Mogalakwena Local Municipality include the following:

Driven by the needs of our communities, Mogalakwena Municipality will:

- *respect and uphold the Constitution,*
- *uphold the Code of Conduct for Councillors and Officials,*
- *ensure sound financial management, and*
- *uphold the Batho Pele principles.*

FOREWORD BY THE MAYOR

Let me once more present the reviewed Integrated Development Plan (IDP) and Budget for the year 2021/2022. The previous year took us through many challenging times in the history of our struggle for the liberation. The Covid-19 pandemic gave the world and South Africans in particular tough times by changing the way we live.

The most significant is how we are handling the situation brought about by this pandemic by observing all protocols and regulations that give the directives to put on the masks; social distancing; washing our hands or sanitising and avoiding crowded areas. What remains is for the government to restore the economy and avoid a catastrophic situation by not being complaisance and educate our people to avoid the third wave.

On the provision of basic services to our communities, much has been achieved although our government is the first to admit that a lot more still need to be done to salvage our people from the yoke of poverty, inequality and underdevelopment. To achieve this, the governing party developed a credible programme to grow South Africa and build a more equal society. To this end it pronounced eight (8) key priority areas for the year as follows:

- Building a capable state that serves the people of South Africa
- Building a united and inclusive society
- Investment, jobs and inclusive growth
- An effective land reform programme
- Eradicating poverty and improving people's lives
- Education and skills for a changing world
- Social cohesion and safe communities
- Better Africa, better world

To this end our IDP; SDBIP and Budget, serve as a sign of commitment in building a capable and developmental local government that is responsive, accountable, effective and efficient in serving the people of Mogalakwena. In this regard, we have recommitted ourselves to accelerate service delivery in restoration of the dignity of our people. This is why year 2021/2022 will see us spending money on Capital Projects focused on Water and Sanitation and Road Infrastructure throughout the entire Municipal Area.

Our IDP has also considered and taken into account the economic pillars within our municipality which are Agriculture; Tourism and Mining. As indicated before though, the impact of the National Lockdown has far-reaching implications for our pillars and the municipality in terms of revenue collection.

On behalf of Council, I would like to express my deepest appreciation to all Councillors and all other stake holders who participated in the public participation meetings and IDP Representative Forums.

Lastly, my appreciation goes to the Acting Municipal Manager; his Executive Management and the entire staff for making sure that this principal and strategic document is prepared and finalised.

Thank you

CLLR F MOKWELE

MAYOR

EXECUTIVE SUMMARY

The 2021/2022 Integrated Development Plan (IDP) review provides Mogalakwena Local Municipality (MLM) with a good opportunity to reflect, review and refocus on the mandate given to MLM towards developmental local government. It will also reflect and provide an account of the path that has been traversed by Council in the past five years as well as develop a clear accelerated plan towards the coming years.

Mogalakwena Local Municipality has a status of being a Water Services Authority (WSA) and a Water Services Provider (WSP), which are critical functions assigned for us to implement without fail. Water is life and constitutionally, we have an obligation or responsibility to provide this valuable basic need to our communities at large.

It is for the above reason that our IDP; Service Delivery and Implementation Plan (SDBIP) and Budget for the coming five years took into account all inputs from different stakeholders and linked it with the District Development Model (DDM) and Financial Recovery Plan (FRP).

With the current financial constraints and economic meltdown, MLM had to review its limited budget to ensure proper allocation of resources in attaining its strategic objectives is in line with our core mandate and pursuit of bringing MLM back to its former glory.

We further reiterate and commit in the implementation of our IDP and Budget to focus on the following:

- Reconfiguration of the MLM Service Delivery Model with focus on Water & Sanitation; Roads & Storm Water and Solid Waste.
- Financial Sustainability of MLM by focusing on costing; cost reduction; Revenue Enhancement; Building Reserves and Business Continuity.
- Improvement of an effective Satellite Office Model.
- Digitalisation of MLM Business Processes.
- Economic Growth & Development within MLM.

Indeed, the past five years was not an easy journey, it had its ups and downs but both Political and Administrative Leadership of the institution were equal to the task. For the past few years MLM has had some cash flow challenges which affected our daily operations.

Our salary bill remains one of our challenges and contributing to the cash flow challenges but with the process of reengineering the institution and participation of Labour we hope that this will be the thing of the past as we go towards the end of the current term of council.

However, we still managed to achieve our constitutional mandate despite limited resources and financial constraints that we were facing as an institution.

Equally I want to pay a special gratitude to the Political Leadership led by the Mayor, Cllr F Mokwele. Your Leadership is appreciate and may you continue to lead the Mayoral Committee and with our Speaker, Cllr Pheladi Olifant leading Council diligently.

Thank you

HSM NGOEPE

ACTING MUNICIPAL MANGER

1. CHAPTER ONE- THE PLANNING PROCESS

1.1. 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:

1.2. Policies and Legislative Frameworks

The Constitutional Mandate for Municipalities is that they strive, within their Financial and Administrative capacity to achieve the objectives and carry out the developmental duties assigned to local Government. The Municipal Councils therefore takes charge of the following principal responsibilities:

- To provide democratic and accountable government without favour or prejudice.
- To encourage the involvement of the local community.
- To provide all members of the Local Community with equitable access to the Municipal Services that they are entitled to.
- To plan at the Local and Regional levels for the development and future requirements of the area.
- To monitor the performance of the Municipality by carefully evaluating Budget reports and Annual reports to avoid Financial difficulties, and if necessary to identify the causes and remedial measures of all the Financial and Administrative challenges.
- To provide Services, facilities and financial capacity, within the Constitution and Legislative Authority.

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

The following Environmental legislations have been taken into consideration:

- National Environmental Management Act ,Act 107 of 1998(NEMA)
- Environmental Conservation Act, Act 73 of 1989
- National Environmental Management Act :Air Quality Act (Act 39 of 2004)
- Heritage Resources Act(Act 25 of 1995)
- Atmospheric Pollution Prevention Act, Act 45 of 1965(APPA)
- National Environmental Management :Biodiversity Act 10 of 2004(NEMBA)
- National Environmental Management: Protected Area Act, Act 57 of 2003(NEMPAA)
- NEMA: Waste Management Bill(Notice 1832 of 2007)
- NEMA: Environmental Impact Assessment Regulations(Notice R385 of 2006)
- Limpopo Environmental Management Act, (Act 7 of 2003)
- National Water Act ,Act 36 of 1998
- Water Service Act, Act 108 OF 1997

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.

1.2.1. 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 a 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 (higherpotential) 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.

1.2.2. MTSF

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The strategic priorities of government for the mandate period

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of and expanding access to education and training
- Ensuring quality health care and social security for all citizens
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social cohesion and nation building.

In its focus on these priorities, and their elaboration into fourteen key outcomes and associated activities and targets, the MTSF has two over-arching strategic themes – radical economic transformation and improving service delivery.

1.2.3. Government Plan 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. 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.

1.2.4. The 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:

- (i) 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.
- (ii) Targeting more labour absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.
- (iii) Taking advantage of new opportunities in the knowledge and green economies.
- (iv) Leveraging social capital in the social economy and the public services.
- (v) Fostering rural development and regional integration.
- (vi) As a first step, it is proposed that efforts to support employment creation in the following key sectors should be prioritized:
 - Infrastructure
 - The agricultural value chain
 - The mining value chain
 - The green economy
 - Manufacturing sectors, which are include in IPAP2,and
 - Tourism and certain high-level services

1.2.5. 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 most 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.

- An economy that will create more jobs
- Improving infrastructure
- Transition to a low carbon economy
- Reversing the spatial effects of apartheid
- Improving the quality of education, training and innovation
- Quality health care
- Social protection

- Fighting corruption
- Transforming society and uniting the country

1.2.6. 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.

1.2.7. The District Development Model

The District Development Model was initiated by President Cyril Ramaphosa in his Budget Speech in 2019. Subsequently, the District Development Model was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various MINMECs.

The President in the 2019 Presidency Budget Speech (2019) identified the “pattern of operating in silos” as a challenge which led to “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”. The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment.

The President further called for the rolling out of “a new integrated district based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities...” The President is cognisant of the fact that such an approach will require that “National departments that have district-level delivery capacity together with the provinces ... provide implementation plans in line with priorities identified in the State of the Nation address”.

The Model consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan by all three spheres of governance resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country, wherein the district is seen as the ‘landing strip’.

The District Development Model builds on the White Paper on Local Government (1998), which seeks to ensure that “local government is capacitated and transformed to play a developmental role”. The White Paper says developmental local government “is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”.

To which end, developmental local government is seen as having four interrelated characteristics of “maximising social development and economic growth; integrating and coordinating; democratising development; and leading and learning”. In order for local government to advance this, the Constitution calls on “national and provincial governments [to] support and strengthen the capacity of municipalities to manage their own affairs”.

Therefore, the model is a practical Intergovernmental Relations (IGR) mechanism to enable all three spheres of government to work together, with communities and stakeholders, to plan, budget and implement in unison.

In so doing the vexing service delivery challenges can also be turned into local level development opportunities, through localised procurement and job creation which “promotes and supports local businesses, and that involves communities...” This will also require national and provincial departments provide implementation plans and budgets which address local challenges and developmental opportunities whilst aligning with national, regional, continental and global goals and objectives.

The objectives of the District Development Model are to:

- Coordinate a government response to challenges of poverty, unemployment and inequality particularly amongst women, youth and people living with disabilities.
- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level.
Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.
- Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly in order to provide a coherent government for the people in the Republic; (solve silo's, duplication and fragmentation) maximise impact and align plans and resources at our disposal through the development of "One District, One Plan and One Budget".
- Build government capacity to support to municipalities.
Strengthen monitoring and evaluation at district and local levels.
Implement a balanced approach towards development between urban and rural areas.
- Exercise oversight over budgets and projects in an accountable and transparent manner.

The District Development Model (DDM) is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation.

This method refers to all three spheres of government, sector departments and state entities operating like a single unit in relation to achieving developmental objectives and outcomes in these district and metropolitan spaces over a multiyear period and over multi-term electoral cycles.

Although each sphere, sector or entity has its distinct constitutional powers, functions and responsibilities, they cooperate and undertake collaborative planning, budgeting and implementation processes converging efforts at the district/metropolitan level. This joint work is expressed through the formulation and implementation of a "One Plan" which is a long-term strategic framework guiding investment and delivery in each district and metropolitan space.

Why is the District Development Model needed?

In order for the State to function and perform optimally and effectively, every organ of State has to perform its core functions well and work harmoniously with other organs of State and with civil society.

The “pattern of operating in silos” is a challenge which has led “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”. The consequence has been non optimal delivery of services and diminished development impact on the triple challenges of poverty, inequality and employment, hence the President in the State of Nation Address (SONA) called for the rolling out of “a new integrated district-based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities...”

The President has given emphasis to the District Development Model as a unique form of social compacting that involves all key players in every district and metro space to unlock development and economic opportunities, highlighting that “It builds the capacity of the state where it has been most broken.”

The DDM calls for collaborative planning at district and metropolitan level together by all of government, on the basis of a detailed, technically driven consultative process within government and with communities and stakeholders; resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country.

The Model is very firmly based on analysis of previous and current initiatives to improve developmental Local Government and Cooperative Governance, wherein developmental change is shaped and owned at a local level in partnership with communities, citizens and social actors. The successful functioning of Local Government is critical in this regard but insufficient on its own without more cohesive governance and overall government coordination and functioning. The Model is aimed at enhancing state capacity, institutional powers and functions which includes the ability to work in a cooperative manner so that there is greater cohesion and positive development impact.

The model also takes into account lessons from previous and current initiative which include Project Consolidate, the Integrated Sustainable Rural Development Programme (ISRDP), the Urban Renewal Programme (URP), District level Planning and Implementation Management Support Centres, the Local Government Turnaround Strategy (LGTAS), and Back to Basics. All of which sought and seek to improve the quality of life for all through impactful delivery.

The model reflects on recent reforms and progress in areas such as the National Treasury budgeting processes, especially Built Environment Performance Plans (BEPPS) processes and alignment with Integrated Urban Development Framework (IUDF), all of which are facilitating for better spatial targeting and alignment of government investment spending with development priorities.

1.2.8. 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
- Prioritize 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

The following targets are set to ensure attainment of the provincial goals:

- Limpopo's Growth Trajectory Scenario (Current MTSF) 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

Prioritised Implementation Focus Areas

1. Economic Development and Transformation
2. Infrastructure Development
3. Building a Developmental State
4. Social Cohesion and Transformation
5. High Impact Growth Catalytic Programmes and Anchor Projects

1.2.9. In addition to the above, Mogalakwena Local Municipality's 2021/2022 IDPs and Budget, Limpopo Provincial Executive instituted a discretionary intervention in terms of S137 of MFMA, read in conjunction with Section 139 (1) (b) of the Constitution and the Financial Recovery Plan (FRP) which came into being.

- Significant governance, financial and service delivery difficulties.
- Limpopo Provincial Executive instituted a discretionary intervention in terms of S137 of MFMA, read in conjunction with **Section 139 (1)(b)** of the Constitution.
- S139 (1) (b): Provincial Executive **assuming responsibility** for the relevant obligation in a municipality to the extent necessary to-
 - maintain essential national standards for service rendering
 - prevent a Municipal Council from taking unreasonable action that is harmful to the interests of another municipality or to the province as a whole
 - maintain economic unity
- Administrator appointed.
- The first step in the financial recovery process was a diagnostic assessment to determine the reasons for the crises in the municipality's financial and service delivery affairs: Done by Provincial Treasury in consultation with municipality.

1.2.9.1. FRB Approach

Phase I: Financial Rescue:

- Immediate actions identified to secure the financial position.
- Safeguard funds for operational requirements and address critical and fundamental aspects of the municipal financial health.
- Prioritise six (6) focus areas, namely Funded Budget, Cost Containment, Cash Flow Management, Trading Debtors and Collection Rates, Expenditure Creditor Management and Ring-fencing of Conditional Grants.

Phase II: Stabilisation:

- Largely about improvement of efficiencies and systemic improvements across municipality to ensure best practises are identified and implemented.
- This requires a systematically approach to redesign processes and policies to change the work climate within units and realignment of responsibilities and delegation to enhancement governance and productivity.
- Goal to ensure all structures of municipality are aligned and stable to provide basic required performance to stabilize environment.

Phase III: Sustainability:

- Approach will be guided by outcomes of first two phases.
- FRP activities will be identified for continued implementation, monitoring and support.

- The consistent monitoring of financial recovery against key financial ratio norms will be prioritised for a period of at least one year to ensure that the municipality has reached acceptable levels of financial sustainability. Exiting will be considered at the end of this phase if acceptable municipal financial health levels have been achieved.

1.3. Key Aspects of the SONA and SOPA

1.3.1. Key Aspects of 2021 State Of Nation Address

- **Covid-19** - SA has secured nine million doses of the Johnson & Johnson vaccine programme, which has shown to be effective against the 501Y.V2 variant. The doses are expected to arrive next week.
- **Economy** - In the third quarter of 2020, our economy was 6% percent smaller than it was in the last quarter of 2019. As a result of the relief measures that we implemented and the phased reopening of the economy, we expect to see a strong recovery in employment by the end of 2020.
- **SOEs** - Overarching legislation for state-owned companies will be tabled in Cabinet this financial year and Parliament in the next the financial year. A centralised SOE model is being implemented this financial year, which will ensure a standardised governance, financial management and operational performance framework for all SOEs. A centralised SOE model is being implemented this financial year, which will ensure a standardised governance, financial management and operational performance framework for all SOEs. The mandates of all SOEs are being re-evaluated to ensure that they are responsive to the country's needs and the implementation of the National Development Plan.
- **Unemployment** - Over the past year, South Africa has experienced a sharp decline in growth and a significant increase in unemployment. In the third quarter of 2020, our economy was 6% percent smaller than it was in the last quarter of 2019. There were 1.7 million fewer people employed in the third quarter of 2020 than there were in the first quarter, before the pandemic struck.
- **Infrastructure and Housing** - Progress is being made on several major water infrastructure projects. These include Phase 2A of the Mokolo and Crocodile River project, and the uMkhomazi Water Project. The Infrastructure Investment Plan identifies roads projects worth R19 billion covering the spine of the South African road network. Work is underway to finalise project finance structuring for these projects. Resources have been committed from the fiscus to support the construction and rehabilitation of the major N1, N2, and N3 highways. These infrastructure projects will lead to the revival of the construction industry and the creation of much-needed jobs.
- **Education** - Ramaphosa said a priority for this year to regain lost time and improve educational outcomes, from the early years through to high school and post-school education and training.
- **GBV** - Ending gender-based violence is imperative if we lay claim to being a society rooted in equality and non-sexism. Ramaphosa said three key pieces of legislation were introduced in Parliament last year to make the criminal justice system more effective in combating gender-based violence.

1.3.2. Key Aspects of 2021 State Of Province Address

Last year I stood in this august Chamber, to outline the bold plans which we had designed for our beautiful Province. These plans were about propelling Limpopo to the heights of socio-economic prosperity.

We sought to overcome the inherited yet deep-seated legacy of unemployment, poverty, and inequality.

Our plans were also about building on the impressive achievements we have registered since the dawn of democracy in 1994.

This year's address is taking place amid a devastating and deadly global coronavirus pandemic. Covid-19 has severely impacted our plans.

The coronavirus pandemic has forced schools to close, businesses to shut their doors, borders and other ports of entry to be sealed off, and millions of people to be placed under lockdown, restricting movements and social interactions, all in the interest of protecting life.

Covid-19 presented a crisis unequalled in recent history and memory.

We thank the visionary and judicious leadership of President Matamela Cyril Ramaphosa for saving our country from the worst. The balance between saving lives, the economy and livelihoods was always going to be a difficult task.

Many people and institutions such as the World Health Organisation have hailed our country's leadership against this deadly pandemic.

Indeed, we are people with an indomitable spirit. We are the children of great warrior men and women who have never retreated from battle. We will not surrender or retreat from the battle against coronavirus, we are unconquerable, and we will emerge victorious in this battle.

Our unity against this virus is our greatest strength. It is because of our demonstrated unity and solidarity that we were able to undermine what would have been an uncontrollable spread of this virus.

In this regard, I wish to thank political parties in our Province, religious leaders, traditional leaders, leaders of academic institutions, leadership of the trade union movement, civil society and all the people of Limpopo for their spirit of solidarity and partnership in the fight against this virus.

Together we have made monumental sacrifices, which, in turn, have helped to reduce the burden on our healthcare facilities and saved more lives. This is the spirit that should carry us throughout 2021 and beyond.

I accordingly wish to express our government's deepest gratitude to all healthcare workers, our frontline troopers in the battle against Covid-19, for their bravery, resilience, and unmatched spirit of sacrifice. This nation owes you an enormous debt of gratitude.

We also extend our sincere gratitude to all the workers who delivered essential services and production during the period of strict lockdown. These include police officers, emergency personnel, farm workers, grocery store workers, cleaners, and many others.

We can never thank you enough for being there for our country, our province and its people during the most desperate time of need. You are our heroes; you indeed have a special place in history.

Madam Speaker;

To move Limpopo forward to a destination of equality, prosperity and a better life for all, we have aligned our work for the year ahead with the four national priorities outlined by President Matamela Cyril Ramaphosa in the State of the Nation Address.

These priorities are:

- Defeating the coronavirus pandemic;
- Accelerating our economic recovery;
- Implementing economic reforms to create sustainable jobs and drive inclusive growth; and.
- Fighting corruption and strengthening the state.

1.4. 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 1: 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	√	

Service	Authority for the service	
	Local Municipality	District Municipality
Local sports facilities	√	
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	√	

1.5. 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

1.6. Process Overview: Steps and Events (IDP 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:

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

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

1.7. Mechanisms and Procedures for Participation

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.

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.

- **Website**

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.

Procedures for participation

The following procedures for participation were utilized:

- **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.

- **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.

1.8. COVID-19 Changes to the 2021-2022 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 makes all physical community engagement sessions 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 Representatives Forum meetings and IDP-Budget Mayoral Roadshows to consult local communities on the IDP and the budget remain impossible. This will exclude communities from the budget process if Mogalakwena Local Municipality does not seek alternatives. The municipality has 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 will issue a Notices to inform the public about 2021/22 IDP/Budget Review developments ito Chapter 4 of the MSA and Section 24 of MFMA;
- The notice will 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 will 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.

Proposed IDP/Budget & PMS Process Plan as per COVID-19 Impact

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Preparation phase	Develop draft 2021/22 IDP, Budget and PMS process plan	Planning and Development Services	MSA No. 32 of 2000 (s27, 28, 29 and 41) MFMA No.56 of 2003 (s21)	15 July – 17 August 2020
	District IDP & PMS Managers Meeting (Alignment with WDM framework for IDP)	Waterberg District Municipality	MSA No. 32 of 2000 (s27), MFMA No.56 of 2003 (s21)	15 July 2020
	Advertise Draft IDP, Budget & PMS Process Plan for public comments	Planning and Development Services	MSA No. 32 of 2000 (s28)	27 July – 16 August 2020
	First IDP Steering Committee	Planning and Development Services	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	18 August 2020
	Table Draft 2021/22 IDP, Budget and PMS process plan to council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s28)	25 August 2020
	Give notice to the local community of particulars of the Process Plan	Planning and Development Services	MSA No. 32 of 2000 (s28)	28 August – 11 September 2020
Analysis phase	Public engagement/Community Based Planning session	Planning and Development Services	MSA No. 32 of 2000 (s16 and 17)	21 September – 15 October 2020
	District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	01 October 2020
	Second IDP Steering Committee	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	23 October 2020

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Strategies phase	Strategic Planning session	Planning and Development Services	MSA No. 32 of 2000 (s 26)	25 – 27 November 2020
	Consolidation and alignment with national, provincial and district strategies	Planning and Development Services	MSA No. 32 of 2000 (s 26)	30 November – 11 December 2020
Project phase	Project identification	Planning and Development Services	N/A	11 – 15 January 2021
	Task team consultation	Planning and Development Services	N/A	18 – 22 January 2021
	Report on the Mid-Term performance of the SDBIP	Office of the Municipal Manager	MFMA No.56 of 2003 (s72)	25 January 2021
	Table the Draft Annual Report to council	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	30 January 2021

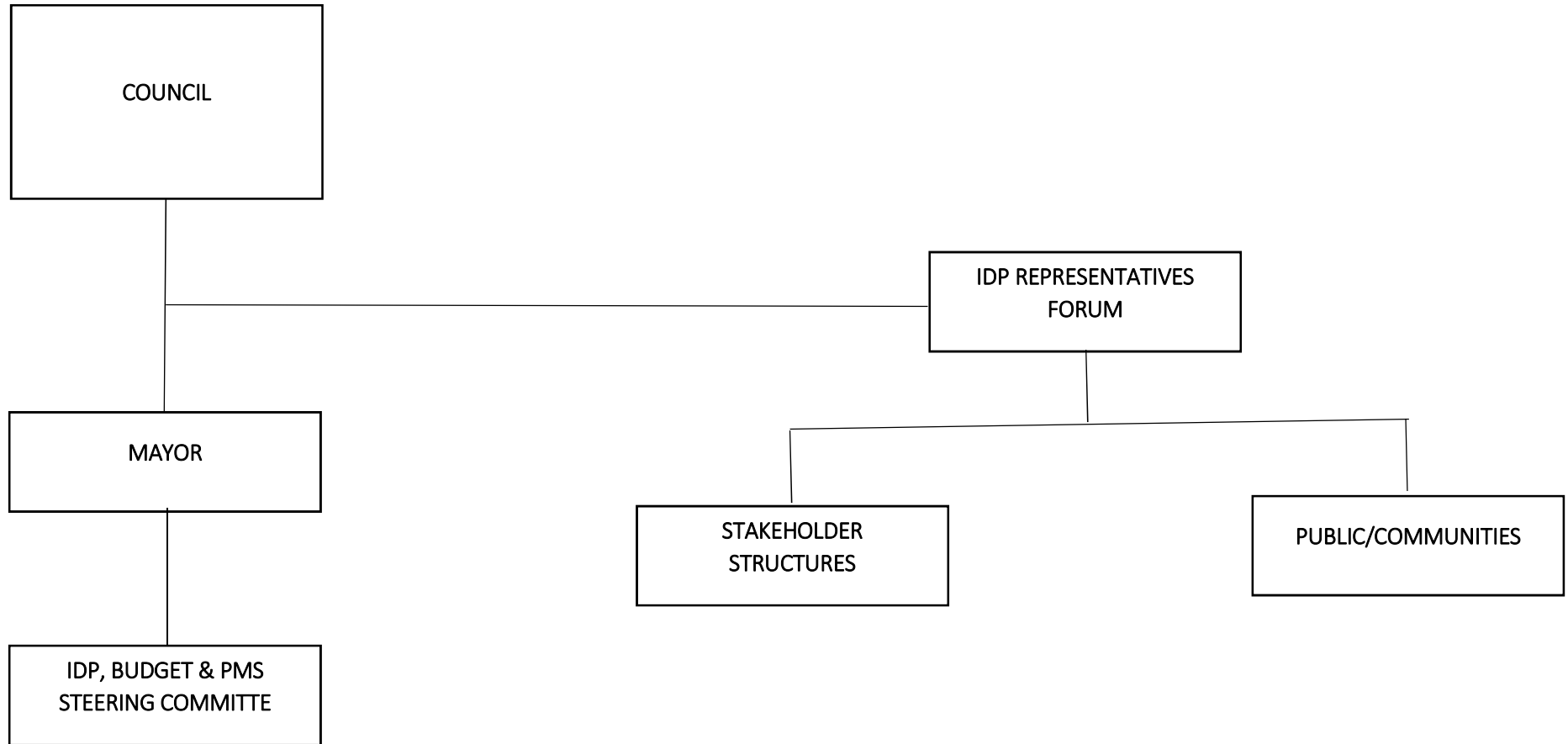
IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Project phase	Consolidation and alignment	Planning and Development Services	N/A	25 – 29 January 2021
	District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	05 February 2021
	Make the Annual Report public	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	09 February 2021
	Third IDP Steering Committee	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	12 March 2021
	Budget Steering Committee for Draft 2020/21 Budget	Finance	MFMA No.56 of 2003 (s53)	12 March 2021
	Table Draft 2021/22 IDP & Budget to Council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s30)	23 March 2021
	Approval of the Oversight Report	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	23 March 2021

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Integration phase	Advertise Draft 2021/22 IDP & Budget for public comments	Planning and Development Services	MSA No. 32 of 2000 (s25)	01 – 30 April 2021
	Final alignment with Waterberg District Municipality, Provincial and National Programmes	Planning and Development Services	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	19 March – 09 April 2021
	District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	28 April 2021
	Screening, alignment and consolidation of inputs from communities	Planning and Development Services	MFMA No.56 of 2003 (s23)	03 – 07 May 2021

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Approval phase	Consolidation and alignment	Planning and Development Services	N/A	10 – 15 May 2021
	Fourth IDP steering committee	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	21 May 2021
	Budget Steering Committee for Final 2021/22 Budget	Finance	MFMA No.56 of 2003 (s53)	17 May 2021
	Table the 2021/22 IDP & Budget to council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s30)	25 May 2021
	Submission of approved IDP & Budget to CoGHSTA and Provincial Treasury	Office of the Municipal Manager	MSA No. 32 of 2000 (s 32)	26 May – 07 June 2021
	Publish approved 2021/22 IDP & Budget	Planning and Development Services	MSA No. 32 of 2000 (s25)	01 – 30 June 2021
	Approval of SDBIP	Office of the Municipal Manager	MSA No. 32 of 2000 (s38)	01 – 30 June 2021

1.9. Institutional Arrangements to Drive IDP Process

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



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

STAKEHOLDER	ROLES AND RESPONSIBILITIES
Council	<ul style="list-style-type: none"> As the ultimate political decision-making body of the municipality, council must consider, adopt and approve the IDP.
Mayor (Together with Elected EXCO Members)	<ul style="list-style-type: none"> Manage the drafting of the IDP. Assign the responsibility in this regard to the municipal manager. Submit the draft plan to municipal council for adoption. Submit final IDP and Budget to Council for adoption.
Municipal Manager	<ul style="list-style-type: none"> The Municipal Manager is responsible and accountable for implementation of the municipality's IDP and the monitoring of progress with the implementation plan, responsible for advocating the IDP process and nominates persons in charge of different roles.
IDP Unit	<p>The IDP section reports to the Manager Planning & Development Services, and is required to manage and co-ordinate the IDP review process, ensure IDP/Budget integration, the roll out of the Performance management system and monitor the implementation of the IDP, including:</p> <ul style="list-style-type: none"> Preparing the Process Plan for the development of the IDP; Day to day management of the IDP process; Ensure involvement of different role-players; Adjustments of the IDP in accordance with the MEC's proposals as and when they are made Respond to IDP related comments and queries; Ensure that the IDP is vertically and horizontally aligned; Ensure proper documentation of the IDP; Submit the reviewed IDP to the relevant authorities.
IDP Steering Committee	<ul style="list-style-type: none"> Assist and support the Municipal Manager and Representative Forum. Information "GAP" identification. Oversee the alignment of the planning process internally.
Ward Committees	<p>Ward Committees are a major link between the municipality and the residents. As such their role is to:</p> <ul style="list-style-type: none"> Ensure communities understand the purpose of the IDP, Budget and Performance management processes. Assist the municipality in prioritizing the ward specific needs. Facilitate public consultation and participation within their wards Provide feedback to their communities on the adopted IDP and Budget.

1.10. MEC Final IDP Assessment Report for 2020/21

The following are the recommendation of the MEC per KPAs:

1. **Spatial Rationale**

The purpose of the spatial analysis is to ensure that land use planning and management is informed by credible and comprehensive information. Municipalities should therefore consider the following:

- The necessity for spatial restructuring
- The need for land reform
- The indication of hierarchy of settlement as envisaged in the provincial SDF
- The spatial constraints ,problem ,opportunities, trends and patterns

2. **Basic services**

The purpose of the water and sanitation analysis is to ensure that municipal planning process is informed by a comprehensive credible status quo. The analysis should consider the following:

- Determine level of service provision and backlogs in relations to norm and standards on water and sanitation provision
- Water sources and water catchment areas
- Water and sanitation backlogs
- Challenges pertaining to provision of water and sanitation
- Status on the provision of Free Basic Water (FBW) and Free Basic Sanitation
- Water and sanitation stakeholders in the municipality and their role thereof

3. Local Economic Development

LED is arguably the central core of municipalities. It is the stimulus to a sustainable local government .thus, the economic analysis should cover the following aspect

- Impact analysis per economic sector (considering key factor contributing towards the economy of the municipality)
- Enabling economic infrastructure e.g. wholesale ,retailing and manufacturing
- Capital investment and GDP per capita
- Households income and expenditure
- Policy requirements to support economic development and
- Number of business registration per municipality
- Employment by industry
- No of jobs created through LED/EPWP initiatives
- Employment by skills level
- Economically active population and
- Labour force participation rate

4. Good Governance and Public Participation

Good governance and public participation ensures that the IDP is a people driven process and thus enhances democratic values as enshrined in the RSA Constitution .Thus the analysis should consider the following:

- The functionality of municipal council and committee in good governance
- The participation of traditional leaders in the development agenda of municipalities
- Structures of inter-governmental relations and their functionality thereof
- Existence and functionality thereof
- Existence and functionality of the Municipal Public Accounts Committee(MPAC
- Existence and functionality of Audit committee
- Projects should be over MTEF period
- The projects should reflect the source of funding as well as the implementing agent

5. Financial Viability

During the analysis the municipality should highlight the following:

- Legislative prescripts on the municipal financial management and legal implications
- Assessment of the financial status of the municipality
- Revenue management aspect like billing ,collection ,debt management
- Expenditure management
- Asset and liability management
- Indication of national and provincial fiscal allocation
- The auditor General Outcome and
- Budget transparency

6. Municipal Transformation

Municipal Transformation and Organization development is inwardly focused and thus seek to establish the needs of the municipality as an institution, the analysis should consider the following:

- Powers and function of the municipality
- Organizational structure(organogram)as approved by Council
- Municipal skill needs
- Municipal vacancy rate
- Employment equity

2020/21 MEC Rating

The 2020/21 Final IDP of Mogalakwena Municipality was rated **high** by MEC of COGHSTA.

2. 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 2 : 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/km2
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%
Source: Statistics South Africa (Stats SA), Census 2011	

2.3.1. Age and Gender Distribution

Table 3 : 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%
Total Population	143702	100%	163980	100%	307682	100%	45%

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%
Total Population	152559	100.00%	172731	100.00%	325291	100.00%	43.62%

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

2.3.2. 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.

2.3.3. 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.

2.3.4. Education Profile

Figure 3 show 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 1: Levels of education

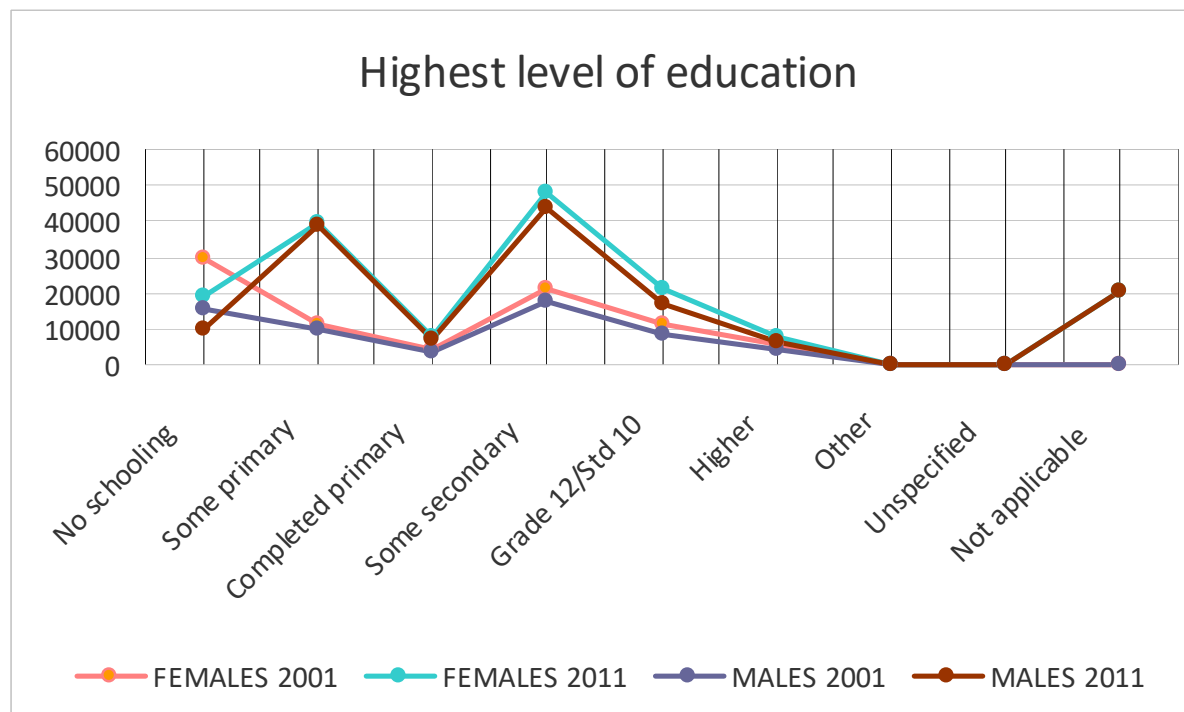


Table 4: Highest Level of Education

No schooling	Grade 7/Standard 5/ABET 3	Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	Post-Higher Diploma (Masters)	Other
63208	13636	41648	1701	909	690
Source: Statistics South Africa (Stats SA), Community Survey 2016					

2.3.5. 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, 2001 vs. 2011

GENDER	EMPLOYED		UNEMPLOYED		NOT ECONOMICALLY ACTIVE	
	2001	2011	2001	2011	2001	2011
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 2011						

2.3.6. 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 analyzed 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	
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
	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	
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
	1 711	6 660	466	4 110	144	975	65	229	18	149	11	120

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

2.3.7. Unemployment Rates

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.

2.3.8. People with Disabilities

The table below indicates the number of people with disabilities. The majority of the disability relates to physical disability.

Table 7: Number of people with disabilities

TYPE OF DISABILITY	CENSUS 2001	CS 2007
Communication	554	1033
Emotional	2222	2449
Hearing	2743	1193
Intellectual	1566	1012
Multiple disability	1735	128
Physical	3839	3941
Sight	4804	1845
Source: StatsSA census 2001 and Community survey 2007		

3.1. Description of Municipal area

Mogalakwena is one of the six local municipalities in the Waterberg District. The Municipality has a geographical area of 6 200Km² 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).

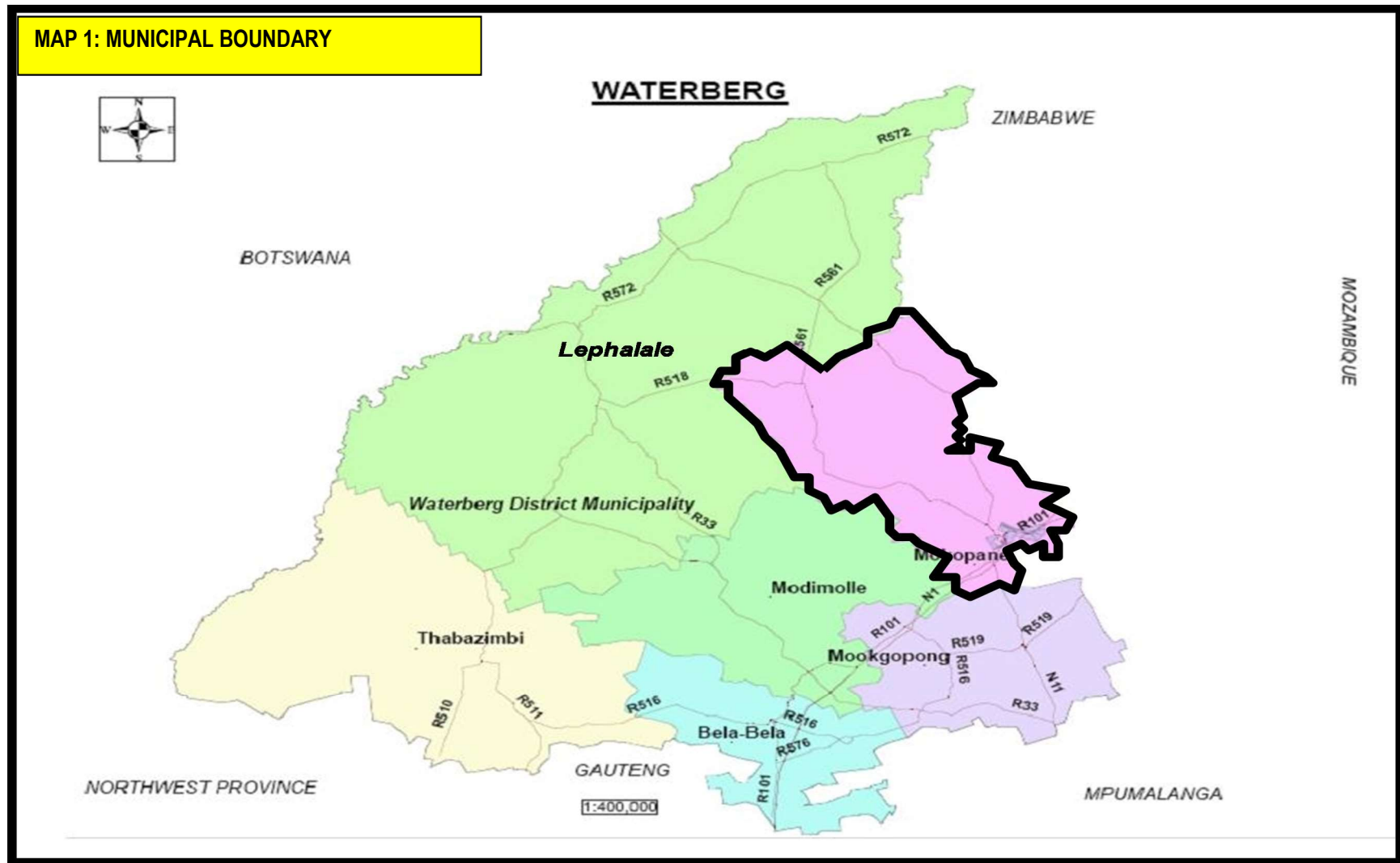
Mogalakwena has a very well defined and established development footprint. It consists of 3 proclaimed townships and 178 villages. The proclaimed townships are Mokopane, Mahwelereng and Rebone area. The municipality has been demarcated into 32 wards.

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**

MAP 1: MUNICIPAL BOUNDARY



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:

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

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 8: Hierarchy of Settlements

SETTLEMENT(S)	HIERACHY
Mokopane(Town) Mahwelereng and the surrounding peri-urban areas Vaaltyn	1st Order Settlements
Bakenberg Tribal Area Rebone Township and the surrounding rural settlements Mapela and the surrounding settlements	2nd Order Settlements
All other villages not specified above	3rd Order Settlements

3.4. Land Use Composition and Management Tools

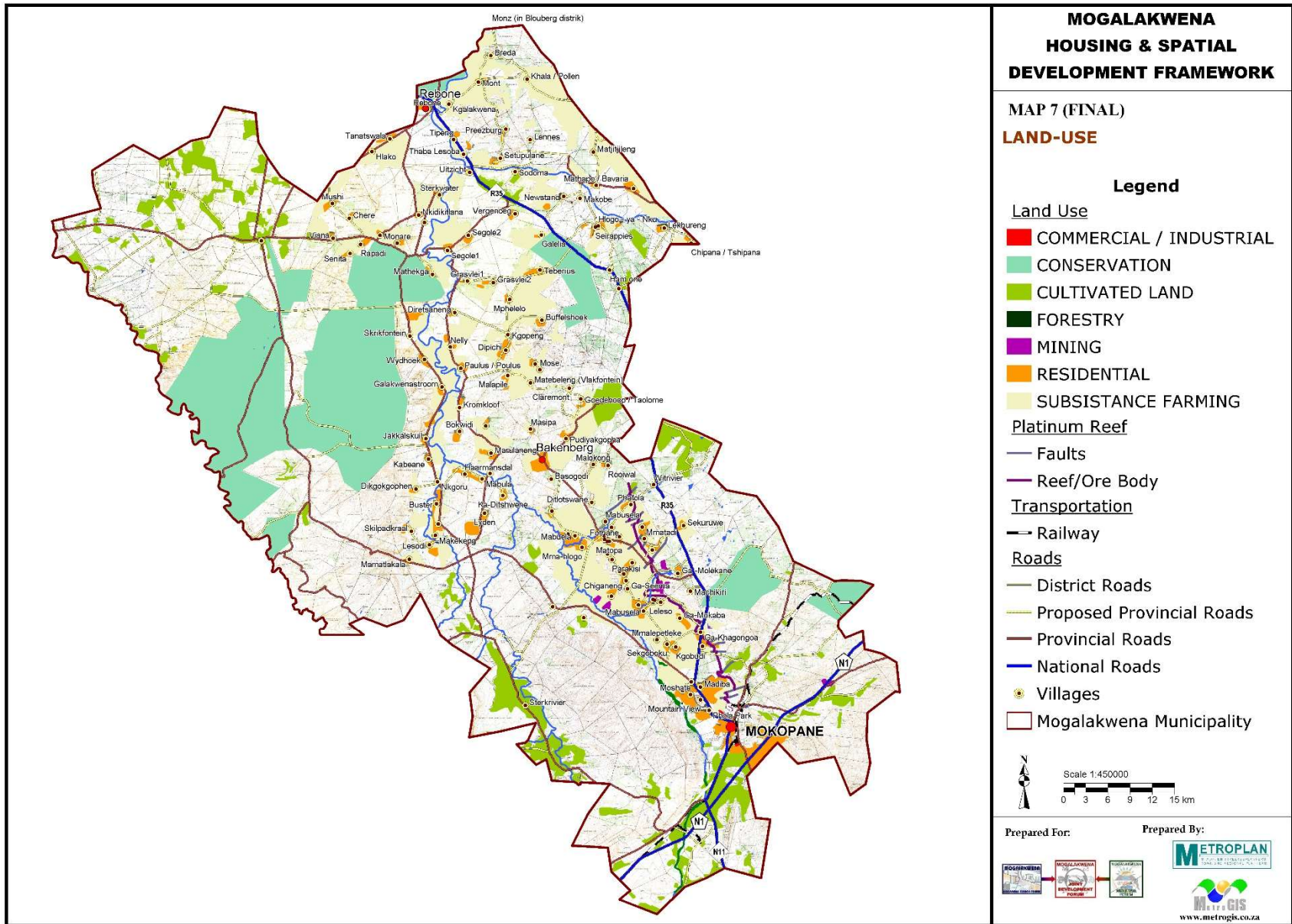
Land Use Management means the establishing or implementing of any measure to manage, restrict or regulate land within a municipal area. A land use management system of the municipality consists of various mechanisms of which the Spatial Development Framework (SDF), official municipal land use policies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

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 along the 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 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 housed to provide more land for housing development.

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. The municipality was disqualified from accessing the level 1 accreditation due to negative audit outcome of the past three financial years.



3.5. Growth Point Analysis

a) Mokopane/Mahwelereng 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 establish 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 node 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.

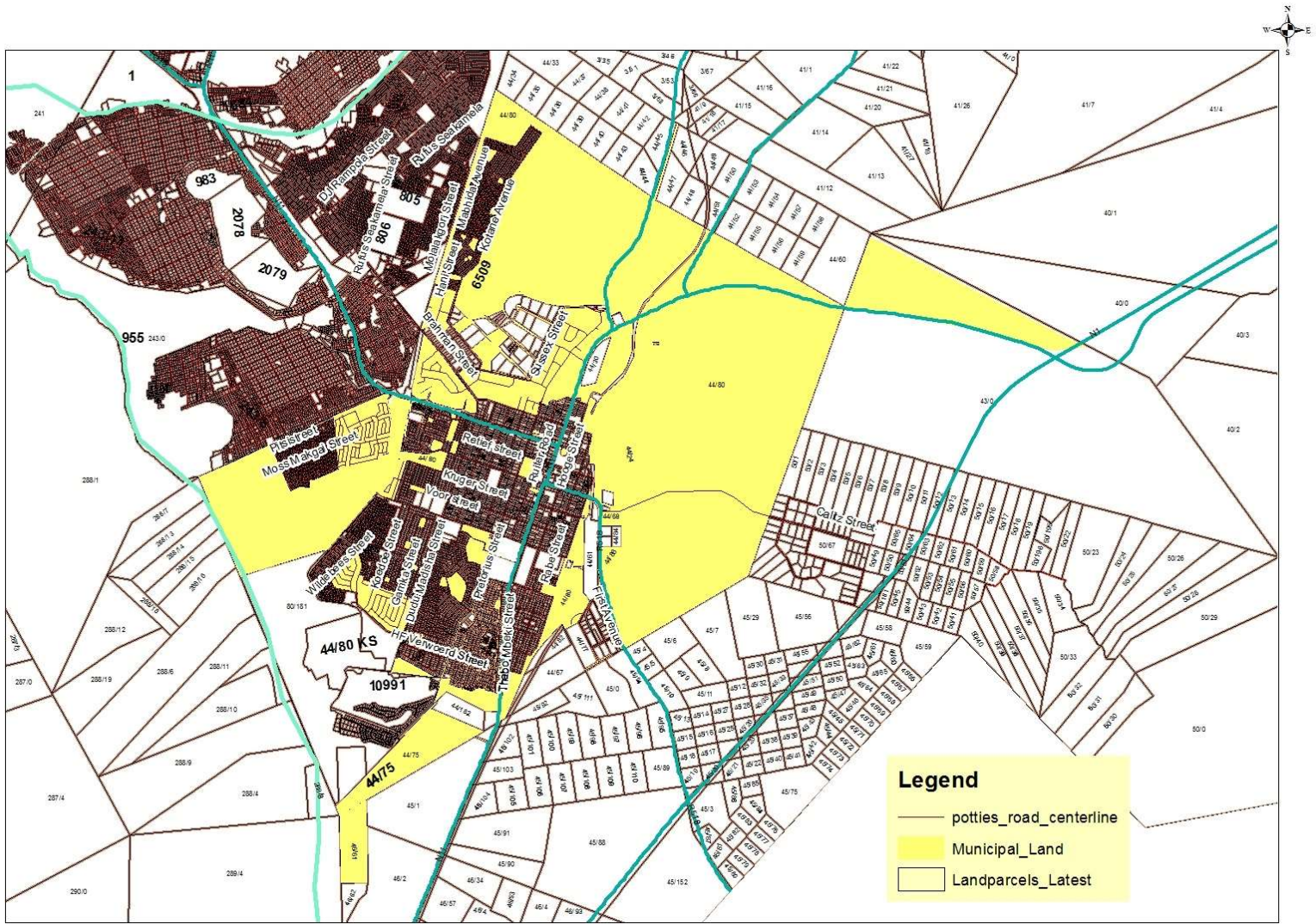
3.6. Land Claim Analysis

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, do 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.

3.7. Land Availability Analysis

The municipality owns substantial amount of land for both residential and industrial development. 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. In giving effect to implementation of Mokopane's role as a regional center as identified in the SDF 2009, council has taken a resolution to development a Regional Shopping Mall and Motor City along the R101 next to the Game Breeding Center on the northern entrance of the town. The below shows the land owned by the municipality and the envisaged development proposal are indicated in the table underneath.



Location	Zoning	Area(Size)
PPR Town and Townland 44 KS (Opposite Ext 17)	Mixed use Development	±372Ha
De Klerk Street PPR Ext 3	Mixed use development	±9Ha
Piet Potgietersrus Town and Town Lands (Behind Ext 20)	Low Cost Housing	± 125 Ha
Remainder of Mokopane Extension 14	Middle to high income	± 61 Ha
Piet Potgietersrus Extension 15	Mixed use development	3.2Ha
Piet Potgietersrus Extension 20	Gap Market	± 1000 Sites

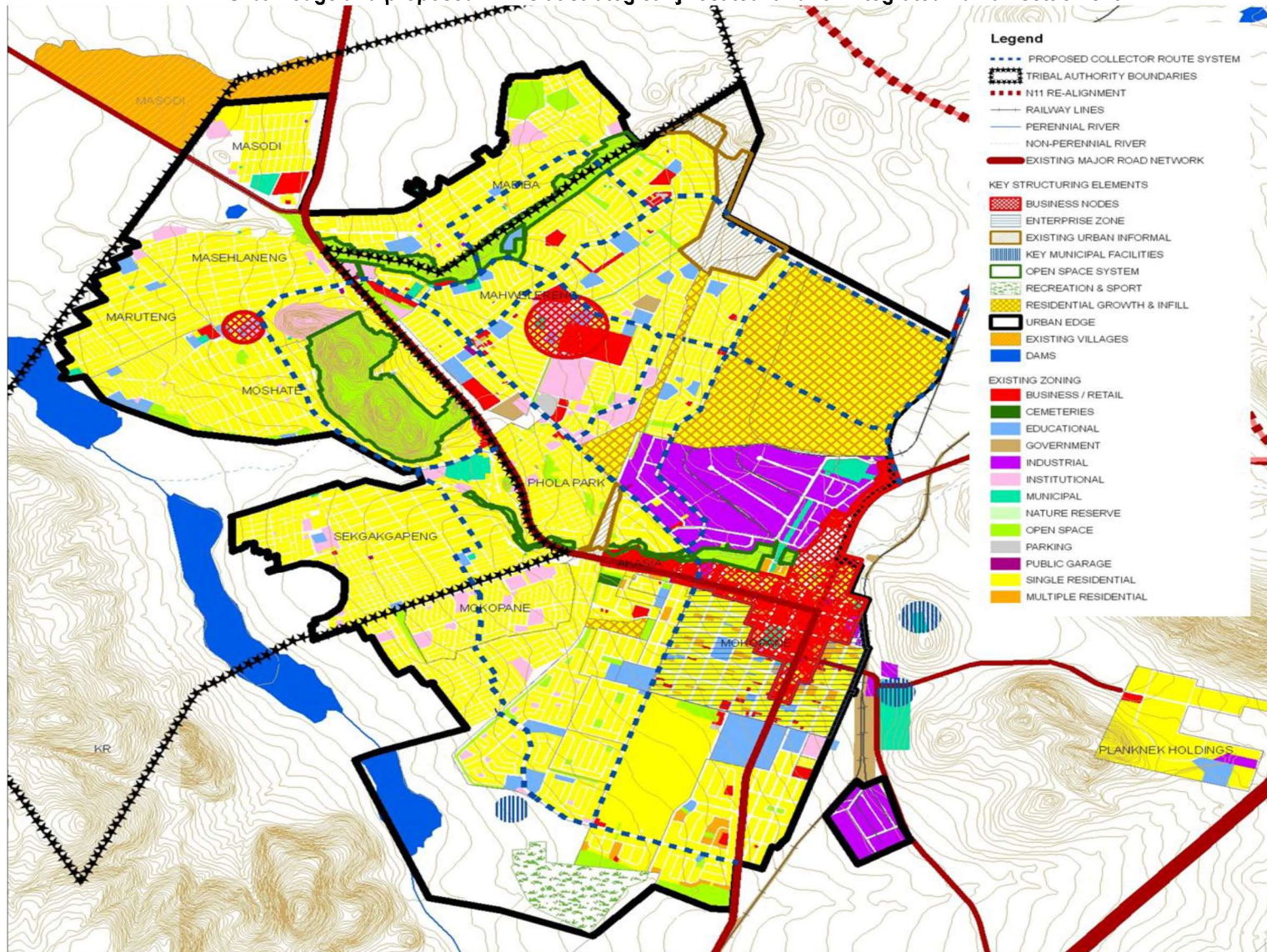
The Municipality does not have any control of land under the rural areas as the land belongs to the tribal Authorities.

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, and Matebeleng of Chief Ledwaba in a Portion of the Farm Weenen.

There are currently **11 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) with the latest ones being The remaining extent of Portion 80 of the Farm Piet Potgietersrus Town and Town Lands 44 KS, Mahwelereng IA, Portion of the Remaining Extent of the Farm Macalakaskop 243 KR opposite Home 2000 and Between the N11 and Mahwelereng Zone B as well as and a Portion of the Remaining Extent of the Farm Steilooop 403 LR.

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



3.9. Spatial Rationale SWOT Analysis

3.9.1. 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 N11 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 a Land Use Scheme Management System that gives effect to the principles of SPLUMA and aligns to the contents of an SDF/LUS 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.

4. CHAPTER FOUR – ENVIRONMENTAL MANAGEMENT

4.1. Bio-Physical

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 Bioregional plan has been gazetted in January 2019. The purpose of the 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 impacts on biodiversity. This is done by providing a map of biodiversity priority areas. 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. The Biodiversity Act requires affected municipalities align their IDPs and SDFs with the bioregional plan.

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.

4.7.1. 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.

4.8. 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.

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.

4.10. 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.

4.11. 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-Mabuella, 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.

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 Lephalale 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 (SO₂)
- Particulate matter of aerodynamic diameter >10 um (PM₁₀)
- Particulate matter of aerodynamic diameter > 2.5um (PM_{2.5})
- Oxides of Nitrogen (NO_x= NO + NO₂)
- Ozone (O₃)
- 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:

- Great North bricks
- Eezi Tile
- IvanPlats
- Moordrift Dairy farm(boiler)
- George Masebe Hospital (Boiler)
- Mokopane Hospital (Boiler)
- Inca Mine (Lime mine)
- Granite Cutters for Tombstones
- Sand Stockpiles by Sand Miners
- Vehicles Spray Painters
- Domestic Waste Burning
- 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

Provincial Nature Reserves

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.

List of Provincial 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.

4.16. 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.

4.17. 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.

4.18. 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.

4.19. 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.

4.20. 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.

4.21. 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.

4.22. 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 Mzombzne village as well as poor disposal of waste. All these are causing environmental impacts within the municipality.

4.23. 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 are:

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>	Castor 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

5. 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.

Mogalakwena Local Municipality water demand is at 68.6 Ml/day. This is the demand for the entire municipality including 178 villages, urban and peri-urban areas. Below table indicates the water demand:

Table 9: Water Demand

Area	2015		2020	
	Mℓ/d	Mm ³ /a	Mℓ/d	Mm ³ /a
Rural WTW2 Area Beyond Functional (excl Biesjeskraal, Daggakraal and Phahladira)	7.3	2.7	14.0	5.1
Rural WTW2 Area Functional Scheme	4.8	1.8	7.1	2.6
Mines WTW2 Area	0.0	0.0	1.0	0.4
Rural WTW1 Area	1.9	0.7	5.2	1.9
Mines WTW1 Area	0.0	0.0	1.0	0.4
Peri-urban WTW1 Area	6.1	2.2	8.3	3.0
Urban WTW1 Area	24.8	9.1	31.9	11.7
Total	45.0	16.4	68.6	25.0

Table 10: Water Losses

Months	SUPPLIED WATER						BILLED CONSUMER WATER				
	PLANKNEK (KL)	WEENEN (KL)	LNW(KL)	MDF & VH (KL)	UITLOOP (KL)	TOTAL SUPPLIED	Conversional Billed Qty (KL)	Prepaid Transactions (KL)	TOTAL BILLED	DIFFERENCE	LOSS (%)
JUL – SEP	216 424.0	498 733.0	627 454.0	73 730.0	41 476.0	1 457 817.0	825 886.0	40 914.9	866 800.9	591 016.1	40.5%
OCT – DEC	216 327.0	226 790.0	623 205.0	62 340.0	37 793.0	1 166 455.0	969 425.0	27 332.9			
JAN – MAR	256 310.0	254 474.0	536 045.0	40 950.0	40 305.0	1 128 084.0	1 159 096.0	0.0			
APR – JUN											
TOTALS	689 061.0	979 997.0	1 786 704.0	177 020.0	119 574.0	3 752 356.0	2 954 407.0	68 247.8			

5.1.1. Water Access and Backlogs

Table 11: 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	CENSUS		DWA
2001	2011	2011	2001	2011	2011	2001	2011	2011	2001	2011	2011	2001	2011	2011	2001	2011	2011
70132	79396	80326	20502	33588	10 848	24 431	23289	41390	6 082	16045	28 006	19 111	6473	632	6	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%

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

Table 12: 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 13: Water Backlog (Below basic level of service)

SERVICE	BACKLOG
Water	5 366
Source: Mogalakwena Municipality, Technical Services Department, Water Division, 2015/16	

5.1.2. Water Sources and Catchment Areas

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

Table 14: 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)	9.8Ml/p/d
Moordrift Borehole	2,5 - 3,5Ml/p/d
Various Rural Bore-holes	4 – 12Ml/p/d

The Mogalakwena River Catchment covers an area of 19 327 km² 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 15: Number of consumer units receiving free basic services (2020/21)

Municipality	Water
Mogalakwena	1931

Table 16: Budget to implement Free Basic Services and Indigent Policy

Water
2020/21
R 2,571,247.00

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

5.2.1. Sanitation Access and Backlogs

Table 17: 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

The number of households that have flush toilet connected to the sewerage system increased from 14 369 in 2001 to 23 486 in 2012. Chemical toilets had a low utilization rate in 2001 of 428 households with an increase in usage to 1012 households in 2012. The number of households without toilets decreased from 38 388 to 36 754 during the same period with current status of VIP toilets built being 12 845 in 2014/2015 fy

Table 18: Rural Sanitation Backlog

	2018/19
Rural Sanitation	10500

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 19: Number of consumer units receiving free basic services (2020/21)

Municipality	Sewerage and sanitation
Mogalakwena	1931

Table 20: Budget to implement Free Basic Service Sanitation

Sewerage and sanitation
2020/21
R 450,166.00

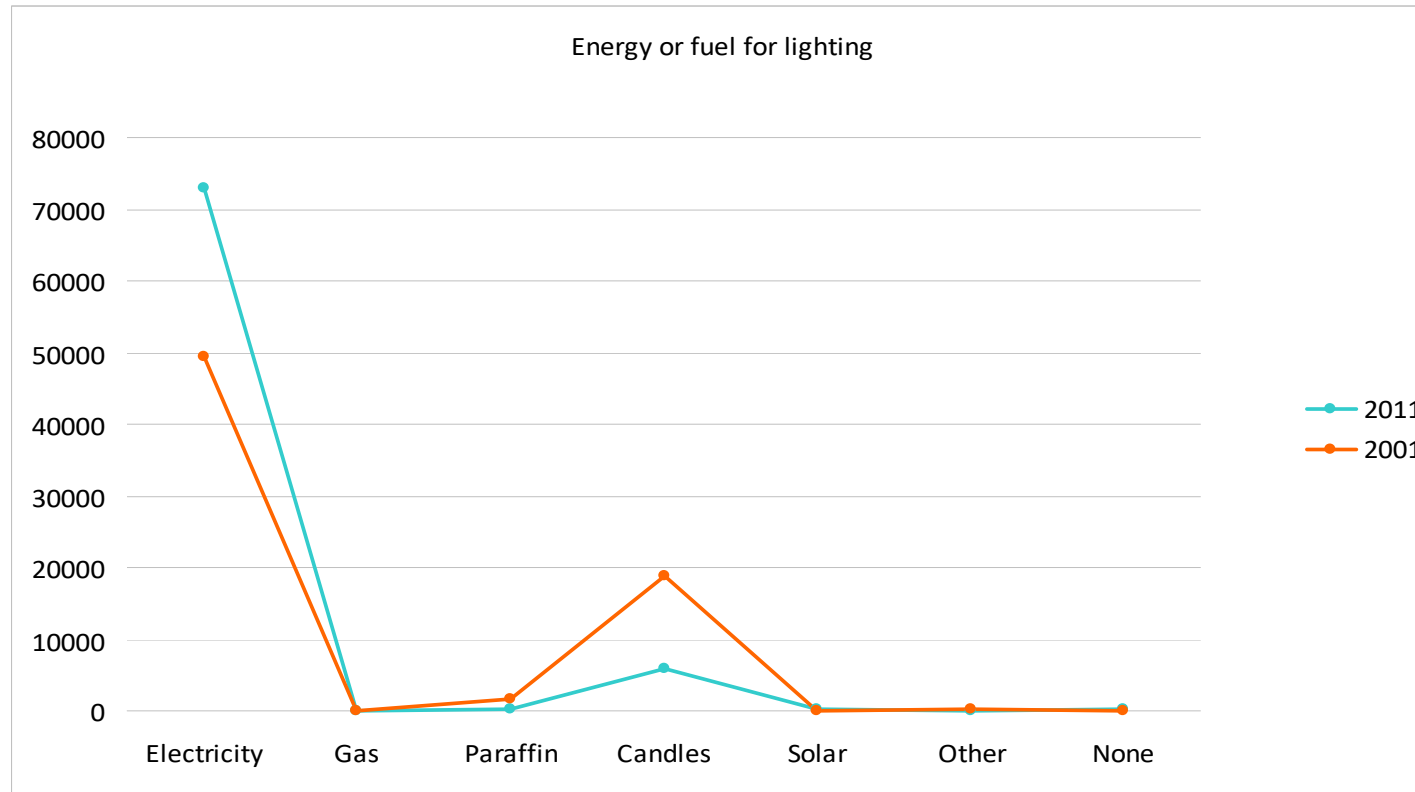
5.3. Energy and Electricity

The 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 2800km². The municipality supplies electricity to almost 10,659 consumers (including industrial, commercial, agriculture and household connection).

The above is achieved by making use of almost 1200km of overhead 33kV, 11kV, 400V electrical lines and ± 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 2800km² farming area surrounding Mokopane town as far as 10km to Mookgophong in the south west, 50km in a western direction and 30km in a northern direction from Mokopane town.

5.3.1. Electricity Access and Backlogs

Figure 2: Energy Source for Lighting



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

Table 21: 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
	17144	292756	241	204	-	32	-	638	14275
Source: Statistics South Africa (Stats SA), Community Survey 2016									

Table 22: Electricity Backlog

SERVICE	BACKLOG		
	2017/18	2018/19	2019/20
ELECTRICITY	1233	11403	8233

5.3.2. 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.
- The electricity loss is sitting at 22.2% for 2020/21.
- The upgrading of the bulk supply to villages is very critical at this stage due to the shortage thereof being a major contributing factor to the backlog of electrification of houses in the rural areas.
- Meeting the “electricity for all” targets of National Government can therefore not be met at all times.

5.3.3. Provision of free basic electricity

Table 23: Number of consumer units receiving free basic services (2020/21)

Municipality	Electricity
Mogalakwena	1931

Table 24: Number of consumer units benefiting from indigent policy

Municipality	Electricity
	2020/21
Mogalakwena	1931

Table 25: Budget to implement Free Basic Services and Indigent Policy

Electricity
2020/21
R 165,492.00

5.4. 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.

5.4.1. Road and Storm-water Access and Backlogs

Total Network	Gravel roads	Internal Street Streets	Tarred roads
1205km	493km	135km	712km

5.4.2. 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.

5.4.3. Roads Classification

Table 26: Provincial and district roads in the municipality

ROAD NUMBER	DESCRIPTION
D3521	Basterspad – Jakkalskuil
P19/1	Kloofpass-Marken
D192	R101-Sterkrivier
D3580	N11-Makobe
D1958	N11 –Mapela Thusong Centre
D3519	N11-Hlogo ya nku phase 182
D5006&D3389	Percy fyfe R101
D3579	Setupulane –Sodoma
D3574	D1711- Rapadi via Ga-Mushi to Hlako main road
D3537	N11 to Bakenberg via Pudiakgopa
D3505	Marulaneng to Segole via Paulos and Nelly
D3576	N11 via MonteChristo/Pollen Matjitjileng to Tibane
D3556	N11 via Tiberius/Grasvlei Segole to Rapadi
D3564	
D3540	Bakenberg via Clermont/Mphello to N11
D3556	
D3569	Uitzicht via Sterwater/ Nkidikitlana to Rapadi
D3515	Rantlakane /Makekeng via Lesodi to Skilpad
D3534	N11 via Rooiwal /Malokg to Ditlotswane
D4380	
D3579	Setupulane via Preezberg/Duren/ Breda To Khala
D3577	
D2644	Masebe nature reserve to marken via uitspan
D3573	Nkidikitlana to taueatswala
D1958	N11 via ga- Makoate To Mashashane
D3075	N11 via Phofu to Matlala
D3375	
D3397	Seema to Lekhureng Via Chipana
D3550	Bakenberg via Masipa/Malapile to n11
D3556	
D1958	Mapela thusong to Tin Mine

ROAD NUMBER	DESCRIPTION
D1501	Machikiri/Thupi To Mashashane
D598	Sterkrivier to entabeni
D192	Tinmine t-junction to entabeni via lyden/marken t junction
D888	Dikgokgopeng to Daggakraal
N11	Mokopane- Marble Hall
D192, D251	Doorendraai dam
R518	Mokopane-Zebediela road
D19	Tibane to Makobe

5.4.4. 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)

5.5. 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. Environmental Management: Waste Management 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 fence and 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 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 m³ of waste volumes monthly from various sources i.e. domestic, commercial and industrial and the remaining life span is approximately 6 years. The Rebone landfill site has an estimated remaining airspace of 28 000m³ and the remaining life span of approximately 9 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 27: 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
99217	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). 16 280 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 Mokopane 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. Public Transport Corridors

- From P19/2(Viana) /R518/N11 to Mokopane
- From Masodi (D3521) to George Masibe Hospital / Bakenberg (D4380
- From Nallie (D3505) to George Masibe Hospital / Bakenberg(D4380) to Mokopane (R518/ N11)
- From Magabane (D3556/D3550) to Bakenberg(D4380) to Mokopane (R518/N11)
- From Cleremond (D3540/ D3537) to Bakenberg (D4380) to Mokopane (R518/N11)
- From Segole (D3561) to Mokopane (N11)
- From Steilooop/ Uitzech/ Ga - Molekane N11 to Mokopane
- From Mapela Cross Road/ Hans / Ga – Kara (D4380/ D3500) to Mokopane (R518/ N11)
- From Sandsloot (D3500) to Mokopane (R518 /N11)
- From Tshamahansi (N11) to Mokopane
- From Mahwelereng (Dudu Madisha Drive) to Mokopane
- From Moshate / Sekgakgapeng (N11)
- From Selelaka/ Shongwane (R518) to Mokopane (N11)
- From Zebedela (P18/1) to Mokopane
- From Polokwane (N1/ R101) to Mokopane
- From N11 / R101 South to Mokopane

5.6.3. 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	

5.6.4. 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.

6. 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, Chapter2, section 26(1)	<ul style="list-style-type: none"> • Everyone has the right to have access to adequate housing
Housing White Paper, 1994	<ul style="list-style-type: none"> • To provide a framework for future provision of sustainable housing in the country
Housing Act no 107 of 1997	<ul style="list-style-type: none"> • 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, • To define the function of national, provincial and local governments in respect of housing development; • 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

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 Corporative 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 houses have been built and completed already.
- The MEC of CoGHSTA allocated **102** units during 2020/21 Financial Year.
- Additional of **148** units allocated during the 2021/2022 Financial Year and combined they make a total of 250 units allocated.
- **102** units were captured and approved on the Housing Subsidy System (HSS) for 2021/2022 financial year

Table 28: 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

Table 29: 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	Hh 2045
Mokopane	Urban	11338	43393	13014	49806	14884	56964	16781	64224	18931	72453	20000
Mountain View	Urban	451	1963	474	2064	498	2169	523	2280	550	2396	5000
Madiba	Urban	2102	9158	2209	9625	2321	10114	2439	10629	2563	11170	26000
Maruteng	Urban	1549	5927	1629	6234	1713	6556	1802	6896	1895	7253	19000
Masehlaneng	Urban	981	4274	1031	4492	1083	4720	1138	4961	1196	5213	12000
Moshate	Urban	1565	5989	1646	6300	1731	6626	1821	6969	1915	7330	20000
Mahwelereng	Urban	7891	30201	8141	31157	8391	32114	8811	33720	9230	35325	100000
Sekgagapeng & Phola Park	Urban	4186	16021	4403	16851	4631	17724	4871	18642	5123	19607	55000
Masodi	Urban	2440	10631	2564	11172	2694	11741	2831	12338	2976	12966	30000
Mzumbana	Rural	1264	5687	1395	6279	1541	6933	1701	7654	1878	8451	20000

Land Availability: Strategically Located Land for Integrated Human Settlement

PPR Town and Townland 44 KS (Opposite Ext 17)	Mixed use Development	+372Ha
De Klerk Street PPR Ext 3	Mixed use development	±9Ha
Piet Potgietersrus Town and Town Lands (Behind Ext 20)	Low Cost Housing	± 125 Ha
Remainder of Mokopane Extension 14	Middle to high income	± 61 Ha
Piet Potgietersrus Extension 15	Mixed use development	3.2Ha
Piet Potgietersrus Extension 20	Gap Market	± 1000 Sites
Remaining Extent of the Farm Steilloop (Opposite Rebone)	Low cost and Middle Income	± 211 Ha

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.

7.1. 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.

7.1.1. Primary health care facilities

The Mogalakwena municipality is serviced by 3 Hospitals, 1 health centre, 29 Clinics and 12 Mobile Clinics. Walking distance to hospitals and clinics: - More than 80% of the population is within 120 minutes from health facilities.

7.1.2. 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 30: Distribution of social grants per type

Local Office	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants	
NKIDIKITLANA	Old Age Grant	4 166		R7 873 740	4 166	
	> 75 Years	2 143		R4 093 130	2 143	
	Disability Grant	Permanent Disability	613		R1 158 570	613
		Temporary Disability	153		R289 170	153
	Foster Care Grant		612	R642 600	612	
	Grant-In-Aid	1 726		R793 960	1 726	
	Care Dependency Grant		93	R175 770	93	
	Child Support Grant	(< 1 Year)		1 176	R540 960	1 176
		(1 Year)		1 383	R636 180	1 383
		(2 Years)		1 372	R631 120	1 372
		(3 Years)		1 346	R619 160	1 346
		(4 Years)		1 329	R611 340	1 329
		(5 Years)		1 290	R593 400	1 290
		(6 Years)		1 377	R633 420	1 377
		(7 Years)		1 345	R618 700	1 345
		(8 Years)		1 338	R615 480	1 338
		(9 Years)		1 327	R610 420	1 327
		(10 Years)		1 234	R567 640	1 234
		(11 Years)		1 214	R558 440	1 214
		(12 Years)		1 201	R552 460	1 201
		(13 Years)		1 136	R522 560	1 136
		(14 Years)		1 122	R516 120	1 122
		(15 Years)		1 082	R497 720	1 082
(16 Years)			970	R446 200	970	
(17 Years)		826	R379 960	826		
Total		8 801	22 773	R25 178 220	31 574	

Local Office	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants	
MOKOPANE	Old Age Grant		4 075		R7 701 750	4 075
		> 75 Years	1 099		R2 099 090	1 099
	Disability Grant	Permanent Disability	546		R1 031 940	546
		Temporary Disability	233		R440 370	233
	Foster Care Grant			260	R273 000	260
	Grant-In-Aid		504		R231 840	504
	Care Dependency Grant			92	R173 880	92
	Child Support Grant	(< 1 Year)		1 023	R470 580	1 023
		(1 Year)		1 127	R518 420	1 127
		(2 Years)		1 266	R582 360	1 266
		(3 Years)		1 242	R571 320	1 242
		(4 Years)		1 297	R596 620	1 297
		(5 Years)		1 394	R641 240	1 394
		(6 Years)		1 334	R613 640	1 334
		(7 Years)		1 544	R710 240	1 544
		(8 Years)		1 040	R478 400	1 040
		(9 Years)		1 041	R478 860	1 041
		(10 Years)		994	R457 240	994
		(11 Years)		938	R431 480	938
		(12 Years)		959	R441 140	959
		(13 Years)		900	R414 000	900
		(14 Years)		902	R414 920	902
		(15 Years)		862	R396 520	862
(16 Years)			763	R350 980	763	
(17 Years)		588	R270 480	588		
	Total		6 457	19 566	R20 790 310	26 023

Local Office	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants	
MOKERONG	Old Age Grant		7 759		R14 664 510	7 759
		> 75 Years	3 911		R7 470 010	3 911
	Disability Grant	Permanent Disability	2 231		R4 216 590	2 231
		Temporary Disability	820		R1 549 800	820
	Foster Care Grant			908	R953 400	908
	Grant-In-Aid		1 397		R642 620	1 397
	Care Dependency Grant			310	R585 900	310
	Child Support Grant	(< 1 Year)		1 963	R902 980	1 963
		(1 Year)		2 686	R1 235 560	2 686
		(2 Years)		2 610	R1 200 600	2 610
		(3 Years)		2 352	R1 081 920	2 352
		(4 Years)		2 153	R990 380	2 153
		(5 Years)		2 001	R920 460	2 001
		(6 Years)		2 194	R1 009 240	2 194
		(7 Years)		2 228	R1 024 880	2 228
		(8 Years)		2 660	R1 223 600	2 660
		(9 Years)		2 839	R1 305 940	2 839
		(10 Years)		2 622	R1 206 120	2 622
		(11 Years)		2 562	R1 178 520	2 562
		(12 Years)		2 392	R1 100 320	2 392
		(13 Years)		2 383	R1 096 180	2 383
		(14 Years)		2 407	R1 107 220	2 407
		(15 Years)		2 237	R1 029 020	2 237
(16 Years)			1 986	R913 560	1 986	
(17 Years)		1 642	R755 320	1 642		
Total		16 118	43 135	R49 364 650	59 253	

Local Office	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants	
BAKENBERG	Old Age Grant		6 699		R12 661 110	6 699
		> 75 Years	3 680		R7 028 800	3 680
	Disability Grant	Permanent Disability	1 095		R2 069 550	1 095
		Temporary Disability	328		R619 920	328
	Foster Care Grant			857	R899 850	857
	Grant-In-Aid		1 518		R698 280	1 518
	Care Dependency Grant			161	R304 290	161
	Child Support Grant	(< 1 Year)		1 590	R731 400	1 590
		(1 Year)		1 860	R855 600	1 860
		(2 Years)		1 963	R902 980	1 963
		(3 Years)		1 947	R895 620	1 947
		(4 Years)		1 974	R908 040	1 974
		(5 Years)		1 917	R881 820	1 917
		(6 Years)		2 195	R1 009 700	2 195
		(7 Years)		2 105	R968 300	2 105
		(8 Years)		2 015	R926 900	2 015
		(9 Years)		1 814	R834 440	1 814
		(10 Years)		1 810	R832 600	1 810
		(11 Years)		1 620	R745 200	1 620
		(12 Years)		1 672	R769 120	1 672
		(13 Years)		1 614	R742 440	1 614
		(14 Years)		1 640	R754 400	1 640
		(15 Years)		1 556	R715 760	1 556
		(16 Years)		1 440	R662 400	1 440
	(17 Years)		1 200	R552 000	1 200	
	Total		13 320	32 950	R38 970 520	46 270

SOURCE: SASSA Limpopo, April 2020

Payment Statistic for Special Covid 19 SRD APRIL 2021

OFFICE NAME	APRIL 2021
BAKENBURG	597
BAKONE	552
MAHWELERENG	1286
MAPELA	780
MOKOPANE	1801
REBONE	734
TAUEATSWALA	216
TOTAL	5966

7.2. Education

Mogalakwena Municipality has a total of 482 various educational facilities. About 94.5% of the population in Mogalakwena is within 30 minutes walking distance to a school. That translates into an average distance of 2.5km. 3.5% of all people in the municipal area are between 30 minutes and 60 minutes from schools and only 1.7% more than 60 minutes.

Number /categories of schools

Circuit Office	Primary School	Secondary School	Combined Schools	FET Colleges	Early Childhood Development Centres	Special Schools	Adult Basic Education and Training Centres
1. Bakenberg North	21	12	1		23		9
2. Bakenberg South	19	12			21		3
3. Mahwelereng	17	11		1	37		6
4. Mapela	18	13			25		4
5. Matlalanane	26	19			27		10
6. Mogalakwena	19	12	1	1	21		6
7. Mokopane	14	12			19	1	5
8. Potgietersrus	17	5	7		3		4
Total	151	96	9	2	176	1	47

Source: Department of Education

Matric pass rates

Mogalakwena District	Pass Rate
2012	54.8%
2013	68.6%
2014	67.9%
2015	58.9%
2016	66.1%
2017	65.5%
2018	71.6%
2019	68.6%
2020	66.8%

Education Challenges

- Poor road conditions and provision of scholar transport to ensure access to schooling
- Inadequate or lack of water
- Overcrowding in classrooms
- Dilapidated infrastructure
- Movement/establishment of informal settlements

7.3. 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 category:

- Contact crime
- Contact related crime
- Property crimes
- Other serious crimes and
- Crimes heavily dependent on police action for detection
- Subcategories of aggravated robbery forming part of aggravated robbery above
- Other crime categories

The table below reflects total crimes per precinct for the year 2020:

Precinct	Total Crimes
Gilead	706
Mahwelereng	3610
Mokopane	2526
Tinmyne	723
Total	6865

7.4. 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.

7.4.1. Sports facilities in the municipality

Table 31: Sport Infrastructure

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

7.4.2. Libraries

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

7.5. 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.

7.5.1. 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%

7.5.2. Incidents of Fire Attended During 2015/16 Financial Year

- Structure 79
- Vehicle 29
- Grass and rubbish 147
- Other 32
- **TOTAL 287**

7.5.3. Incidents of Disaster Attended During 2015/16 Financial Year

- House affected 309

7.6. 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.

7.6.1. 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

7.6.2. 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.

7.7. 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.

Mahwelereng cemetery is full and was closed in February 2021. Extension 17 cemetery was then opened after the closure of Mahwelereng cemetery. Renovations to the ablution block which was vandalised must be done

7.7.1. 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

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 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 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 creates a conducive environment for value-addition.

The GDP of the municipality is valued at R12.5 billion (up from R 6.12 billion in 2008). The municipality contributes 19.05% to the GDP of the District which is lower than the 2008 contribution of 19.5%. It contributes 3.5% to the GDP of Limpopo Province and 0.26% to the GDP of South Africa. In terms of sector contributions, the community services sector, which includes government services is the largest contributor accounting for R2.82 billion (or 26.2% of the total GVA), finance contributed 20.4% and mining 20.1%. The municipality has a lower labour force participation rate (49.9%) when compared to South Africa (59.3%). However, it is slightly higher than the Waterberg District average of 48.4% and the Limpopo's 47.9%. The fact that community services is the largest sector in the local economy makes government the single biggest employer in the municipality. Mogalakwena has had stagnating migration patterns.

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 GDP or Gross Domestic Product per Region. The GDP 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 32: 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
Total	9 017 130 018	100%	n.a
Tress Index: 46.3			

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. The municipality will also tap electricity supply from Borutho Sub-station to be constructed by Eskom near Sekuruwe village in 2017 and the anticipated mining companies that will be starting their operations in the near future.

8.4. Economic Analysis SWOT

Key constraints facing the economy of Mogalakwena are:

- Absence of Social Labour Plans in the IDP
- Unable to leverage on competitive/comparative advantages
- Bypassing of N1 negatively impacted the economic activities of 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
- Lack of financial resources to develop Makapan World Heritage Site in terms
- Lack of proper 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
- Lack of economic vision

Key strengths:

- Mokopane identified as future provincial growth point
- N11 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

9. CHAPTER NINE – FINANCIAL MANAGEMENT AND 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
- Bad Debt Write off Policy
- Virement Policy
- Funding and Reserve Policy
- Cost Containment Policy
- Unauthorised Expenditure Policy

9.3. Assessment of Municipal Financial Status

Table 33: 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 2016, 30 June 2017, 30 June 2018, 30 June 2019 and 30 June 2020	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 2016, 30 June 2017, 30 June 2018, 30 June 2019 and 30 June 2020	759 255 088	759 255 088	503 272 665	583 260 115	518 856 320
Current liabilities as at 30 June 2016, 30 June 2017, 30 June 2018, 30 June 2019 and 30 June 2020	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
Total operating budget	887 272 703	848 802 694	885 064 355	954 363 492	1 019 019 733

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 2020** were **R518 003 226**. The municipality enforces payment for services through the implementation of the debt collection and credit control policy. The COVID-19 pandemic has negatively impacted on the municipality's collection rate. 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. The municipality has approved a cost containment policy to assist in curbing non-core expenditure.

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 and subsequently in the 2019/2020 financial year 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
Total Revenue	1 240 950 986	1 168 347 607	1 253 518 353	1 233 750 508	1 533 520 139

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
Total Expenditure	1,376,718,565	1 257 204 194	1 371 211 524	1 231 779 492	1 525 655 453

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
Total indigent package per month	300.62	336.57

9.10. Municipal Grant Allocations

The Division of Revenue Bill allocations to Mogalakwena Municipality for the 2021/2022 to 2023/2024 financial years are as follows:

Grant allocations over the MTREF

Description	Current Budget	2021/2022	2022/2023	2023/2024
TS_O_M_NRF_EQUITABLE SHARE	- 554 269 000	- 483 337 000	- 508 453 000	- 499 027 000
TS_O_M_NG_LOCAL GOV FIN MNG GRANT	- 1 700 000	- 1 950 000	- 2 100 000	- 2 100 000
TS_O_M_NG_EPWP GRANT	- 1 259 000	- 1 292 000	-	-
TS_O_M_NG_MIG GRANT	- 7 716 300			
Total Operational Grants	- 569 218 130	- 486 579 000	- 510 553 000	- 501 127 000
TS_C_M_NG_MIG GRANT	- 145 703 700	- 165 710 000	- 179 727 000	- 188 093 000
TS_C_M_NG_RBIG GRANT	- 44 434 000	- 70 739 000	- 125 000 000	- 250 000 000
TS_C_M_NG_INEP GRANT	- 18 808 937	- 25 000 000	- 15 000 000	- 15 000 000
TS_C_M_NG_WSIG GRANT	- 43 850 000	- 37 000 000	- 37 640 000	- 35 333 000
Total Capital Grants	- 252 796 637	- 298 449 000	- 357 367 000	- 488 426 000

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.

9.11.1. 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

9.11.2. 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.

9.11.3. 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 were 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 cash flow data strings
- The steering committee is not fully functional since implementation of mSCOA
- Not all the required sub-systems are procured and/or integrated to the Solar System.

9.12. Financial Viability Challenges

- IT related issues
- Shortage of staff
- Declining collection rate
- Limited revenue sources
- Disclaimer audit opinion for the 2014/2015 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)
- Outsourcing of services

10. 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 are sound.

Table 34: 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 MJ	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], Millenniumpark [Limburg] Mamatlakala, Skilpadskraal, Makekeng, Abbotspoort, Mokurunyane, Mongalo, Dipompong, Matiniki, Galakwena & Mmaletswai.
3. Langa LP	Ditlotswane, Rooiwal, Malokong, Basogadi/Ramogoshommi, Bakennburg [motong, Mahlaba, Kwenaite, Mautjana, & Mothwatwase], Taolome, Clermont, Goodhope, Pudiakgopa [Malokongkop], Masipa, Kaditshwene, Mabula, Harmansdal, Marulaneng, Vanwykspan [GARalenkwane], Bokwidi [Doorfontein], Kromkloof [atahutlwane], Rantlakana, Skulpad, Makekeng, Mohlakaneng, Basterspad, Dikgokgopeng, Lusaka [Nkgoru], Kabeeane, Jakkalskui, Galakwenasrom [GaMolekoa], Skrikfontein A&B [Magagamatala], Buffelshoek [Madamas], Kgopeng, Mphello, Dipichi, Ramosesane, RAADSLID, Nelly, Paulos, Matebeleng, 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-Tukakgomo]
5. Lekalakala ME	Teberius
6. Ledwaba MS	Nkidikitlana
7. Tauetsola RR	Ga-Tauetsoala
8. Machaka	Khala, Pollen, Vernietmoeglik & Mattanau
9. Matlala PT	Ham no1, Hlogoyanku, Scirapies, Makobe, Kgotoro [Newtand/Blinkwater], Bavaria [Mathapa], Tenerife, Matjijileng, Breda, Duren, Montechristo, Preezburg, Galakwena, Setupulane, Lennes, Sodoma, Uitzicht, Vergenoeg, Galelia, Ga-Tlhako, Tipeng, Thabeleshoba, Segole1, Segole2, Segole3, Senita, Mogalakwena, Galakwenastroom, Ga-Mushi, Magagamatala.

10.4. 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

10.4.1. 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
- 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

10.5. Risk Management

10.5.1. Risk Governance

The municipality has developed a risk management policy and risk management strategy to direct the 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 external 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.

10.5.2. 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. The Risk Management Committee has four compulsory meetings in each financial year as guided by the Risk Management Committee Charter.

10.6. State of Financial Entities

10.6.1. Municipal Public Accounts Committee (MPAC)

The **Municipal Public Accounts Committee (MPAC)** of 10 members was established to play an overall oversight role and as a newly established committee, it still needs to be capacitated for it to execute its work efficiently and effectively. It should also be mentioned that members of MPAC are not Mayoral Committee members.

10.6.2. 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 with the exception of risk management committee:

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)

10.7. 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

10.8. Ward Committee Management

Since after the local governance elections, ward committees have been elected and there is a need for them to be inducted before they can 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 35 : 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 36: 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

10.11. 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**
In terms of internal audit there are no challenges as the municipality has an effective internal audit.
- **Risk Management**
There is no risk management officer to address risk related issues.
- **Anti-Corruption**
It is dealt with in terms of the fraud hotline and currently the municipality does not have a fraud line.

11. CHAPTER ELEVEN: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

11.1. Introduction

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

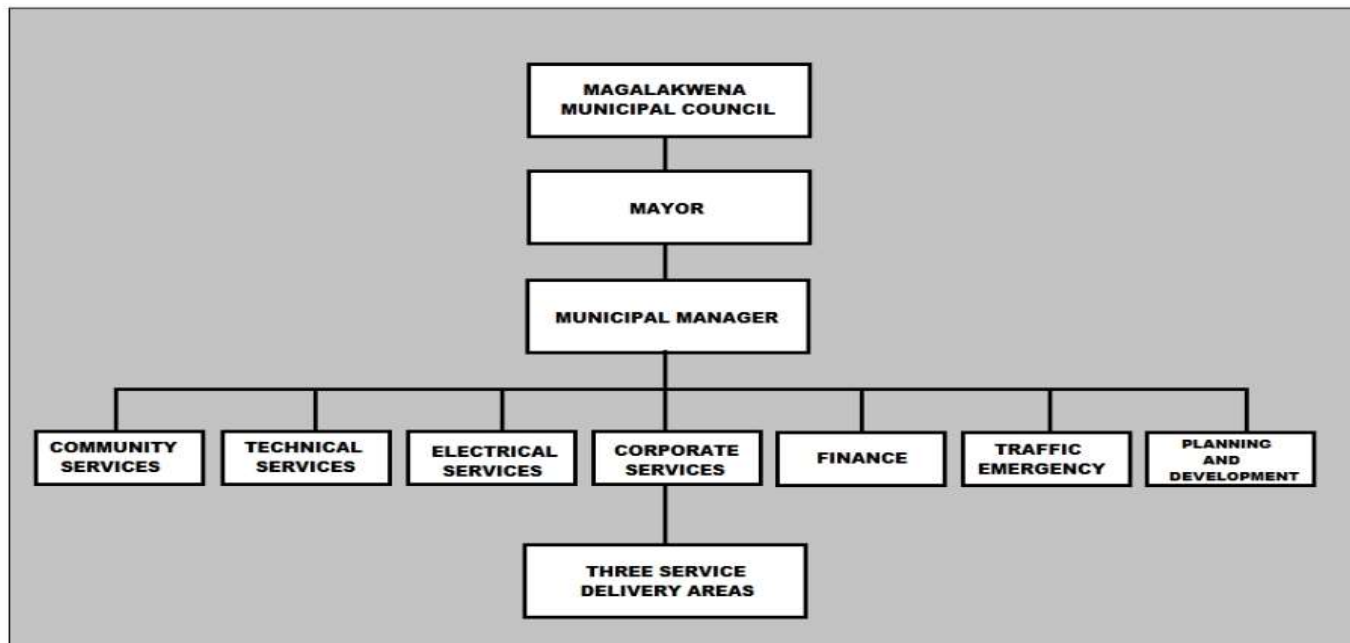


Table 37: Institutional Overview

DEPARTMENT	OVERVIEW	SUB-FUNCTIONS
MUNICIPAL MANAGER	<ul style="list-style-type: none"> Overall management of the municipality 	<ul style="list-style-type: none"> Institutional performance management Internal auditing Risk management Communication
CORPORATE SUPPORT SERVICES	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Legal services Information Technology Human resources Council secretariat Call centre Support services Property management
TECHNICAL SERVICES	<ul style="list-style-type: none"> Planning, provision and maintenance of water and sanitation infrastructure, including roads, storm water and building control. 	<ul style="list-style-type: none"> Water & sanitation Roads & storm water Building inspectorate Operations & maintenance (Rural Water)
ELECTRICAL SERVICES	<ul style="list-style-type: none"> 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. To further ensure that all communities have access to electricity. 	<ul style="list-style-type: none"> New projects Maintenance, metering and loss control Public lighting
TRAFFIC AND EMERGENCY	<ul style="list-style-type: none"> Traffic and emergency services is responsible for municipal emergency services, regulate traffic, and licensing services. 	<ul style="list-style-type: none"> Security Traffic Fire Licenses
PLANNING AND DEVELOPMENT SERVICES	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Integrated development planning (IDP) Local economic development and tourism Planning Housing

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

Table 38: 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
Total		1439	900	327	573	123	416

11.2. Staffing in the Municipality

11.2.1. Filling of critical Posts

Table 39: Management of the Municipality

Municipal Manager appointed	No
Municipal Manager signed performance contracts	No
CFO appointed	No
CFOs signed performance contracts	No
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	0
Total number of Section 56 managers posts vacant	7

11.2.2. Vacancy Rate

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

11.3. Human Resource Management System

11.3.1. Recruitment Policies

The municipality has an approved Recruitment and Selection Policy which is currently been reviewed.

11.3.2. 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.

11.3.3. Anglo American Municipal Capacity Development Support

The Mogalakwena Local Municipality (MLM) is one of nine municipalities that are part of the Anglo American Municipal Capacity Development Programme, developed through a memorandum of agreement with the Department of Cooperative Governance and Traditional Affairs (COGTA).

The capacity development programme is designed to strengthen the capabilities of local municipalities and contribute to sustainable service delivery in municipalities where Anglo American Business Unit operations and host communities are located. The programme is supported by Anglo American, its Business Units and mines, with the Council for Scientific and Industrial Research (CSIR) as the implementing agent. The programme was developed in recognition of the specific challenges facing mining municipalities and especially mining regions under transition. The emphasis in the programme is on institutional, organisational and individual capacity, in line with government's capacity development framework, and aims to complement existing service delivery functions within local municipalities.

The Anglo American Municipal Capacity Development Programme in MLM was initiated after extensive engagement with the executive team of the local municipality and collaboration is in the process of being formalised through a Memorandum of Understanding between the various role players. The focus areas, capability development outcomes and initiatives to enable that, have been informed by, and co-developed through, a series of work sessions between the Anglo MCDP Team and municipal counterparts. During 2021 **the program will make a contribution to strengthening capabilities with regards to strategic water management, infrastructure asset lifecycle management and strategic development planning**. Specific initiatives for implementation are (i) optimising water leaks reporting and management, (ii) water reticulation mapping from storage to point and improve water balance report and (iii) support for strategic long-term planning and integration.

11.3.4. Employment Equity

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

11.3.5. Retention and Succession Issues

A Scarce Skills & Retention Policy as well as a Staff Succession Planning Policy have been developed and are currently at the LLF for comments where after it will be submitted to the council for approval.

11.4. 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.

11.5. SWOT Analysis

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

11.6. Performance Management System

Section 26 (i) of the Municipal Systems act requires from municipalities to reflect the key performance indicators and performance targets determined in terms of section 41 in their Integrated Development Plan. Section 41 (1) requires that a municipality must in terms of its performance management system and in accordance with any regulations and guidelines that may be prescribed -

- a) Set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the municipality's development priorities and objectives set out in its integrated development plan.

Therefore, the key performance indicators and targets for three years are indicated below:

11.6.1. KPA 1: SPATIAL RATIONALE

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/ OPEX	Quarterly Targets					Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
The optimum utilisation of land	Land Use	1.SDF and LUS reviewed and approved by Council by 30 June 2022	KPI	Q	Approved 2009 SDF and LUS	Approved SDF and LUS	Opex	Not planned for this quarter	Not planned for this quarter	Tabling of the draft SDF and LUMS to council	Final approval of the SDF and LUMS	Council Resolution	Planning & Development
The optimum utilisation of land	Land Use	2.Number of awareness campaigns conducted on land use management	KPI	#	0	4	Opex	1	1	1	1	Attendance registers and reports	Planning & Development

11.6.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets				Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
Foster, regulate, maintain and promote a sustainable environment	Waste management	3.Number of formal households with access to waste collection by June 2022	KPI	#	16828	17696	Opex	17696	17696	17696	17696	Schedule of Collection; billing report	Community Services
Foster, regulate, maintain and promote a sustainable environment	Waste management	4.Number of waste management awareness campaigns conducted by June 2022	KPI	#	2	4	Opex	1	1	1	1	Schedule of campaigns, Attendance Registers	Community Services
Foster, regulate, maintain and promote a sustainable environment	Fire services	5.Number of fire prevention awareness sessions conducted in different institutions	KPI	#	2	12	-	3	3	3	3	Copies of attendance registers	Traffic and Emergency Services
Improve the quality of lives through social development and the provision of effective community services	Fire services	6.Number of fire inspections conducted	KPI	#	26	120	-	30	30	30	30	Control list	Traffic and Emergency Services
Improve the quality of lives through social development and the provision of effective community services	Road safety and traffic control	7.Number of speed checks conducted by June 2022	KPI	#	27	100	-	25	25	25	25	Speed law enforcement operation control list	Traffic and Emergency Services
Improve the quality of lives through social development and the provision of	Traffic and Emergency Services	8.Number of road blocks conducted by June 2022	KPI	#		4	-	1	1	1	1	Staff signed attendance Registers and Reports	Traffic and Emergency Services

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets				Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
effective community services													
To improve the quantity and quality of municipal infrastructure and services	Water	9..Number of formal households with access to basic level of water and sanitation by 30 June 2022	KPI 3	#	19766	19766	19766	19766	19766	19766	19766	Billing Report	Technical Services
To improve the quantity and quality of municipal infrastructure and services	Water	10.Number of Water Meter Audit conducted by 30 June 2022	KPI	#	0	500	-	125	125	125	125	Quarterly Reports	Technical Services
To improve the quantity and quality of municipal infrastructure and services	Water	11.Percentage of water loss	KPI	#	29%	25%	-	25%	25%	25%	25%	Water loss report	Technical Services
To improve the quantity and quality of municipal infrastructure and services	Water & Sanitation	12.Number of test conducted reports on Water Quality by 30 June 2022	KPI	#	6	12	-	3	3	3	3	Lab results	Technical Services
To improve the quantity and quality of municipal infrastructure and services	Water & Sanitation	13.Number of test conducted reports on Waste Water Quality by 30 June 2022	KPI	#	2	12	-	3	3	3	3	Lab results	Technical Services
To improve the quantity and quality of municipal infrastructure and services	Roads and storm water	14.Length of km roads tarred	KPI	#	12.9km	9.83km roads tarred	Capex	Road base and bed at 50%	Road base and bed at 80%	Road surfacing at 100%. 9.83km tarred.		Project progress reports	Technical services

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets				Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
To improve the quantity and quality of municipal infrastructure and services	Roads and storm water	15.Length of km of roads bladed	KPI	#	292.8km	300	Opex	75km	75km	75km	75km	Job cards	Technical services
To improve the quantity and quality of municipal infrastructure and services	Roads and storm water	16.Length of km of roads regavelled	KPI	#	0km	450	Opex	120km	110km	110km	110km	Job cards	Technical services
To improve the quantity and quality of municipal infrastructure and services	Roads and storm water	17.Area of road square meters patched	KPI	#	1808.3m2	4000m2	Opex	1000m2	1000m2	1000m2	1000m2	Job cards	Technical services
To improve the quantity and quality of municipal infrastructure and services	Roads and storm water	18.number of cubic of storm water drainage maintained	KPI	#	130m3	1500m3	Opex	375m3	375m3	375m3	375m3	Maintenance report	Technical services
To improve the quantity and quality of municipal infrastructure and services	Electrification	19.Number of households with access to electricity	KPI	#	73 241	666 household electrified	Capex	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	666 households electrified.	Design report, appointment letters, progress reports and completion certificate	Electrical services
To improve the quantity and quality of municipal infrastructure and services	Energy efficiency	20.Number of electricity meter audit conducted	KPI	#	256	500	-	125	125	125	125	Meter audit report	Electrical Services
To improve the quantity and quality of municipal	Electricity Loss control	21.Percentage of electricity loss	KPI	%	22.8%	20%	-	20%	20%	20%	20%	Electricity losses report	Electrical Services

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets					Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
infrastructure and services												and copies of requisitions	

11.6.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/21	2021/2022 Annual Targets	CAPEX/ OPEX	Quarterly Targets					Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Job creation	22.Number of Jobs created through LED initiatives including capital projects	KPI	#	0	200	-	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	200	List of Jobs created per project and Employment contracts	Planning and development services

11.6.4. KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets					Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Sound and efficient financial management	Budget and Reporting	23..Development and submission of compliant Annual Financial Statements to the Auditor General by 30 August 2022	KPI	#	AFS developed and submitted to AG by 30 October 2020	Development and submission of Annual Financial Statements to the Auditor General by 30 August 2021	-	Development and submission of Annual Financial Statements to the Auditor General by 30 August 2021	Development and submission of six months financial statement	Development and submission of nine months financial statement	Development and submission of twelve months financial statement	2020/2021 AFS and Proof of Submissions to the Auditor General. 6,9,12 month financial statement.	Budget & Treasury
Sound and efficient financial management	Budgeting & Reporting	24.Number of Action Plan for 2020/2021 AG Audit Queries developed and submitted to Council by 31 January 2022	KPI	#	0	1	-	Not planned for this quarter	Not planned for this quarter	1	Not planned for this quarter	2020/2021 Action Plan with Council Resolution	Budget & Treasury
Sound and efficient financial management	Budgeting & Reporting	25.Percentage of AG queries resolved as per the Action Plan by 30 June 2022	KPI	%	%	100%	-	Not planned for this quarter	Not planned for this quarter	50%	100%	Progress Report on the implementation of the Action Plan	Budget & Treasury
Sound and efficient financial management	Budget and Reporting	26.Development and approval of the credible mSCOA compliant Annual Budget approved by Council by 31 May 2022	KPI	#	Final and approved budget by June 2021	Final and approved annual budget by May 2022	-	Not planned for this quarter	Not planned for this quarter	Draft budget approved by council in march 2022	Final annual budget approved by council in May 2022	Council Approved 2022/2021 Budget with Council Resolution	Finance Department
Sound and efficient financial management	Budget and Reporting	27.Number of MFMA Section 71 Reports submitted to the Mayor, Provincial and National Treasury by no later than 10	KPI	#	6	12	-	3	3	3	3	Section 71 Reports, Council Resolutions and proof of Submission to the Provincial and National Treasury	Budget & Treasury

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets					Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
		days after the end of each month											
Sound and efficient financial management	Budget and Reporting	28.cost coverage of 3 months by 30 June 2022	KPI	#		3 Months	-	2Months	2Months	2.5Months	3 Months	Monthly Report and Bank Statements	Finance Department
Sound and efficient financial management	Budget and Reporting	29.Percentage capital budget spent on budgeted capital projects identified for 2021/2022 financial year	KPI	%	21%	100%	-	20%	50%	75%	100%	Capital expenditure Report	Finance Department
Sound and efficient financial management	Budget and Reporting	30.Percentage spent on the MIG grants approved projects by 30 June 2022	KPI	%	38%	100%	-	20%	50%	75%	100%	MIG Reports	Technical Services
Sound and efficient financial management	Budget and Reporting	31..Percentage of budget spent on the WSIG grants approved projects by 30 June 2022	KPI	%	18%	100%	-	20%	50%	75%	100%	WSIG Report	Technical Services
Sound and efficient financial management	Budget and Reporting	32.Percentage of budget spent on the RBIG	KPI	%	16%	100%	-	20%	50%	75%	100%	RBIG Report	Technical Services

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets				Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
		grants approved projects by 30 June 2022											
Sound and efficient financial management	Budget and Reporting	33.Percentage of budget spent on the INEP grants approved projects by 30 June 2022	KPI	%	12,58%	100%	-	-	10%	50%	100%	INEP Report	Electrical Services
Sound and efficient financial management	Asset Management	34.Number of asset verification reports complied - movables (sampling) by 30 June 2022	KPI	#	0	4	-	1	1	1	1	4 Sets of Quarterly asset verification reports	Finance Department
Sound and efficient financial management	Free basic services	35.Percentage of Registered Indigents with access to Free Basic Services by 30 June 2022	KPI	%	100%	100%	-	100%	100%	100%	100%	2020/2021 Indigent Register	Budget & Treasury
Sound and efficient financial management	Revenue Management	36.Percentage of Service Debtors Revenue by 30 June 2022	KPI	%	58%	100%	-	100%	100%	100%	100%	Billing Report	Finance Department

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets				Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
Sound and efficient financial management	Revenue Management	37. Percentage of debtors collection rate by 30 June 2022	KPI	%	68%	100%	-	100%	100%	100%	100%	Monthly Report	Finance Department
Sound and efficient financial management	Revenue enhancement	38. Number of times that agreed portion of revenue from drivers licence cards were paid over prodiba by 15th of each month	KPI	#	12	12	-	3	3	3	3	Copies of payment vouchers	Traffic and Emergency Services
Sound and efficient financial management	Supply Chain Management	39. Number of reports on the implementation of SCM Policy compiled and tabled to Council by 30 June 2022	KPI	#	0	4	-	1	1	1	1	Reports with Council Resolutions	Finance Department
Sound and efficient financial management	Supply Chain Management	40. Number of deviation reports compiled and tabled to Council by 30 June 2022	KPI	#	1	4	-	1	1	1	1	Reports with Council Resolutions	Finance Department

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets				Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
Sound and efficient financial management	Supply Chain Management	41. Percentage of tenders and bids awarded within 90 days after closure of advertisement	KPI	%	10%	100%	-	100%	100%	100%	100%	Copies of advert, appointment letters	Finance Department
Sound and efficient financial management	Expenditure Management	42. Percentage of creditors paid within 30days (as per MFMA S65) of receipt of invoices and all necessary supporting documentation	KPI	%	63%	100%	-	100%	100%	100%	100%	HC150 Running Transactions per supplier	Finance Department
Sound and efficient financial management	Revenue enhancement	43. Percentage of debt over 90 days collected	KPI	%	89%	100%	-	100%	100%	100%	100%	Financial Indicators report	Finance Department
Sound and efficient financial management	Revenue enhancement	44. Percentage of revenue (as per quarterly projections)	KPI	%	68%	100%	-	100%	100%	100%	100%	Financial Indicators report	Finance Department
Sound and efficient financial management	Training and development	45. Percentage of budget spent on work place skills plan	KPI	%	6.39%	100%	-	20%	50%	75%	100%		Corporate services

11.6.5. KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2019/2020	2020/2021 Annual Targets	CAPEX/OPEX	Quarterly Targets					Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
To develop and implement integrated management and governance systems	Legal Services	46. Number of Litigation Reports compiled and submitted to Council by 30 June 2022	KPI	#	1	4	-	1	1	1	1	4 Sets of Litigation Report and council resolutions	Corporate Service
To ensure that all stakeholders within the institution are adequately capacitated and retained	Local Labour Forum	47. Number of LLF meetings held by 30 June 2022	KPI	#	0	4	-	1	1	1	1	Signed Attendance Registers and minutes	Corporate Service
To ensure that all stakeholders within the institution are adequately capacitated and retained	Organisational development	48. Organograms Reviewed and approved by 30 June 2022	KPI	#	Org structure not reviewed	Reviewed and approved Organisational structure	-	Not planned for this quarter	Draft reviewed organisational structure	approved organisational structure	Not planned for this quarter	Approved 2022/2021 Organogram	Corporate Service
To ensure that all stakeholders within the institution are adequately capacitated and retained	Human resources	49. Number of HR related policies developed Dress code policy Training and development policy Learnership, internship and experiential policy Compensation on occupational injuries and deceases policy	KPI	#	17	4	-	Not planned for this quarter	4 draft policies developed	Tabling of draft policies to Executive management, LLF and EXCO	4 Council approved policies	4 set of policies and Council Resolution	Corporate Service

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2019/2020	2020/2021 Annual Targets	CAPEX/OPEX	Quarterly Targets					Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
To ensure that all stakeholders within the institution are adequately capacitated and retained	Human Resources & Development	50. Number of WSP developed and submitted to LGSETA by 30 April 2022	KPI	#	0	1	-	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	1	A copy of WSP and Proof of submissions	Corporate Service
To ensure that all stakeholders within the institution are adequately capacitated and retained	Staff retention	51. Percentage of budgeted vacant positions on the organogram filled within three months after advertisement	KPI	%	0%	100%	-	20%	50%	75%	100%	Copies of AD's, appointment letters	Corporate services

11.6.6. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets					Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Develop and implement efficient management and governance systems	Integrated Development Plan	52. Number of IDP/PMS/Budget Process Plan approved by Council 30 August 2021	KPI	#	1	1	-	1	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	2021/2022 Council approved Process Plan with Council Resolution	Planning & Development
Develop and implement efficient management and governance systems	Integrated Development Plan	53. Development and adoption of the 2022/2023 IDP by Council by 30 May 2022	KPI	#	Final approved IDP by June 2020	Development and adoption of the 2022/2021 IDP	Opex	Not planned for this quarter	Not planned for this quarter	Draft IDP Adoption by Council March 2022	Final IDP adopted by council by 30 May 2022	Council approved IDP and the Council Resolution	Planning & Development
Develop and implement efficient management and governance systems	Integrated Development Plan	54. Number of IDP Representative Forums held by 30 June 2022	KPI	#	4	4	-	1	1	1	1	Signed attendance register and minutes	Planning & Development
To develop and implement integrated management and governance systems	Performance Management System	55. Number of MFMA Section 52 reports compiled and submitted to Council by 30 June 2022	KPI	#	2	4	-	1	1	1	1	4 sets of Quarterly performance report	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Performance Management System	56. Number of SDBIPs approved by the Mayor 28 days after the approval of the budget	KPI	#	1	1	-	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	1	2021/2022 Approved SDBIP signed by the Mayor	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Performance Management System	57. Percentage of Section 54A/56 Performance Agreements signed year to date	KPI	%	100%	100%	-	100%	100%	100%	100%	Signed Performance Agreements	Office of the Municipal Manager

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets				Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
To develop and implement integrated management and governance systems	Municipal communication	58. Number of newsletters issued to communities on quarterly basis by 30 June 2022	KPI	#	0	4	Opex	1	1	1	1	4 Sets of Newsletters	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Special Programmes	59. Number of Forums on Special programmes established and convened (e.g. youth; People with disability; women and elderly people) by 30 June 2022	KPI	#	0	4	Opex	1	1	1	1	Minutes, and Signed Registers	Office of the Mayor
To develop and implement integrated management and governance systems	Ward Committees	60. Number of Ward Committees reports submitted to Speaker by 30 June 2022	KPI	#	0	32	-	32	32	32	32	4 set of 32 ward committee of Reports	Office of the Speaker
To develop and implement integrated management and governance systems	Audit	61. Obtain Unqualified Audit Opinion by 30 June 2022	KPI	Q	Adverse opinion	Unqualified audit opinion	-	Not planned for this quarter	Unqualified audit opinion	50% AG queries resolved	100% AG queries resolved	Auditor General's Report ; AG's action plan	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Auditing	62. Percentage of queries raised by internal audit resolved	KPI	%	55%	100%	-	20%	50%	75%	100%	Follow-up report	Office of the Municipal Manager

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets				Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
To develop and implement integrated management and governance systems	Audit	63. Number of Audit Committee meetings held by 30 June 2021	KPI	#	3	4	-	1	1	1	1	Signed Attendance Registers and Minutes	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Audit	64. Number of Performance Audit Committee meetings held by 30 June 2021	KPI	#	3	4	-	1	1	1	1	Signed Attendance Registers and Minutes	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Audit	65. Number of Audit Committee Reports tabled to Council by 30 June 2021	KPI	#	3	4	-	1	1	1	1	4 sets of Audit Reports with Council Resolutions	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Risk Management	66. Number of Risk Management committee meetings held by 30 June 2021	KPI	#	2	4	-	1	1	1	1	Signed Attendance Registers and minutes	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Risk Management	67. Percentage of risks identified and resolved	KPI	#	30%	100%	-	25%	50%	75%	100%	Risk report	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Public participation	68. Number of public participation meeting held (Imbizo)	KPI	#	3	4	Opex	1	1	1	1	Minutes and attendance registers of the meeting	Office of the Municipal Manager
To develop and implement integrated management and	MPAC	69. Number of MPAC meeting held	KPI	#	3	4	-	1	1	1	1	Minutes and attendance registers of the meeting	Office of the Municipal Manager

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2020/2021	2021/2022 Annual Targets	CAPEX/OPEX	Quarterly Targets					Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
governance systems													
To develop and implement integrated management and governance systems	MPAC	70. Number of MPAC reports tabled to council and approved by 30 June 2022	KPI	#	0	4	-	1	1	1	1	4 set of reports with council resolutions	Office of the Municipal Manager

12. CHAPTER TWELVE: MUNICIPAL PRIORITIES

12.1. Introduction

Street Committees, VDC's (Village Development Committee) and CDW's (Community Development Workers) were instrumental in ensuring the compilation of the needs of the community. The data captured in September 2016 creates a basis for the municipality to legitimately prioritize projects. The community perspective priorities which have been summarized below, have been aggregated and although this aggregation could serve as an indication of priority, this would not be scientifically accurate, as equal weights have been apportioned to all issues, and the scale of urgency and extent have not been taken into account:

12.1.1. Priorities from Community Perspective

NUMBER	PRIORITY ISSUE	AFFECTED WARDS	Number Of Votes "X"	Aggregation
1	LED & Unemployment	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	96.875
4	Roads & Stormwater	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32	31	96.875
5	Health & Welfare	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, 31, 32	31	96.875
6	Refuse & Solid Waste Management	1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27, 28, 29, 31, 32	29	90.625
7	Housing	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, 29, 30	29	90.625
8	Sports, Arts & Culture	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23, 24, 25, 28, 29, 30, 31, 32	29	90.625
9	Community Facilities	1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17, 18, 19, 20, 21, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32	28	87.5

NUMBER	PRIORITY ISSUE	AFFECTED WARDS	Number Of Votes "X"	Aggregation
10	Electricity	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16, 17, 18, 19, 20, 25, 26, 27, 28, 29, 30, 31, 32	27	84.375
11	Education	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17, 20, 23, 25, 28, 29, 30, 31, 32	23	71.875
12	Land & Environmental Management	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 18, 20, 28, 29, 30, 31,	19	59.375
13	Transport	1, 3, 4, 6, 7, 8, 9, 11, 13, 15, 16, 17, 19, 25, 26, 27, 30, 31, 32	19	59.375
14	Communication	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 13, 14, 15, 17, 18, 20	16	50
15	Institutional Arrangements	31, 32	2	6.25

12.1.2. 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

13.1. 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 40: 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 utilisation 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

13.2. 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, follows:

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	1. 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	13. 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	14. 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.								
Ensure healthy lives and promote well-being for all at all ages	2. A long and healthy life		Building safer communities	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 Co-operatives supported	An economy that will create more jobs	Radical economic transformation, rapid economic growth and job creation	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	
End poverty in all its forms everywhere									

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 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			job placements esp. for youth	the growth of the economy	
Revitalise the global partnership for sustainable development	11. 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		
Build resilient infrastructure, promote sustainable									

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
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
	5. A skilled and capable workforce to	Improved municipal financial			Sound institutional and		Developmental Public Service	Enhance capacity of

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
	support an inclusive growth path	and administrative capacity			administrative capabilities		local state to deliver on its mandate	within the institution are adequately capacitated and retained

13.3. 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:

13.3.1. KPA 1: 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.
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	Development of the demarcation site by-laws.	Implementation and monitoring of the demarcation site by-laws.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
				prevent illegal allocation and occupation of land. Deal with areas of backlogs with regard to demarcation of sites in rural area.		
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 2018.	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

13.3.2. 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 2017/2018. Develop strategies for climate change adaptation by 2019/2020. 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 municipal facilities by 2021.	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.
Foster, regulate, maintain and promote a sustainable environment	Parks and sidewalks	Community Services	Minimise pedestrian and cyclist congestion and accidents by 2019.	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.

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	Refuse removal and solid waste disposal	Community Services	To comply to NEMWA. Increase waste collection in peri-urban and urban areas by 2019.	Internal and external audit of landfill by 2018. 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
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 proactive 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.

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	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.
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.

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	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 2017. Review street trading by laws by 2018.	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 2018.	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.
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 2019.	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.

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	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 2020	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 2018.	Preparations for implementation of AARTO & ARTIA.	Decentralising of licensing services to service delivery areas. Implementation of AARTO & ARTIA.
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	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	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

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
				funding requirements beyond the initial phase of the strategy.	enforcement as punitive measure to discourage non-compliance with legislation.	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 2017.	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.
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.

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	Electricity - Bulk	Electrical	Upgrading of existing networks by 2025 in order to supply stable electricity to increased number of consumers.	Updating of electricity master plan that contains the status quo and required network upgrading as well as indication of timelines for upgrading. Upgrading of North substation to 40MVA by 2020	Implementation of action plans indicated in Electricity Master Plan. Source funding to implement master plan. Establishing of a 20MVA substation on the eastern side of Mokopane town by 2022.	Implementation of action plans indicated in Electricity Master Plan. Source funding to implement master plan
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	Replacement of light fittings and globes in municipal buildings and street lights. Awareness campaigns amongst officials and consumers	Replacement of municipal geysers with solar geysers and coordinate replacement of consumer electrical geysers with solar geysers and energy efficient air conditioners.	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+)
			friendly equipment by 2025.	regarding energy efficiency.	Replacement of light 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 1) by March 2018 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.
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.

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	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 infrastructure and services	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.
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

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	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 Pruizen)	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 Boshielo 2G, 2B connection to Pruizen)	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. (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 2018	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 2019.	Community mobilisation program. Finalise designs and secure funding. Implementation of reticulation system	Installation of reticulation systems and pre-paid meters in all new extensions.	Installation of reticulation systems and pre-paid meters in all new extensions.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
				including installation of pre-paid meters.		
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 quality of municipal infrastructure and services	Water Quality	Technical Services	Obtaining 95% blue drop status by 2022.	Continuously treat and test water quality. Expansion and installation of water quality treatment plant at every borehole and/or reservoirs.	Continuously treat and test water quality. Expansion and installation of water quality treatment plant at every borehole and/or reservoirs.	Continuously treat and test water quality. Expansion 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 (15MI x2)
 - Concrete Reservoirs as Command Storage
- Waste Water Master Plan
 - 10MI Waste Water Treatment Plant @ Masodi
 - Refurbishment of an existing 9,4MI 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

13.3.3. 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 economic development by 2021.	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.
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	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.

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.	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.
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

13.3.4. 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 2018	Review and update asset register (movable and fixed assets) in line with GRAP and MSCOA standards. 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. Conduct annual asset verification. Conduct annual auction. Review and implement asset management policy. Training and development of personnel in unit.	Review and update asset register (movable and fixed assets) in line with GRAP and MSCOA standards. 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. Conduct annual asset verification. Conduct annual auction. Review and implement asset management policy. Training and development of personnel in unit.	Review and update asset register (movable and fixed assets) in line with GRAP and MSCOA standards. 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. Conduct annual asset verification. Conduct annual auction. Review and implement asset management policy. Training and development of personnel in unit.
Sound and efficient financial management	Budget and Reporting	Budget and Treasury	Council approval of credible three year MSCOA budgets and continuous submission of	Submission of credible and costed three year MSCOA budgets (adjustment, draft and final) and financial	Submission of credible and costed three year MSCOA budgets (adjustment, draft and final) and financial	Submission of credible and costed three year MSCOA budgets (adjustment, draft and final) and financial

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
			financial reports as stipulated by legislation.	reports (S71, S72, AFS, AR) as stipulated by legislation. Review and refine monthly financial reporting tool Training and development of personnel in unit	reports (S71, S72, AFS, AR) as stipulated by legislation. Training and development of personnel in unit.	reports (S71, S72, AFS, AR) as stipulated by legislation. 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.	<p>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.</p> <p>Avoiding duplicate payments by verifying previous payments against new payments.</p> <p>Prevent fraudulent payments by double checking before releasing payment.</p> <p>Ongoing training and development of staff in unit.</p>	<p>Thorough checks on all payment documentation and proceed with payment if documentation is compliant and items are budgeted for.</p> <p>Ongoing training and development of staff in unit.</p>	<p>Thorough checks on all payment documentation and proceed with payment if documentation is compliant and items are budgeted for.</p> <p>Ongoing training and development of staff in unit.</p>

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 2018	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 2018	<p>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.</p> <p>Annual registration of indigents and creating of an indigent register.</p> <p>Training and development of personnel in unit.</p>	<p>Annual registration of indigents and creating of an indigent register.</p> <p>Training and development of personnel in unit.</p>	<p>Annual registration of indigents and creating of an indigent register.</p> <p>Training and development of personnel in unit.</p>

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	Revenue / Income	Budget and Treasury	To increase the collection rate to 85% by 2018.	<p>Adhere to credit and debt collection policies.</p> <p>Conduct awareness campaigns with Council and communities.</p> <p>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 service by implementation of credit control policy. 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</p>	<p>Enforce credit control policy.</p> <p>Enforce installation of prepaid electricity and water meters in all new developments.</p> <p>Enforce installation of pre-paid electricity meters.</p> <p>Promote installation of prepaid electricity. Monitor performance and review SLA with debt collector.</p> <p>Update valuation roll with supplementary roll. Training and development of personnel in unit.</p>	<p>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.</p> <p>Update valuation roll with supplementary roll. Training and development of personnel in unit.</p>

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
				<p>with supplementary roll. Develop and implement revenue enhancement strategy and policies based on audited land and property audits. To get buy-in from council to charge standard rates for peri-urban areas. Training 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	Conduct internal stakeholder	Review, align with new legislative developments	Review, align with new legislative developments

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
			requirements to ensure timely service delivery.	<p>training/workshops on SCM processes.</p> <p>Adherence to scheduled and quorated SCM committee meetings.</p> <p>Ensure appointment of service providers are done strictly according to procedures and guidelines.</p> <p>Annual review of and ensure adherence to procurement plan.</p> <p>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. 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>and trends with regards to implementation SCM policy.</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.</p> <p>Ongoing training and development of staff in unit</p>	<p>and trends with regards to implementation SCM policy.</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.</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

13.3.5. 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 2018	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	Conduct monthly LLF meetings. Conduct refresher workshops with all employees on Code of	Conduct monthly LLF meetings. Conduct refresher workshops with all employees on Code of

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
				workshops with all employees on Code of Conduct. Enforce Code of Conduct.	Conduct. Enforce Code of Conduct.	Conduct. Enforce Code of Conduct.
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 2018. 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.

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	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. Conduct vetting on existing employees.	Recruit adequately skilled personnel. Review recruitment policy. Capacitate councillors on their roles and responsibilities in particular to the appointment of S54 and 56 managers. Conduct vetting on existing employees.	Recruit adequately skilled personnel. Review recruitment policy. Capacitate councillors on their roles and responsibilities in particular to the appointment of S54 and 56 managers. 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

13.3.6. 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	A fully capacitated and functional council support unit

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
and governance systems				Implement council support programmes		Implement council support programmes
Develop and implement efficient management and governance systems	Customer care /Call Center	Corporate Services	To build trust and confidence in our customers by 2018.	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 2018.	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.

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	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.

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	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 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.	Implement the Special Projects programme in collaboration with NGOs. Quarterly council and forums to meet on quarterly basis. 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

14. CHAPTER FOURTEEN: COMMUNITY PARTICIPATION AND WARD NEEDS

14.1. 2020/21 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 on 16 – 17 November 2020. 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, and was held in compliance with COVID-19 guidelines.

DATE & TIME	VENUE	EXPECTED WARDS	EXPECTED STAKEHOLDERS
16 NOVEMBER 2020,10h00	“VAN” van RENSBURG HALL	Wards 12, 16,19, 20, 21, 22, 23, 24, 25, 26, 27, 28 29, 30, 31 & 32	All Councillors (PR and Ward), One ward committee member/Secretary, and CDWs.
17 NOVEMBER 2020,10h00	ABOO TAYOB HALLL	Wards 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16, 17 & 18	All Councillors (PR and Ward), One ward committee member/Secretary, and CDWs.

Below is the summarized version of issues raised during the consultation, a comprehensive report is available covering needs per village in every ward of the municipality, and it is attached as “**ANNEXURE A**”:

- Water reticulation to new extensions
- Installation of cellphone network masts
- Construction of community halls in rural areas
- Construction of middle income and gap market houses
- Refuse removal services in rural areas
- Satellite/mobile police station
- Construction of pension pay point and bus stop shelters
- Construction of sporting facilities in rural areas
- Construction of libraries at schools
- Electrification of extended households
- Construction of pension pay-point shelters
- Fencing and sanitation at cemeteries
- Construction of new reservoirs
- Construction of new clinics
- Development of residential sites
- Installation of high mast lights
- Construction of new schools and additional classrooms
- Construction of ECD Centres
- Upgrading/Renovation of Stadiums
- LED/Poverty Alleviation Projects

15. CHAPTER FIFTEEN: PROJECTS 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 2020/21 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.

No.	Project Description	MIG Registered Value	Project Value as in 2020/21 IDP	Revised Project Value in 2020/21	Project Status	Expenditure	% of Expenditure in 2019/20 FY	Overall Project Expenditure	% Progress
PRIORITY 1: WATER AND SANITATION									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
1.	Mini Water Scheme 22: Moordkoppie water scheme; Witrivier, Millenium Park, Ditlotswane, Rooivaal and Malokong	R 129 767 077.29	R 30 000 000.00	R 11479 079.00	Tender Stage	R0.00	0%	R0.00	0%
2.	Mini Water Scheme 23: Fothane/Mamaala/Parakisi	R 16 000 000.00	R 1 923 427.22	R 1 923 427.23	Contractor terminated, awaiting appointment of new contractor	R0.00	0%	R0.00	65%
3.	Jakkalskuil Cluster: Jakkalskuil, harmansdal, mabula, mabuladihlareand Makekeng, mmamatlakala, lesodi, kaditshwene, lyden, Galakwenastroom Ph 2, kabeana, skilpadskraal, dikgokgopeng & lusaka	R 78 543 515.84	R 45 000 000.00	R 21 257 690.71	Tender	R0.00	0%	R0.00	0%

No.	Project Description	MIG Registered Value	Project Value as in 2020/21 IDP	Revised Project Value in 2020/21	Project Status	Expenditure	% of Expenditure in 2019/20 FY	Overall Project Expenditure	% Physical Progress
PRIORITY 13: ROADS & STROMWATER									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
4.	Mahwelereng Roads and Stormwater	R 51 346 367.81	R 44 806 272.78	R 15 025 523.00	Construction	R 5 477 562.00	0%	R 12 994 899.96	35%
5.	Marulaneng Roads and Stormwater	R 10 000 000.00	R 1 000 000.00	R0.00	Design Stage	R0.00	0%	R0.00	0%
6.	Molekane Roads and Stormwater	R 21 500 000.00	R 10 000 000.00	R 3 047 000.00	Design Stage	R 1 681 993.37	0%	R 1 681 993.37	0%
7.	Mabusela/Mosoge Roads & Stormwater	R 20 940 000.00	R 9 000 000.00	R 3 047 000.00	Design Stage	R 1 640 479.37	0%	R 1 640 479.37	0%

No.	Project Description	MIG Registered Value	Project Value as in 2020/21 IDP	Revised Project Value in 2020/21	Project Status	Expenditure	% of Expenditure in 2019/20 FY	Overall Project Expenditure	% Progress
PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
8.	Motse Pebbles Small Mining	R 7 000 000.00	R 1 000 000.00	R 1 000 000.00	Designs Stage	R0.00	7%	R 476 275.52	0%

No.	Project Description	MIG Registered Value	Project Value as in 2020/21 IDP	Revised Project Value in 2020/21	Project Status	Expenditure	% of Expenditure in 2019/20 FY	Overall Project Expenditure	% Progress
PRIORITY 9: CRIME PREVENTION, SAFETY & SECURITY									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
9.	High Mast Lights Mmahlogo,	R 2 898 000.00	R 2 898 000.00	-	Tender Stage	R0.00	0%	R 476 275.52	0%
10	High Mast Lights Mmahlogo	R 1 932 000.00	R 1 932 000.00	-	Tender Stage	R0.00	0%	R0.00	0%

2019-20FY ROLL OVER PROJECTS

No.	Project Description	Project Value as in 2020/21 IDP	Revised Project Value in 2020/21	Project Status	Expenditure	% of Expenditure in 2019/20 FY	% Progress
11.	Mmahlogo Roads and Stormwater	R0.00	R 3 875 056.00	Construction	R0.00	0%	70%
12.	Mabuela Roads and Stormwater	R0.00	R 2 650 126.00	Construction	R 499 524.00	0%	86%
13.	Mini Water Scheme 13 - Dipitchi Cluster	R0.00	R 3 256 064.00	Practical Completion	R 3 256 064.00	0%	95%
14.	Mini Water Scheme 27 - Sekuruwe Cluster	R0.00	R 8 868 882.00	Construction	R 4 000 000.00	0%	90%
15.	Mini Water Scheme 25 - Seema Mapela Cluster	R0.00	R 4 051 512.00	Practical Completion	R 182 629.52	0%	95%
16.	Mapela Sports Stadium	R0.00	R 3 136 412.00	Construction	R 96 463.00	0%	90%
17.	Rebone Sports Stadium	R0.00	R 2 000 000.00	Construction	R 0.00	0%	80%
17.	Mini Water Scheme 22 Moordkoppie Cluster - Phase 2	R0.00	R 2 829 675.00	Construction	R 0.00	0%	85%

COVID-19 PROJECTS

No.	Project Description	Project Value as in 2020/21 IDP	Revised Project Value in 2020/21	Project Status	Expenditure	% of Expenditure in 2019/20 FY	% Progress
19.	COVID-19 Jakkalskuil A – Galakwenastroom Ph 1 & Wydhoek.	R0.00	R 7 826 086.00	Construction	R 2 661 743.12	0%	42%
20.	COVID-19 Jakkalskuil B – Makekeng & Basterpad	R0.00	R 8 540 318.00	Construction	R 3 896 730.00	0%	85%
21.	COVID-19 Mini Water Scheme 22 PHASE 3 Witrivier, Millenium Park, Ditlotswane, Rooivaal and Malokong	R0.00	R 2 846 969.00	Construction	R -	0%	90%
22.	COVID-19 Weenen-Planknek	R0.00	R 5 072 077.00	Construction	R 1 259 522.70	0%	92%
23.	COVID-19 Mokopane Unit D	R0.00	R 347 740.00	Project Completed	R 288 530.06	0%	100%
24.	COVID-19 Ga-Madiba Kgaba	R0.00	R 4 550 000.00	Practical Completion	R 2 969 695.43	0%	93%
25.	COVID-19 Mokopane Pressure Reducing Valves	R0.00	R 500 000.00	Project Completed	R 371 080.44	0%	100%
26.	COVID-19 Various Villages: Refurbishment of boreholes in Sekruwe, Tshamahansi, Ga-Mokaba, Magongoa, Mapela, Hans, Millennium Park, Mosesetjane, Ga-Kgobodi, Dandsloot, Tipeng, Nkidikitlane, Basogadi, Br eda, Chipana, Rapadi, Setupulani, Mathega.	R0.00	R 3 353 507.00	Project Completed	R 353 507.00	0%	100%
27.	COVID-19 Moshate-Maroteng-Masehlaneng	R0.00	R 9 980 300.00	Construction	R 1 382 064.28	0%	58%
28.	COVID-19 Mzombane 7 Miles	R0.00	R 5 370 000.00	Construction	R 2 105 270.75	0%	65%
29.	COVID-19 Mokopane WWTW Plant	R0.00	R 1 510 144.00	Practical Completion	R 1 310 143.62	0%	97%
30.	COVID-19 Sekgakgapeng-Parkmore	R0.00	R 5 845 908.00	Construction	R 1 113 589.73	0%	80%

Project Description	Project Value as in 2020/21 IDP	Project Status/Progress	% Physical Progress	Expenditure to Date	% Expenditure
PRIORITY 1: WATER & SANITATION					
SOURCE OF FUNDING: WATER SERVICES INFRASTRUCTURE GRANT (WSIG)					
MOGALAKWENA SOURCE DEVELOPMENT, STORAGE AND WATER RETICULATION.	R 52 819 922.09			R 8 822 883.85	
<ul style="list-style-type: none"> • Refurbishment of Water Services Infrastructure Moshuka and Grasvlei • Minor refurbishment works at Sekgakgapeng, Masodi and Rebone Oxidation Ponds • Development of water services infrastructure at Rebone : Source development and construction of pumping mains to connect to existing network. • Development of the Danisane Well-filed boreholes. • Ga-Pila Sterk Water Well-field : Water Treatment Works • Development of water collection points for water tankering purposes : Mapela, Nkidikitlana, Salem and Bakenberg Satellites • Installation of a package plant at Rantlakane. 		<ul style="list-style-type: none"> • Drilling and testing of 12 X boreholes, three package plants, pumping mains • Refurbishment of Oxidation ponds • Source development in Rebone • Danisane wellfield development • Water Treatment Works. • Development of water collection points • Installation of package plant at Rantlankane • Source development in Segole 	<p>100%</p> <p>21%</p> <p>23%</p> <p>18%</p> <p>27%</p> <p>33%</p> <p>15%</p> <p>28%</p>		<p>37%</p> <p>6%</p> <p>28%</p> <p>6%</p> <p>6%</p> <p>19%</p> <p>0%</p> <p>8%</p>

<ul style="list-style-type: none"> • Development of water services infrastructure at Segole : Source development and 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. 		<ul style="list-style-type: none"> • Source development in Rooival 	72%		29%
---	--	---	-----	--	-----

Project Description	Project Value as in 2020/21 IDP	Project Status/Progress	% Physical Progress	Expenditure to Date	% Expenditure
PRIORITY 1: WATER & SANITATION					
SOURCE OF FUNDING: REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)					
MOGALAKWENA REGIONAL BULK INFRASTRUCTURE GRANT (RBIG). <ul style="list-style-type: none"> • Industrial Wellfield Development Contract (Sefakaola Cluster). • Mogalakwena Municipality Bulk Water Masterplan: Phase 2A Jakkalskuil Cluster Contract 05-2017/18 • Mogalakwena Municipality Bulk Water Masterplan: Phase 2A Jakkalskuil Cluster Contract 06-2017/19 • Mogalakwena Municipality Bulk Water Masterplan : Mokopane Town and Jakkalskuil cluster 1. • Kroomkloof Water Treatment works. • Mogalakwena: Water Master Plan co-ordination. 	R 44 343 000.00	Testing and Equipping of 11 X borehole, construction of pumping mains. Two package plants	64%	R 21 243 182.65	47.91%
		Construction of 110-315MM @ 86,8 KM secondary bulk gravity supply pipelines, connection to existing village reservoir and 73 valve chamber	87%		
		Constructing of water storage concrete reservoir, bulk steel pipeline 15KM	41%		
		Reservoirs	41%		
		Water Treatment Works	0%		
		Water Master Plan co-ordination	87%		

Project Description	Project Value as 2020/21 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
PRIORITY 4: ELECTRICITY					
SOURCE OF FUNDING: INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)					
Electrification of households in Leleso, Pudiakgopa, Old Ga-Pila, Malepetleke, Molekane, Chokwe/Matlou/Lelaka, Senita & Phafola	R 18 000 000,00	Tender Stage		R 1 117 308, 30	9,31%

Project Description	Project Value as 2020/21 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
PRIORITY 4: ELECTRICITY					
SOURCE: CAPITAL REPLACEMENT RESERVES (CRR)					
Electrification of Villages: TOP UP	R 4 000000,00	(Budget cut/ withdrawn due to lack of funds on CRR vote)	0%	R0.00	0%

Project Description	Project Budget as in 2020/21 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
PRIORITY 1: WATER & SANITATION					
SOURCE: CAPITAL REPLACEMENT RESERVES (CRR)					
Mini Water Scheme 13: Diphichi Boreholes	R 1 500 000.00				
Olifants River Water Resource Development	R 5 000 000.00				
Masodi Sewer Plant	R 14 000 000.00				

Project Description	Project Budget as in 2020/21 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
PRIORITY 2: ROADS & STORMWATER					
SOURCE: CAPITAL REPLACEMENT RESERVES (CRR)					
Mabuella Roads and Stormwater	R 1 500 000.00				

Project Description	Project Budget as in 2020/21 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
PRIORITY 13: SPORTS ARTS AND CULTURE					
SOURCE: CAPITAL REPLACEMENT RESERVES (CRR)					
Rebone Sports Stadium Outdoor Facility	R 1 000 000.00				

Project Description	Project Value as in 2020/21 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
PRIORITY 5: INSTITUTIONAL ARRANGEMENTS					
SOURCE: CAPITAL REPLACEMENT RESERVES (CRR)					
Mahwelereng Hall – renovations	R2 000 000,00	Budget relocated during adjust budget	0%	R0.00	0%

Project Description	Project Value as in 2020/21 IDP	Project Status/Progress	% Progress	Expenditure to Date	% Expenditure
PRIORITY 5: INSTITUTIONAL ARRANGEMENTS					
SOURCE: CAPITAL REPLACEMENT RESERVES (CRR)					
Upgrading Testing Centre	R 1 500 000,00	Design Stage	0%	R0.00	R0.00

15.2. Mogalakwena Multiyear Capital Investment Programme

#	Project Name	2021/2022FY	2022/23FY	2023/2024FY	2024/2025FY
PRIORITY 1: WATER & SANITATION (MIG)					
1.	Mini Water Scheme 13: Buffelhoek; Diphichi; Grasvlei; Kgopeng; Mphelelo; Ramosesane; Tiberius; Galelia; Vergenoeg (Diphichi Cluster)	R0,00	R0,00	R 36 049 093,00	R 30 000 000,00
2.	JAKKALSKUIL CLUSTER A	R 40 284 635,07	R0,00	R0,00	R0,00
3.	JAKKALSKUIL CLUSTER B	R 20 000 000,00	R0,00	R0,00	R0,00
4.	Mini Water Scheme 22: Moordkoppie water scheme; Witrivier, Millenium Park, Ditlotswane, Rooivaal and Malokong PHASE 3	R 41 000 000,00	R 35 000 000,00	R0,00	R0,00
5.	Mini Water Scheme 1: Duren; Galakwena; Mattanau; Monte Christo;	R0,00	R0,00	R 9 301 107,00	R 40 000 000,00
6.	Fothane Mini Water Scheme 23 (Phase 2)	R 1 923 427,22	R0,00	R0,00	R0,00
7.	Mogalakwena Household Sanitation – Tenerife, Daggakraal, Rietfontein, Makekeng, and Ga-Chokoe	R0,00	R0,00	R 20 000 000,00	R 20 000 000,00
PRIORITY 2: ROADS & STORMWATER (MIG)					
1.	Mahwelereng Roads & Storm water	R 16 000 000,00	R 25 000 000,00	R 30 000 000,00	R 25 000 000,00
2.	Completion Molekene roads and storm water	R 10 585 256,63	R 30 000 000,00	R0,00	R0,00
3.	Completion of Mabusela/Masoge roads and storm water	R 12 342 558,30	R 28 148 372,78	R0,00	R0,00
4.	Completion of Marulaneng Roads & Stormwater	R0,00	R 6 513 650,00	R35 000 000,00	R0,00
5.	Completion of Hlako/Taueaswala Roads & Stormwater	R0,00	R0,00	R 2 000 000,00	R 25 000 000,00

#	Project Name	2021/2022FY	2022/23FY	2023/2024FY	2024/2025FY
PRIORITY 9: CRIMR PREVENTION, SAFETY & SECURITY (MIG)					
1.	Mesopotamia High mast Lights	R 1 800 000,00	R0,00	R0,00	R0,00
2.	Malepetleke High mast Lights	R 3 950 000,00	R0,00	R0,00	R0,00
3.	Mesogo High mast Lights	R 902 750,00	R0,00	R0,00	R0,00
4.	High Mast Light in Mushi	R0,00	R0,00	R0,00	R 2 500 000,00
5.	High Mast Light in Ga-Mokaba	R0,00	R0,00	R 2 500 000,00	
6.	High Mast Light in Sekruwe	R0,00		R 2 000 000,00	
7.	High Mast Light in Michell/Parkmore	R0,00	R 2 000 000,00	R0,00	R0,00
8.	High Mast Light in Moshate,Maroteng,Masehlaneng	R0,00	R 5 000 000,00	R0,00	R0,00
9.	High Mast Light in Sekgakgapeng	R0,00	R0,00	R 4 000 000,00	R0,00
10.	High Mast Light in Tshamahanzi/Magongwa	R0,00	R0,00	R 4 000 000,00	R0,00
11.	High Mast Light in Masodi/Mzombane	R0,00	R0,00	R 3 000 000,00	R0,00
12.	High Mast Light in Magope/Mamaala/Parakisi	R0,00	R0,00	R 3 000 000,00	R0,00
13.	High Mast Light in Ditlotswane	R0,00	R0,00	R 2 000 000,00	R0,00
14.	High Mast Light in Taolome/Goodhope/Cleremont	R0,00	R0,00	R 4 000 000,00	R0,00
15.	High Mast Light in Lelaka/Matlou	R0,00	R0,00	R0,00	R 4 000 000,00
16.	High Mast Light in Chokwe	R0,00	R0,00	R0,00	R 3 000 000,00
17.	High Mast Light in Hans	R0,00	R0,00	R0,00	R 3 000 000,00
18.	High Mast Light in kgobodi/mosesetjane	R0,00	R0,00	R0,00	R 2 000 000,00
PRIORITY 6 :WASTE MANAGEMENT(MIG)					
1.	Mogalakwena: Satellites Waste Collection Points	R0,00	R 10 000 000,00	R0,00	R0,00
PRIORITY 7: LOCAL ECONOMIC DEVELOPMENT (MIG)					
1.	Motse Pebbles Small Mining	R 2 000 000,00	R 12 000 000,00	R0,00	R0,00
2.	Mogalakwena Marula Processing Plant	R0,00	R 7 000 000,00	R0,00	R0,00

#	Project Name	2021/2022FY	2022/23FY	2023/2024FY	2024/2025FY
PRIORITY 9: LAND & CEMETERIES (MIG)					
1.	Mokopane Regional Cemetery	R 6 635 872,78	R 10 078 627,22	R0,00	R0,00
PRIORITY 13: SPORTS, ARTS & CULTURE (MIG)					
1.	Soccer Combo Ext. 14	R0,00	R0,00	R 10 914 099,61	R 11 924 050,00
2.	Soccer Combo Ext. 17	R0,00	R0,00	R 10 924 050,00	R 11 924 050,00

#	Project Name	2021/2022FY	2022/2023FY	2023/2024FY
PRIORITY 1: WATER & SANITATION				
SOURCE: REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)				
1.	Construction of bulk water supply pipes, storage and installation of water purification package plants : Jakkalskuil Water Project – Basterspad, Bokwidi, Buffelshoek, Dikgokgopeng, Diphichi, Galakwenastroom, Hermansdal, Jakkalskuil, Kabeane, Kaditshwene, Kgopeng, Kromkloof, Lesodi, Leyden, Lusaka/Nkgoru, Mabula, Mabuladithare, Makekeng, Malapile, Mamatlakala, Matebeleng, Nelly, Raadslid, Ramosesane, Rantlakane, Skulpadskraal, Skrikfontein A, Skrikfontein B, Vlakfontein 1, Vlakfontein 2, Wydhoek: Construction of bulk water supply pipes and installation of water purification plant package : Industrial Well Field to the storage (Sefakaola)	R 53 000 000,00	R 70 000 000,00	R67 000 000,00
2	Industrial well field (Sefakaola) WTW, Industrial well field Pipeline to (Sefakaola)	R 14 000 000,00	R 20 000 000,00	R0,00
3	Danisani Wellfield Bulk Water and Phase 1 functional Olifants	R 3 739 000,00	R 35 000 00,00	R 50 000 000,00
4	Nong/Dipere Mini Water Scheme, Bakenburg Mini Water Scheme and Taolome (Luxenberg) Mini Water Scheme and	R0,00	R0,00	R 133 000 000,00
TOTALS		R 70 739 000,00	R 125 000 000,00	R 250 000 000,00

#	Project Name	2021/2022FY	2022/2023FY	2023/2024FY
PRIORITY 1: WATER & SANITATION				
SOURCE OF FUNDING: WATER SERVICES INFRASTRUCTURE GRANT (WSIG)				
1.	Mogalakwena source development, storage, and water reticulation: Mogalakwena Water abstraction Pruizen Farm and Sylvania Mine.	R 8 000 000,00	R 20 00 000,00	R 22 000 000,00
2.	Mogalakwena source development, storage, and water reticulation: Madiba, Hlogo ya nku, Makobe, Kgotsoro/Nestands, Thabaleshoba, Rebone, Bavaria, Lekhureng and Bakenberg Mini Water Scheme, Mosombane, Masipa and Clermont (Taolome Mini Water Scheme)	R 29 000 000,00	R 17 640 000,00	R 13 333 000,00
TOTALS		R 37 000 000,00	R 37 640 000,00	R 35 333 000,00

#	Project Name	2021/2022FY
PRIORITY 3: ELECTRICITY		
SOURCE OF FUNDING: INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME(INEP)		
1.	Electrification of Villages: Ditlotswane, Ga-Madiba, Mesopotamia phase-2, Lekiting phase-2, Molekane phase-2, Maroteng phase-2, Masenya/ Mosesetjane phase-2, Sandsloot Ga-Mabusela, Sandsloot Mashahleng, and Mapela (Hans).	R 25 000 000,00

#	Project Name	2021/2022FY	2022/2023FY	2023/2024FY
PRIORITY 1: WATER AND SANITATION				
SOURCE OF FUNDING: IVAN PLATS (DONATION)				
1.	Masodi Waste Water Treatment Works (WWTW)	R 72 000 000	R0.00	R0.00

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:

- i. Final project proposals/designs which serve as planning documents and for further feasibility studies;
- ii. 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;
- iii. 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;
- iv. 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;
- v. 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;
- vi. 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;
- vii. 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;
- viii. 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;
- ix. 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;

16.2. Inter-Governmental Relations

Intergovernmental Relations in South African context concern the interaction of the different spheres of government. The Constitution declares that government is comprised of National, Provincial and Local spheres of government which are distinctive, interdependent and interrelated. According to the Constitution of the Republic of South Africa, Act, No.108 of 1996, Section 41 (2), an Act of Parliament must establish or provide structures and institutions to promote and facilitate Intergovernmental Relations and provide for appropriate mechanisms and procedures to facilitate settlement of Intergovernmental disputes. Intergovernmental relations processes are further developed to facilitate processes of development and cooperation between spheres of government.

16.2.1. Provincial Intergovernmental Structure

Mogalakwena Municipality participates in the Premiers Inter – Governmental Forum (P-IGF) that is comprised of the Premier as the chair and Members of the Executive Council and all the Mayors supported by their Heads of Departments and Municipal Managers. Through the P-IGF both the Provincial and local sphere of government are able to inform and take decisions on policy and development issues that emanate from National, Provincial and local government level. The P-IGF discussed the implementation of the Limpopo Employment Growth Development Plan. Mogalakwena Municipality as a Provincial Growth Point participates in the forum to discuss and integrate development plans between the Province and the municipality.

16.2.2. District Intergovernmental Structure

Beside the P-IGF the municipality participates in established Waterberg District Municipality. The established forums are important for the purpose of integrated development planning and strengthening governance processes within the District. The following are intergovernmental relations forums that Mogalakwena Municipality participates in:

- **Mayor Forum**
Mayors Forum seeks to bring together Mayors and Executive Mayors to interact on common interest issues as well.
- **Municipal Manager Forum and other Technical forum**
Municipal Manager's Forum which seeks to create a platform for all Accounting Officers to share and interact on common interest issues. Municipal Managers attend these meetings
- **Speaker's Forum**
- **IDP/PMS Managers Forum:**
Mainly facilitated through district IDP/PMS Office, the aim of this structure is to bring all the PMS and IDP Managers in the district together to share common issues.

16.3.Municipal Sector Plans and Status

Sector Plan/Strategy	Status	Comments
Community Services		
1. Environmental Management Plan	Available	
2. Integrated Waste Management Plan	Not Available	Draft adopted by council awaiting public participation.
Corporate Support Services		
3. Employment Equity Plan	Available	
4. HR Strategy	Not Available	To be developed during 2021/22, with assistance from SALGA
5. Workplace Skills Plan	Available	
6. Staff Retention Policy	Available	
7. Transfer and Secondment Policy	Available	
8. Individual Performance Management Policy	Available	
9. Safety, Health & Environment(SHE) Policy	Available	
Electrical Services		
10. Energy Master Plan	Available	Outdated - Budget provided for in 2019/2020
Finance Services		
11. Indigent Policy	Available	
12. Revenue Enhancement Strategy	Not Available	Draft Developed
Municipal Manager		
13. Anti-Corruption Strategy	Available	
14. Risk Management Strategy	Available	
15. Performance Management System	Available	
Planning & Development Services		
16. CBD & Industrial Precinct Plan	Not Available	
17. Integrated Transport Plan	Available	Reviewed, draft in place
18. Investment Attraction & Retention Strategy	Available	
19. LED Strategy	Available	Outdated
20. Land Use Management System/Scheme	Available	Review being developed
21. Public Participation Strategy	Not Available	

22. Spatial Development Framework	Available	Review being developed
23. Tourism Strategy	Available	Outdated
Technical Services		
24. Municipal Infrastructure Investment Framework	Available	Developed in 2018/19
25. Operations & Maintenance Plan	Available	
26. Roads & Stormwater Master Plan	Available	
27. Sanitation Master Plan	Available	Developed in 2018/19
28. Waste Water Master Plan	Available	
29. Water Conservation and Demand Management Plan	Available	
30. Water Master Plan	Available	
31. Underground Water Exploration Plan	Available	
Traffic & Emergency Services		
32. Disaster Management Plan	Not Available	Disaster Management Plan to be developed 1 st quarter 2019/2020

16.4. Projects by Sector Departments & Parastatals

16.4.1. Cooperative Governance, Human Settlement and Traditional affairs Construction of low cost houses

Allocation	Villages	Ward no.	No. of units
148	Rapadi	6	10
	Ga-Mushi	6	10
	Ga-Chere	6	10
	Dipere/Nong	6	10
	Moepel Farm	6	10
	Uitspanning	6	10
	Mamatlakala	6	10
	Skulpadkraal	7	10
	Marulaneng	10	10

	Kaditshwene	15	10
	Rantlakana	15	10
	Ga-Seema	17	10
	Hans	17	10
	Lekiting(Old Ga-Pila)	17	10

16.4.2. ESKOM

Project Name	Budget	Planned Connections
Rietfontein	R 239 986.15	13
Machikiri	R 1 255 312.19	68
Mzombani	R 7 070 361.33	368
Gilead SS	R 5 309 950.07	0
Sekgagapeng	R 6 153 491.14	695
TOTAL	R 20 029 100.89	1 159

16.4.3. Department of Environment, Forestry & Fisheries

Project Name	Budget
NRM LM Mogalakwena: Alien Plant Clearing Project	R1,390,132,08

**16.4.4. Department of Transport
The South African National Roads Agency SOC Ltd (SANRAL)**

Project Name	Budget
MPRS1: Monte Christo to Tom Burke. Road Development	R35,526,087,00
DNURT: N11 WALKWAY and Intersection Upgrade Road Development	R11,186,214,00
MPRS1: Andriesloopspruit to Mokopane. Road Development	R70,800,000,00
DSRGS: Potgietersrus to KM 24 Road Development	R412,166,004,00
DNNS2: N11 Ring Road Road Development	R456,502,602,00
MPRS1: Tobias Zyn Loop to Sasol Zebediela Plaza Road Development	R1,021,000,000,00
MPRS1: Tobias Sasol Zebediela Plaza to Rietvley Road Development	R1,021,000,000,00

16.4.5. Department of Social Development

Project Name	Budget
Bavaria Park Office, Maintenance of existing Facility	R277,000,00
Mosetjane Park Office, Maintenance of existing Facility	R265,000,00

16.4.6. Department of Public Works & Infrastructure

Project Name	Budget
Mahwelereng Police Station: Repair and Maintenance	R7,000,000,00

17. ANNEXURE A: DETAILED CAPITAL WORKS

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2020/21 estimated)	Annual target for 2021/22	Target for 2021/22 SDBIP per Quarter				Resources Allocated for 2021/22 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 road	Technical Services: PMU	Construction at 30%	100% Construction of 5.2km road	Road base and bed at 80%. 5km	Road surfacing at pavements at 100%. 5.2km	Not applicable	Not applicable	R8 000 000	R8 000 000			R16 000 000	MIG
Molekane Roads and Storm Water	Construction of 2.5KM road	Technical Services: PMU	Contractor appointed	100% Construction of 2.5km	Appointment of the service provider	Road base and bed at 80%. 2km	Road surfacing at pavements at 100%. 2.5km	Not applicable	R0	R5 000 000.00	R5 585 256.63		R10 585 256.63	MIG
Mabusela-Masoge Roads and Storm Water	Construction of 2.43km road	Technical Services: PMU	Contractor appointed	100% Construction of 2.43km road	Appointment of the service provider	Road base and bed at 80%. 2km	Road surfacing at pavements at 100%. 2.43km	Not applicable	R0	R6 342 558.30	R6 000 000.00		R12 342 558.30	MIG
Jakkalskuil Cluster A	Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Technical Services: Design Office	Tender advertised	100% Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Appointment of the service provider	50% of excavation and pipe work done	50% of excavation and pipe work done	Not applicable	R10 000 000.00	R10 000 000.00	R10 000 000.00	R40 284 635.17	R40 284 635.17	MIG

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2020/21 estimated)	Annual target for 2021/22	Target for 2021/22 SDBIP per Quarter				Resources Allocated for 2021/22 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
Jakkalskuil Cluster B	Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Technical Services: Design Office	Tender advertised	100% Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Appointment of the service provider	50% of excavation and pipe work done	50% of excavation and pipe work done	Not applicable	R0	R10 000 000	R10 000 000		R20 000 000	MIG
Mini Water Scheme 22: Moordkoppie water scheme; Witrivier, Millenium Park, Ditlotswane, 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	Tender advertised	100% Installation of 1 water treatment plant, Installation of 3764 Prepaid water meters, construction of 44 km reticulation pipe line	Appointment of the service provider	50% of excavation and pipe work done, 22km and 2000 prepaid.	50% of excavation and pipe work done, 22km and 1764 prepaid.		R10 000 000	R11 000 000	R10 000 000	R10 000 000	R41 000 000	MIG
Fothane Mini Water Scheme 23 (Phase 2)	Construction of 2.5km water pipeline	Manager Technical services	65% Construction	100% Construction of 2.5km water pipeline	100% pipe work done.				R1 923 427.22				R1 923 427.22	MIG
Motse Pebbles Small Mining	Construction of pebble centre	Manager Technical and PMU Manager	Design completed	100% Construction of Motse Pebble Small Mining centre	Appointment of the service provider	Construction at 50%	Construction at 100%		R0	R500 000	R1 500 000		R2 000 000	MIG

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2020/21 estimated)	Annual target for 2021/22	Target for 2021/22 SDBIP per Quarter				Resources Allocated for 2021/22 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
Mokopane Regional Cemetery	Construction of Mokopane Regional Cemetery	Manager Technical and PMU Manager	New	100% construction of Mokopane Regional cemetery	Appointment of the consultants for designs	Designs completed	Appointment of the contractor and site establishment	100% Construction and completion of Mokopane Regional Cemetery	R0	635 875.78	R3 000 000	R3 000 000	R6 635 872.78	MIG
High mast lights: Mesopotamia	Installation of 4 high mast lights in Mesopotamia	Manager Electrical services	New project	100% Installation of 4 high mast lights in Mesopotamia	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	R800 000	R1 000 000	R1 800 000	MIG
Malepetleke High mast lights	Installation of 6 high mast lights in Malepetleke	Manager Electrical services	New project	100% installation of 6 high mast lights in Mahlogo	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	R950 000	R3 000 000	R3 950 000	MIG
Mesogo High mat lights	Installation of 6 high mast lights in Mesogo	Manager Electrical services	New Project	100% Installation of high mast lights in Mesogo	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	R600 000	R302 750	R902 750	MIG
Electrification of villages	Electrification of households in Leleso, Pudiagopa, Old Ga-Pila, Malepetleke, Molekane, Chokwe/Matlou/Lelaka, Senita & Phafola	Manager Electrical services	New Project	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 12 500 000	R 12 000 000	R25 000 000	INEP
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, Mateb	Construction of 3.5 km pipeline, 3,5 reservoirs	Manager Technical services	Project started in April 2017 and progress is currently at 44%	100% Construction of 3.5 km pipeline, 3,5 reservoirs	Construction at 60%	Construction at 70%	Construction at 80%	Construction at 100%	R13 250 000	R13 250 000	R13 250 000	R13 250 000	R53 000 000	RBIG

Project Name	Performance Indicator (Output level only)	Project owner and Sub-owner	Baseline (Annual Performance of 2020/21 estimated)	Annual target for 2021/22	Target for 2021/22 SDBIP per Quarter				Resources Allocated for 2021/22 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
eleng,Nelly,Raadsleid, Ramosesane,Rantlakane,Skuilpadskraal, Skrikfontein A and Skrikfontein B,Flakafontein1,Flakafontein2 and Widhoek.														
Industrial well field (Sefakaola) WTW, Industrial well field Pipeline to Sefakaola	Construction of Industrial well field (Sefakaola) WTW, Industrial well field Pipeline to Sefakaola	Manager Technical services	100% Construction of Industrial well field (Sefakaola) WTW, Industrial well field Pipeline to Sefakaola	50% Construction of Industrial well field (Sefakaola) WTW, Industrial well field Pipeline to Sefakaola	Design Stage	Tender Stage	Construction at 25%	Construction at 50%	R0	R0	R7 000 000	R7 000 000	R14 000 000	RBIG
Danisani wellfield Bulk Water and Phase 1 functional Olifant	Construction Danisani wellfield Bulk Water and Phase 1 functional Olifant	Manager Technical services	New Project	100% construction of Danisani wellfield Bulk Water and Phase 1 functional Olifant	Construction at 25%	Construction at 50%	Construction at 75%	Construction at 100%	R 934 750	R 934 750	R 934 750	R 934 750	R3 739 000	RBIG
Mogalakwena source development, storage and water reticulation: Mogalakwena Water abstraction pruizen Farm and Sylvania Mine	Construction of 9,5km 350mm pipe line.	Manager Technical services	New project	100% Construction of 9.5km 350mm pipe line	Construction at 25%	Construction at 50%	Construction at 75%	Construction at 100%	R2 000 000	R2 000 000	R2 000 000	R2 000 000	R8 000 000	WSIG
Mogalakwena source development, storage and water reticulation: Madiba,Hlogo ya nku,Makobe,Kgotsoro/Nestands,thabalesh oba,Rebone,Bavaria,Lekhureng abd Bakenberg Mini Water Scheme,Mosombane,Masipa and Clermont (Taolome Mini Water Scheme	Development of wellfields	Manager Technical services	New project	100% Development of wellfields	Construction at 25%	Construction at 50%	Construction at 75%	Construction at 100%	R5 000 000	R5 000 000	R5 000 000	R4 000 000	R29 000 000	WISG

18. ANNEXURE B: CONSOLIDATED COMMUNITY NEEDS

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
1	VIP toilets	Breda, Khala, Duren, Monte Cristo, Pollen, Sodoma, Vernietmoeglik, Thabaleshoba, Lennes	MLM
	Construction of Steel Tank for water 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 N11	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
Low-cost Housing	Khala, Duren, Monte Christo, 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, Newsstand/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), Uitzicht, Waterval/Vergenog	MLM
	Water Supply i.e Stand Pipes	Bavaria Ext 2,	MLM
	Need big steel tank and additional borehole	Uitzicht	MLM
	Main access road need to tarred	Waterval/Vergenog	MLM
	Construction of Stormwater drainage tarring of internal streets	Kgotsoro (New Stand), Makobe	MLM
	Establish small businesses and EPWP to create jobs	Uitzicht	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, Uitzicht	MLM
	Electrification of Extended Households	Bavaria Ext 2, Waterval/Vergenog, Uitzicht, 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), Uitzicht, 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, Taueatswala	MLM
	Extension of water pipes to the new New Reservoir for Water Reticulation at new extensions	Taueatswala, 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, Taueatswala	MLM
	Construction of traffic circle	Rebone,	MLM
	Construction of Storm water channels and drainage to redirect water	Thlako, Rebone, Sterkwater, Taueatswala	MLM
	Tarring of main road	Sterkwater/Ga-Chokoe, Thlako, Tauestwala, 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, Taueatswala	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	Taueatswala, 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, Taueatswala	MLM
	Allocation of new site to the needy and evacuate illegal occupants	Rebone	MLM & CoGHSTA
	Low-cost Housing	Sterkwater/Ga-Chokoe, Thlako, Taueatswala	CoGHSTA
	Fencing Ploughing fields, and CWP Greenery site	Sterkwater/Ga-Chokoe, Rebone, Thlako, Taueatswala	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. 1	MLM
	Tarring of main roads	Ham No. 1, Lekhureng, Cleremont	MLM
	Construction of library	Ham No. 1	MLM
	Construction of drop-in centre	Ham No. 1, Scirappies, Chipana	Dept. Of Social Development
	Construction of community hall	Ham No. 1, Scierappies	MLM
	Fencing of cemetery and grazing camps	Ham No. 1, Chipana, Cleremont	Dept. Of Agriculture
	Construction of proper structure for crèche	Ham No. 1, Chipana	MLM
	Satellite police station	Ham No. 1, Chipana	South African Police Services
	Maintenance of school	Scirraoies	Dept. Of Education
	VIP toilets	Scirappies, Ham No. 1	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 D19	Teneriffe	Dept. Of Roads
	Electrification of village extension	Cleremont	MLM
	Drilling & Equipping of boreholes	Cleremont	MLM
	Construction of stormwater control	Cleremont	MLM
	Low-cost Housing	Cleremont	CoGHSTA
Additional classrooms at Kgabedi High School, Motjere High School, and Chipana Primary	Tenerife, Chipana, Lekhureng	Dept. Of Education	

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, D3556 – D3537 from Tiberius to Taolome	MLM, RAL
	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 Housing	Matebeleng, Segole 1, Segole2, 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	Ga-Monare, 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 Housing	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, Mamatlakala, Lesodi	MLM
	Storage Facility	Skulpadkraal, Moerdyk Farm	MLM
	Water Reticulation at new extensions	Uitspan, Senita, Mamatlakala, Lesodi/Motlana, Dikgokgopeng, Skulpadkraal	MLM
	Electrification of Boreholes	Moepel Farm, Lesodi/Motlana, Senita, Mamatlakala, Daggakraal	MLM
	VIP Toilets	Uitspan, Senita, Moerdyk Farm, Mamatlakala, Lesodi/Motlana, Moepel Farms, Skulpadkraal	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, Skulpadkraal, Mamatlakala	MLM
	Electrication of Extensions	Lesodi/Mootlana, Mamatlakala, Moerdyk Farm, Senita, Uitspan, Daggakraal	MLM
	Refuse Removal Services	Skulpadkraal, Senita, Moerdyk Farm, moepel, Lesodi/Mootlana, Mamatlakala	MLM
	Fencing of Cemetery	Lesodi/Motlana, Senita, Skulpadkraal, Mamatlakala	Dept. Of Agriculture
	Site for Cemetery	skupadkraal Mamatlakala	MLM
	Low-cost Housing	Uitspan, Moerdyk Farm, moepel, Mamatlakala, Lesodi/Motlana, Dikgokgopeng, Senita, Skulpadkraal	CoGHSTA
	High-mast lighting	Dikgokgopeng, Mamatlakala, Moepel, Uitspan, sulpadkraal, Senita, Lesodi, Motlana	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, Lesodi, Mamatlakala	MLM
	Public Transport	Mamatlakala, Moepel Farm, moerdykfarm, Uitspan, Skulpadkraal, Senita, Lesodi, Motlana	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, Skulpadkraal	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, Nelly	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, Raadslid	MLM
	Low-cost Housing	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, Nelly	Dept. Of Education
Additional Classroom Blocks	Wydhoek,Skrikfontein, Nelly	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
	VIP toilets	Malapile, Kromkloof, Hermansdal, Bokwidi, Mabuladithlare	MLM
	Storm Water Control	Kabeane, Jakkalskuil, Basterspad, Bokwidi, Kromkloof, Mabuladithlare	MLM
	Tar Roads	Nkgoru, Malapile, Kromkloof, Bokwidi	MLM
	Job Creation	Nkgoru, Kabeane, Basterspad, Malapile, Bokwidi, Mabuladithlare	MLM
	Electrification of New Extensions	Nkgoru, Jakkalskuil, Basterspad, Malapile, Kromkloof, Hermansdal, Mabuladithlare	MLM
	Refuse Removal Service	Malapile	MLM
	Bulk Containers	Nkgoru, Kabeane	MLM
	Low-cost Housing	Nkgoru, Jakkalskuil, Basterspad, Kromkloof, Bokwidi, Mabuladithlare	CoGHSTA
	High-mast lighting	Nkgoru, Kabeane, Hermansdal, Kromkloof, Bokwidi, Mabuladithlare	MLM
	New Clinic	Basterspad	Dept. Of Health
	FET	Basterspad	Dept. Of Education
	Sports Facilities	Nkgoru, Kabeane, Jakkalskuil, Basterspad, Malapile, Mabuladithlare	MLM
	Community Halls	Kabeane, Bokwidi, Hermansdal, Mabuladithlare	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, Kwenaitte, Marulaneng, Masipa, Mautjana	MLM
	Drilling of boreholes	Kwenaitte, Mautjana, Marulaneng, Masipa, Van Wykspaan	MLM
	Storm Water Control	Kwenaitte, Mautjana, Van Wykspaan, Marulaneng, Pudiakgopa, Goodhope	MLM
	New Reservoir	Marulaneng, Pudiakgopa, Kwenaitte, Mautjana, Van Wykspaan	MLM
	New Bridge	Goodhope	MLM
	VIP toilets	Van Wykspaan, Pudiakgopa, Goodhope, Taolome, Marulaneng, Masipa, Mautjana, Kwenaitte	MLM
	Tar road	Van Wykspaan, Taolome, Marulaneng, Pudiakgopa	MLM
	Job Creation	Van Wykspaan, Taolome, Pudiakgopa, kwnaitte, Mautjana, Marulaneng, Goodhope, Masipa	MLM/LEDET
	Youth Advisory Centre	Marulaneng	MLM
	Electrification of Extensions	Kwenaitte, Goodhope, Taolome, Pudiakgopa, Masipa, Marulaneng, Van Wykspaan	MLM
	Dumping Site	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenaitte, Mautjana	MLM
	Bulk Containers	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenaitte, Mautjana	MLM
	Refuse Removal Service	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenaitte, Mautjana	MLM
	Low-cost Housing	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenaitte, Mautjana	CoGHSTA
	High-mast lightings	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenaitte, 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, Kwenaitte, Mautjana	MLM
	Community Halls	Pudiakgopa, Marulaneng, Kwenaitte, Mautjana, Masipa	MLM
	Additional Classrooms	Taalome, Kwenaitte, MAutjana	Dept. Of Education
	Bursaries/Internship/Learnship	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenaitte, 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, Kwenaitte, Mautjana	Dept. Of Social Development
	Pension Paypoint Shelter	Mautjana, Van Wykspaan, Taolome, Pudiakgopa, Goodhope, Kwenaitte, Marulaneng, Ga-Masipa	Dept. Of Social Development
Fencing of graveyards	Van Wykspaan, Goodhope, Masipa, Pudiakgopa, Marulaneng, Kwenaitte, Mautjana	MLM	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
11	VIP Toilets	Mothwathwase, Mahlaba, Malokongkop, Ditlotswane, Basogadi, Mmotong, Mothwathwase	MLM
	Drilling and Equipping New Borehole	Rooiwal, Mahlaba, Basogadi, Rooiwal	MLM
	Electrification of Boreholes	Tlhako, Malokongkop, Mmotong	MLM
	Water Reticulation	Basogadi, Rooiwal, Mmotong, Manganeng, Ditlotswane, Malokongkop	MLM
	Tar Road	Basogadi, Rooiwal, Malokongkop, Mahlaba	MLM
	Stormwater Control	Tlhako, Ditlotswane, Malokongkop, Mohlaba, Mothwathwase	MLM
	LED Projects	Mmotong, Manganeng, Mahlaba, Basogadi, Malokongkop	MLM
	EPWP Projects	Mothwathwase, Rooiwal, Ditlotswane, Mmotong, Malokongkop	MLM
	Electrification of Extensions	Tlhako, Basogadi, Mahlaba, Ditlotswane, Malokongkop, Rooiwal	MLM
	Refuse Removal	Mothwathwase, Basogadi, Rooiwal, Ditlotswane, Malokongkop	MLM
	Dumping Site	Tlhako	MLM
	Fencing of Cemetery	Mothwathwase, Mmotong, Mahlaba, Rooiwal, Malokongkop	MLM
	Fencing of Village Boundary, Grazing Camps	Tlhako	Dept. Of Agriculture
	Low-cost Housing	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, Malokongkop, Rooiwal	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 and 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, Millennium Park	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	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 Housing	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 Bounday, Ploughing Fields, and Grazing Camps	Fothane, Chokoe, Ga-Mabuela, Ga-Ramorulane	Dept. Of Agriculture
	Low-cost Housing	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 Housing	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 Housing	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, Lekiting(Old Ga-Pila), Hans, Ga-Chokoe, Ga-Matlou	MLM
	VIP Toilets	Ga-Matlou, Lekiting(Old Ga-Pila), Ga-Chokoe, Seema	MLM
	Tar Road	Lelaka, Danisane, Mashahleng, Hans(Ga-Masenyana), Lekiting(Old Ga-Pila)	MLM
	Stormwater Control	Lekiting(Old Ga-Pila)	MLM
	EPWP Projects	Lekiting(Old Ga-Pila), Mashahleng, Danisane, Seema, Hans(Ga-Masenyana), Lelaka, Chokoe, Matlou	MLM
	Electrification of Extensions	Ga-Matlou, Lekiting(Old Ga-Pila), Lelaka, Ga-Chokoe, Danisane, Mashahleng, Hans(Ga-Masenyana)	MLM
	Refuse Removal	Lekiting(Old Ga-Pila), Lelaka, Ga-Chokoe, Danisane, Mashahleng, Hans(Ga-Masenyana), Seema	MLM
	Low-cost Housing	Lekiting(Old Ga-Pila), Mashahleng, Danisane, Seema, Hans(Ga-Masenyana), Lelaka, Chokoe, Matlou	CoGHSTA
	High-mast lighting	Lelaka, Ga-Chokoe, Seema, Lekiting(Old Ga-Pila)	MLM
	New Clinic	Ga-Matlou, Ga-Chokoe, Ga-Lelaka	Dept. Of Health
	Network Tower	Ga-Matlou, Lelaka, Ga-Chokoe, Seema, Lekiting(Old Ga-Pila), Danisane, Hans(Ga-Masenyana),	MLM/GCIS
	Community Hall	Ga-Matlou, Lekiting(Old Ga-Pila), Lelaka, Ga-Chokoe, Mashahleng, Seema, Danisane	MLM
	Additional 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-Masenyana),	Dept. Of Health
	Sports Facilities	Lekiting(Old Ga-Pila), Danisane, Mashahleng, Hans(Ga-Masenyana), Seema, Ga-Chokoe, Matlou, Lelaka	MLM
	Road Signs	Ga-Chokoe, Lekiting(Old Ga-Pila), Danisane, Hans(Ga-Masenyana), Lelaka	MLM
	Public Transport	Danisane, Mashahleng, Hans(Ga-Masenyana), Lelaka	
	Satellite Police Station	Mashahleng, Ga-Chokoe, Matlou, Lelaka	Dept. Of Safety, Security & Liason
Pension Pay-Point Shelter	Mashahleng, Hans(Ga-Masenyana), Ga-Chokoe, Matlou, Lelaka	SASSA	
New Schools	Mashahleng	Dept. Of Education	
Construction of bridge	Lelaka, Hans(Ga-Masenyana),	MLM	

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
18	VIP Toilets	Machikiri, Motlhotlho, Ga-Molekane, Armoed Extension, Rooibokfontein Extension	MLM
	Water Reticulation	Matlhotlho, Armoed	MLM
	Tar Roads	Machikiri, Motlhotlho, Ga-Molekane, Armoed	MLM
	Stormwater Control	Machikiri, Armoed Extension, Rooibokfontein Extension	MLM
	Skills Development	Motlhotlho, Armoed, Rooibokfontein, Ga-Molekane	MLM
	EPWP Projects	Machikiri, Ga-Molekane, Armoed	MLM
	Electrification of Extensions	Machikiri, Armoed, Rooibokfontein, Ga-Molekane	Eskom
	Low-cost Housing	Machikiri, Ga-Molekane, Armoed	CoGHSTA
	High-mast lighting	Machikiri, Motlhotlho, Armoed Extension, Molekane	MLM
	Sports Facilities	Machikiri, Ga-Molekane, Armoed, Rooibokfontein	MLM
	Community Hall	Machikiri, Motlhotlho, Ga-Molekane, Armoed	MLM
	Renovation of Schools	Machikiri, Armoed	MLM
	Refuse Removal	Machikiri, Ga-Molekane, Armoed Extension, Rooibokfontein 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 Housing	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 Housing	Ga-Magongoa, Ga-Mokaba, Ga-Matjeke	CoGHSTA
	High-mast lighting	Ga-Magongoa, Ga-Matjeke, Ga-Mokaba	MLM
	Network Tower	Ga-Matjeke, Ga-Mokaba	MLM
	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
	Construction of Bridges	Ga-Magongoa Zone 1, 2 & 3	MLM

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
	Low-cost Housing	Tshamahanzi	MLM
	High-mast lighting	Tshamahanzi	MLM
	Sports Ground	Tshamahanzi	MLM
	Community hall	Tshamahanzi	MLM
	Library	Tshamahanzi	MLM
	Satellite Police Station	Tshamahanzi	SAPS
	Electrification of New stands	Tshamahanzi	MLM
	Drilling and Equipping New Boreholes	Tshamahanzi	MLM
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
	Low-cost Housing	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	Mohlabaeng, Masehlanang(Part), Maroteng	MLM
	Tar road	Masehlanang(Part), Maroteng	MLM
	VIP toilets	Masehlanang(Part), Maroteng	MLM
	Stormwater control	Masehlanang(Part), Maroteng	MLM

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
23	Drilling & Equipping Of Boreholes	Kgobudi, Masodi, Mzombane, Mzombane Extension 1	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
	Low-cost Housing	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
	Renovation of community hall	Kgobudi	MLM
Electrification of extended households	Mzombane Extension 1, Kgobudi Extension, Masodi Extension	MLM & ESKOM	
Pension Pay point 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
	Low-cost Housing	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
	Low-cost Housing	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
	Electrification of Extensions	Mountain view	MLM
	Job creation/LED Projects	Mahwelereng Block 4, Mahwelereng block 3, Mountain view	MLM
	Low-cost Housing	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
Paving of Internal Street	Mahwelereng Block 3	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
	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
	Low-cost Housing	Mahwelereng Zone 2, Mshongo	CoGHSTA
	Upgrading of Stadium	Mahwelereng Zone 1	MLM

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, Extension 19 & 20	MLM
	Tarring of roads with pedestrian crossing	Phola Park, Mokopane South to Extension 20	MLM
	Construction of stormwater drains	Phola Park, Between Mokopane South and Extension 20	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, Extension 19 & 20	MLM
	Construction of Hall	Phola Park, Extension 19	MLM
	Construction of high School	Phola Park, Extension 20	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
Incomplete tarred road	From One Price Shop to Extension 19 – Block C. And from Mokopane South to Extension 19. From Van Riebeck Street to Extension 20.	MLM	

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

WARD NO.	COMMUNITY NEED/ CHALLENGES	LOCATION	RESPONSIBLE INSTITUTION
31	Need for traffic circle at the south entrance to town Resealing of Rabe, Geysers 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 Clinic should operate 24 hrs Equipping of clinic with all required equipment and medication for chronic patients	Flora Park, Impala Park, Ext 14, Kameeldoring Park, Nyl Park, and Ext.12	Department of Health and Welfare
	Construction of additional Classrooms and / or renovation of old school Allocation of land for new schools, primary and secondary Allocation of land for schools	Flora Park, Mokopane Ext.14, and Mokopane Ext.12	Department of Education

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