



**Five-Year  
Integrated Development Plan  
2022 - 2027**

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## MESSAGE FROM THE EXECUTIVE MAYOR



It gives me great pleasure to present to the community of Madibeng the 2021/2027 Integrated Development Plan. This again serves to affirm our commitment to the acceleration of service delivery in an endeavour to bring about a developmental state.

Since the inauguration of council on the 22<sup>nd</sup> of November 2022, we have been on the ground engaging our people from Faith Based Organisations, Organised Labour, the Unemployed Forums, NPO's and NGO's etc , and they all raise the same concerns of poor quality of services in their respective areas.

I wish to assure our communities that the trust that they have bestowed on us when they voted for us on the 01<sup>st</sup> of November 2021 will not be in vain as we intend to bring all stakeholders on board and will work even more diligently to improve the lives of our people for the better.

I am also humbled that the IDP Ward Public Participation meetings that were conducted during January/February were successful and members of the community in all 41 wards participated.

These meetings are pertinent in the sense that they present an opportunity to stakeholders and community members to identify and prioritize ward needs and projects, therefore this entire process is community driven.

Our communities have identified and prioritized their needs as, Roads and Storm-water, Water and Sanitation, Land Housing, Electricity, Social Services and Local Economic Development.

These are the issues that as a prosperous municipality we should address as we strive to create a conducive environment to attract and enable investors to invest in Madibeng. We are largely an agricultural, mining, industrial and tourism economy so we need to build on this strength by servicing all our stakeholders with diligence.

There is also a need to ensure that our organisation is transformed in line with our strategic objectives as a municipality. We need to promote good governance and a culture of accountability amongst our officials so that we are able to make sound and sustainable financial decisions as well as to root out any potential and unethical practices.

I am however, under no illusion that this is going to be an easy task, but joining forces we can overcome. I therefore encourage my colleagues in council and all appointed officials across the municipality to put heads and hands together in ensuring that projects as outlined in this document are realised within the stipulated time and at the projected budget.

A handwritten signature in black ink, appearing to be 'D. Maimane', written in a cursive style.

**Cllr. Douglas Maimane**  
Executive Mayor

## MESSAGE FROM THE ACTING MUNICIPAL MANAGER



IDP is a strategic plan of the institution and is guiding the municipality to achieve and address the challenges that faces communities and advance economic growth of the municipality.

The municipality is situated in a strategic location is in Bojanala Platinum District Municipality in the North-West Province between Tshwane, Johannesburg and Rustenburg. The municipality consists of 41 wards, 82 councillors with Speaker of Council, Executive Mayor and Single Whip.

It is a fresh produced agricultural hub, strong manufacturing sector among the few economic aspects. The vision of the municipality is complemented by its mission statement and values.

The municipality align its IDP with the District Development Model which is a practical intergovernmental relations and mechanisms to plan, budget and implement in an integrated manner in order to enhance service delivery and good governance. The municipality adopted the 5 Year IDP and Budget Process Plan (2021/27), which was guided by District Framework Plan as well as District Development Model.

The implementation of the process plan started with the compiling the status quo information looking at assessing the following aspects:

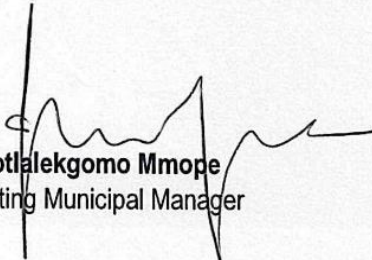
- Governance aspects relating to human capital, governance, IT, finance, human settlements, local economic development, community development.
- Service delivery aspects such as water, sanitation, electricity, roads, etc. and determined the backlog of services.

The municipality embarked on the public participation to ensure that communities identify their priority needs and projects and 41 wards were consulted. Ten task teams constituted by MMCs, Directors, Managers and officials visited the communities. The turnout was satisfactory. We also engaged in the stakeholders through IDP Rep forum on the 18<sup>th</sup> of February 2022 whereby we determined the municipal wide needs.

Setting of objectives and strategies were facilitated by the Office of the Municipal Manager through strategic sessions held with respective departments guided by Circular 88 of MFMA. The focus was more on the output indicators and ensuring that the municipality addresses AGSA's findings on alignment IDP, SDBIP and Budget and community needs are addressed through identified strategies.

The nuts and bolts of the IDP are captured in the five-year projects implementation plan which is also breakdown into three year capital budgets.

The municipality is looking forward to ensure that its vision and mission are implemented as captured in the IDP.

  
**Motlalekgomo Mmope**  
Acting Municipal Manager

## 1. VISION

To be the prosperous platinum and green tourism city.

The vision building blocks are as follows:

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

### Reposition, Rebranding and Renewal

The 5<sup>th</sup> Administration introduced new policy initiatives to fast track service delivery to the people of Bokone Bophirima. The RRR is anchored on five concretes which is aligned with the Municipal Vision in order to achieve green tourism city.

## 2. MISSION

To strive to remain accountable in rendering affordable qualitative and sustainable services to our community in line with our constitutional obligation.

## 3. VALUES

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

#### 4. BACKGROUND

The Integrated Development Plan (IDP) is the Municipality's principal five-year strategic plan required by Municipal Systems Act, Act 32 of 2000.

An IDP deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

The IDP

- is adopted by the council within one year after a municipal election and remains in force for the council's elected term (a period of five years);
- is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- guides and informs all planning and development, and all decisions with regard to planning, management and development;
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

The IDP is the principle strategic planning instrument which guides and informs all planning, development and decisions in the municipality.

The IDP must align with national and provincial strategies. It is operational through strategic policies as well as directorate and departmental business plans which focus on implementing the vision, objectives, projects and programmes of the IDP. The IDP is reviewed on an annual basis. The IDP is contemplated by governance plans, operational plans, corporate services plans, financial plans, spatial rationale plans, service delivery plans and other support services plans.



## 5. EXECUTIVE SUMMARY

### INTRODUCTION

A concise description of the Madibeng Local Municipality is set out below.

Madibeng is a category B Municipality, functioning through the Executive Mayoral System. The Municipality was recently demarcated into 41 wards and the Municipal Council comprises of 82 Councillors, (of which 10 are members of the Mayoral Committee), with a full-time Speaker, Chief Whip and Executive Mayor.

Madibeng consists of several urban and rural areas, 9 000 farm portions, as well as a proper established and serviced industrial area. There are 43 villages, 6 Townships and 7 small dorpies.

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

Mmakau Tribal Office  
Baapo ba Mogale Tribal Office, Bapong  
Bakwena ba Mogopa, Jericho  
Bakwena Ba Mogopa Tribal Office, Hebron  
Batang Tribal Office Maboloka

One of the advantages of Madibeng is its central location in the North West Province, with Pretoria, Johannesburg, Rustenburg and Krugersdorp as bordering neighbours. As the neighbouring towns are easily accessible through road networks, residents are not confined to employment in the Madibeng jurisdiction alone, but can easily commute to workplaces in the cities and other towns. Furthermore the Lanseria Airport is situated a mere 40 kilometres from Brits.

Natural Resources	
Natural Resources	Relevance to community
Chrome	3 <sup>rd</sup> largest chrome producer in the world- employs a larger number of the workers around Madibeng.
Platinum	Richest Platinum Group Metals Reserve
Granite	Creating employment
Dams (Hartbeespoort, Klipvoor)	Reserve Water
Rivers (Crocodile)	Source of water
Mountains (Magaliesberg)	Recreational and Tourism

## **IDP PROCESS PLAN**

The 5 Year IDP and Budget Process Plan (2021/27), used as framework in the reviewing process, was adopted by Council on 30 August 2021 as per resolution A.0506.

## **THE STRUCTURE OF THE IDP DOCUMENT**

The structure of the IDP document is divided in 5 phases, which are:

- Analysis
- Strategies
- Project
- Integration
- Approval

## **ANALYSIS PHASE**

Information is collected on the existing conditions within the municipality. It focuses on the types of problems faced by people in the area and the causes of these problems.

The identified problems are assessed and prioritised in terms of what is urgent and what needs to be done first.

Information on availability of resources is also collected during the Analysis Phase

At the end of the Analysis Phase, the municipality will be able to provide:

- An assessment of the existing level of development
- Details on priority issues and problems and their causes
- Information on available resources

## **STRATEGY PHASE**

The municipality works on finding solutions to the problems assessed in Analysis Phase.

This entails:

- Developing a vision  
The vision is a statement of the ideal situation the municipality would like to achieve in the long-term once it has addressed the problems outlined in Analysis Phase.
- Defining development objectives  
Development objectives are clear statements of what the municipality would like to achieve in the medium term to deal with the problems outlined in the Analysis Phase.
- Development strategies  
Once the municipality has worked out where it wants to go and what it needs to do to get there, it needs to work out how to get there. A development strategy is about finding the best way for the municipality to meet a development objective
- Project identification  
Once the municipality has identified the best methods of achieving its development objectives it leads to the identification of specific projects.

## PROJECT PHASE

During this phase, the municipality works on the design and content of projects identified.

Clear details for each projects has to be worked.

Clear details of each projects has to be worked out in terms of:

- Who is going to benefit from the project?
- How much is it going to cost?
- How is this project going to be funded?
- How long would it take to complete?
- Who is going to manage the project?

Clear targets must be set and indicators worked out to measure performance as well as the impact of individual projects.

## INTEGRATION PHASE

The Phase focuses on Twelve Municipal Sector Plans, Performance Management System and Framework and Summary of Alignment with National Plans and Strategies. This includes, amongst other, The National Development Plan and Medium Term Strategic Framework.

Once all projects have been identified, the municipality has to check again that they contribute to meeting the objectives outlined in Project Phase. These projects will provide an overall picture of the development plans.

All the development plans must now be integrated. The municipality should also have overall strategies for issues like dealing with AIDS, poverty alleviation, disaster management and, least but not last, COVID-19 pandemic.

These strategies should be integrated with the overall IDP.

## APPROVAL PHASE

The IDP is presented to the Council for consideration and adoption. The Council may adopt a draft for public comment before approving a finalised IDP.

## 6. MADIBENG LOCAL MUNICIPALITY IN NUMBERS

<b>Madibeng Local Municipality</b>
3 727.5 km <sup>2</sup>
<b>Population</b>
536 111
<b>Households</b>
193 364
<b>Household size</b>
2.8
<b>Household ownership</b>
67.7%
<b>Males per 100 females</b>
115.4
<b>Population growth per annum</b>
2.71%
<b>Employment</b>
45.4%

## 7. KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

### 7.1. Location and Extent

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



#### Brits

Brits Town Precinct is situated within Madibeng Local Municipality north of Hartbeespoort Dam and adjacent to N4 Bakwena-Platinum Highway intersection. Brits Town occupies an area of 54,47 km<sup>2</sup> of the total of 3,839 km<sup>2</sup> of Madibeng Local Municipality. The town area consists of the following areas:

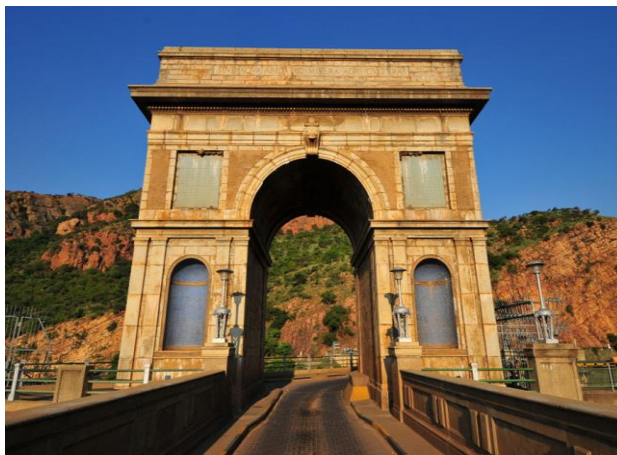
- Town of Brits with the inclusion of the Central Business District
- Residential neighbourhood of Elandsrand
- Primindia
- Brits Industrial Area
- The remote townships of Oukasie, Damonsville and Mothotlung; and the farm portions in-between these areas.

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

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

## Hartbeespoort

Hartbeespoort is located on the boundary between Gauteng and North West Province. The Precinct is in close proximity to and with good connectivity to key urban areas in Gauteng such as Pretoria, Sandton, Randburg, Midrand and Krugersdorp and is 65 km from Rustenburg. This area is linked to both Rustenburg and Gauteng urban centres by N4 Bakwena-Platinum Highway. From a regional tourism perspective the area is close to Lanseria International Airport which offers both domestic and international flights in Gauteng. This area consists of places around Hartbeespoort Dam in Madibeng Local Municipality and extends to approximately 180 km<sup>2</sup>.



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



## Rural and farming areas

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

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

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

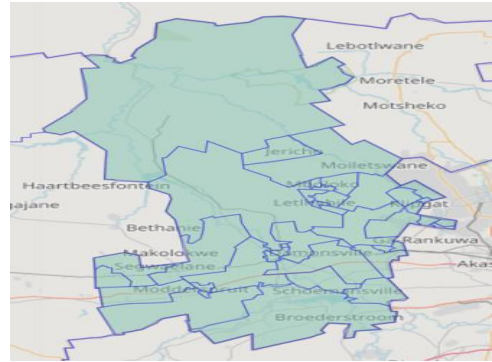
### **Nuclear area**

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



Maps

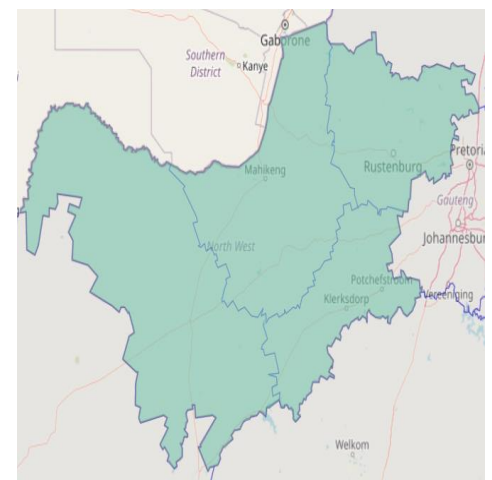
Madibeng  
Local  
Municipality



Bojanala Platinum  
District



North-West  
Province



South Africa





## 7.2. Area descriptions per ward

Ward	Ward Description
Ward 1	Legonyane, Mmupudung, Rooivaal, Vaalboschloot, Fafung, Rasai, Klipvoorstad, Kwarriekraal, Atlanta.
Ward 2	Jericho.
Ward 3	Madidi Block A, B, C, D and E, Part of Lekgema.
Ward 4	Maboloka, Bataung, Bafokeng Zone 3, Bafokeng Zone 1, Doorongkop, Ikageng, Tshamahantshe, Phuthanang Section.
Ward 5	Lethabong Section A, B, C, D., Bafokeng Section, New Line Section.
Ward 6	KL Section, Fast Eleven Section, Rovas Section, Thambo Section, Stars Section, Sasol Section.
Ward 7	Majakaneng : Clinic Section, Skeerport, Sgodi Phola Park, Safropa Section, Wall Section, Hekpoort, Cemetery Section, Soshanguve Section, Andries Section, New Stand .
Ward 8	Madibeng Hills, Ngobeni Stand, Jakalasdans, Msiza Village, Maloka, Phasha, Driekoppies, Selepe, Mdlalane Manamela.
Ward 9	Block C, Block C Extension, Block H, Block B Original, Zone 1.
Ward 10	Morolong & Morolong Extention, Kgola, Phiring, Phuthing, Magaseng, Mmotong, Itireleng, Micha View, Greenside, Kagisanong.
Ward 11	Block G, Block B Extension, Block I, Block I Extension, Block B Mapantsuleng, Zone 16, Block B Extension.
Ward 12	Lethabile Zone 1, Zone 2, Zone 4, Zone 5, Zone 7, Zone 8, Zone 9, Zone 14, Zone 15.
Ward 13	Oukasie Block 6, Phase 1, Phase 3, Phase 4.
Ward 14	Phase 3, Phase 4, Phase 5, Phase 3 Extension, Phase 5 Extension, Matshelapata Section, Snake Park Section.
Ward 15	Itsoseng, Phase 1&2, New stand, Moagi Extension, Moagi section, Lesethana, Motseng, Manotshe View.
Ward 16	Madibautlwa Section, Roma Section, Matshipisane Section, Ma-sthole Section, Tlhakoathamaga Section, Apollo Section, Snake Park, ANC Section, Phase 5 CPF Office, Mogakane Section, Bokaba to Molefe.
Ward 17	Ramogodi, Mapetla, New Town, Mangopeng, Polonia.
Ward 18	Central, Tshwara, Springs, Ramolapong, Naledi, Silver House, Ramogodi, Mapetla, New Town, Selosecha, Block 7, Fota, Niniva, Mashiapere, Ivory Park, Mangopeng, Tsakane .
Ward 19	Switch, Thethele, Moagi, Molapong, Dekroon, Moumong, Tshwara, De-Widt, Zilkasnek, Vuka, Kilane, Black Rock, Mathathaneng, Ramolapong, Channel View 1, Channel View 2
Ward 20	Dom-Huis & White House, Disteneng, Police Station Section, Mohajane Section, Mothotlung Office Section, Lutheran & Catholic Section, Ditankeng.
Ward 21	Mothotlung Extension 1 & 2, Damonsville, Part of Elansrand.
Ward 22	Masenkeneng Section, Sahlala, Green SWide, Phase 2, Korisandas.
Ward 23	Brits
Ward 24	Ndlovu Section, Mashamplene Sofasonke Section 1& Sofasonke Extention 3 (Kgeila borukhu), Lekgema Section, Mabena , Dikampaneng.
Ward 25	Bokfontein, Oustad Section, Skoonplaas, Primindia, Sunnyside Section, New Town Section, Legalaopeng Section, Zandfontein, Khuluza Section.
Ward 26	Lekhibidung, Lentsaneng, Part of Selokong
Ward 27	Bokamoso Section, Mashimong Section, Mooinooi Section, Lookeng Section, Sarajev Section, Malema View, Pikinini Section, New Stand Slovo.
Ward 28	Bapong Nommer 1, Sgandaf, New Town, Mosetheng ?
Ward 29	Skeerport, Shamberg, Broederstroom.
Ward 30	Rieffontein, Sunway Village, Syferfontein, Ifafi, Xanadu Estate, Refentse/Afsaal, Ten-Rooms, Melodie Agricultural Holding Estate, Meerhof, Birdwood, Agricultural Holdings.
Ward 31	Modderspruit, Tussendieboom, Majakaneng.
Ward 32	Segwaelane, Wonderkop .
Ward 33	Schoemansville, Kosmos.
Ward 34	Moiletswane, Ramogatla, Letlhakaneng, Red View, Shakung, Shakunyaneng, Dipongpong, Madinyane, Mmalerato.
Ward 35	Oskraal, Rabokala, Ipopeng Section.
Ward 36	Selborne Site, Block 11, Ousataad, New Stand, Tsewe, Thupha.
Ward 37	Ikageng, Ikageng Extension(2010), Hillside, Klipgat, Langalibalele(John Dube).
Ward 38	Centreville, Block H, Block f, Zone 10, Zone 6.
Ward 39	Vuka, Green side, Dekroon, Multiplant, Noord kamp, Sheleng, Mahanje, Waiva Villed, Clinic Side, Mountain View.
Ward 40	Geluk, Pansdrift, Kgalamtwana next to Segwaelane, Sonop.
Ward 41	Moseja Section 1, Moseja Section 2, Bervelly Hills, Block E, Block A, Bangladash, RockVile, Snake Park Matshelapata, Midas

### 7.3. Socio economic profile

#### **Primary economy**

Agriculture, Tourism and mining are the main primary economies.

- The Agricultural sector, which produces food, is the biggest primary economy. It is categorized into four classifications, namely, extensive farming (44% of the Municipal area), intensive agriculture (18%), game farming (10%) and subsistence farming.
- The Tourism sector also plays a major economic role as it is based on the natural systems (11%) and Primary Production. Madibeng produces Lion Cubs, Baby Crocodiles, and lots of the bucks' family for export market. Scenic routes, heritage sites, resorts and nature reserves are some of the main attractions in the tourism sector.
- The mining sector is dominated by chrome, granite, vanadium and cement mining, as well as quarrying activity. The primary economic activities have to be managed in such a manner as to make sure that their impact on the natural environment and resources is controlled.

#### **Secondary economy**

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

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

#### **Tertiary economy**

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

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

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

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

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

and also towards jobs creation.

### **Demographic indicators**

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

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

### **Rural development**

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

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

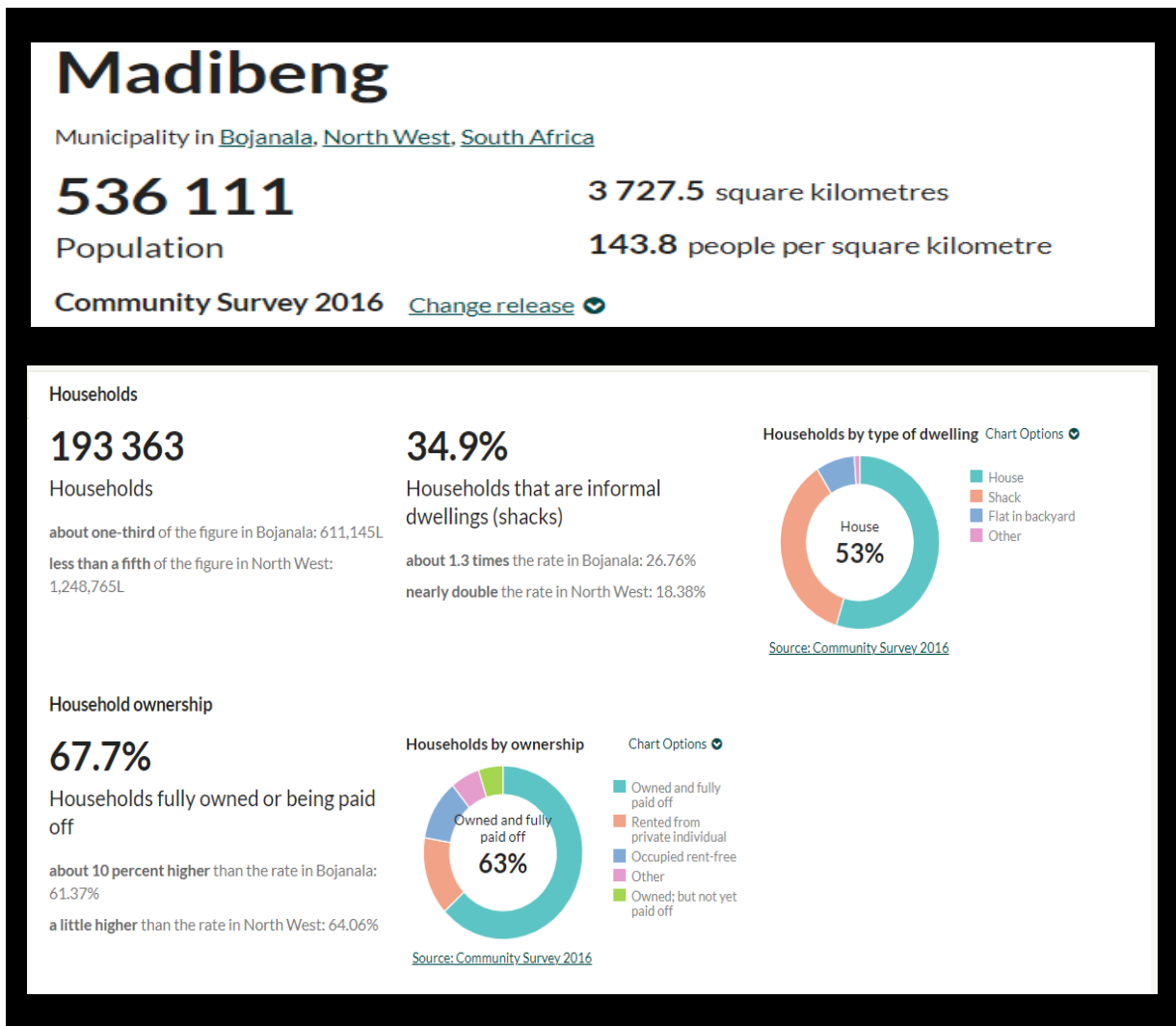
The process of formalising settlements in rural areas is essential. This process helps to unlock the economic potential of the area, facilitate appropriate regulation of land use as well as enable the municipality to implement cost recovery. This will ensure sustainable rural settlements.

## 7.4. Statistical Overview

It should be noted that Census 2022 is underway and the IDP will be reviewed with latest statistics.

### Community Survey 2016

Population	South Africa	North-West Province	Bojanala District Municipality	Madibeng Local Municipality
Number (#)	55 653 654	3 748 435	1 657 149	536 111
Percentage (%)	100%	7%	3%	1%



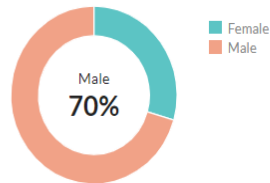
### Head of household

**29.5%**

Households with women as their head

about the same as the rate in Bojanala: 30.1%  
about 80 percent of the rate in North West: 35.2%

Head of household by gender Chart Options



**1 084**

Households with heads under 18 years old

about two-fifths of the figure in Bojanala: 2,631  
less than a fifth of the figure in North West: 7,521

Source: Community Survey 2016

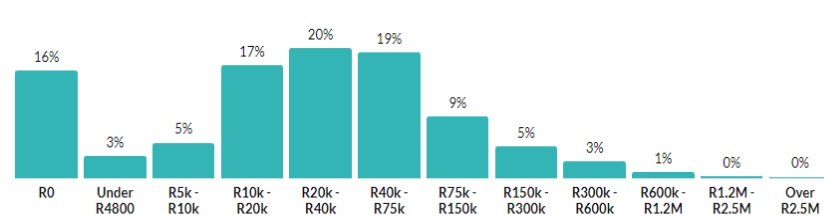
### Annual household income

**R29 400**

Average annual household income

about the same as the amount in Bojanala: R29 400  
about the same as the amount in North West: R29 400

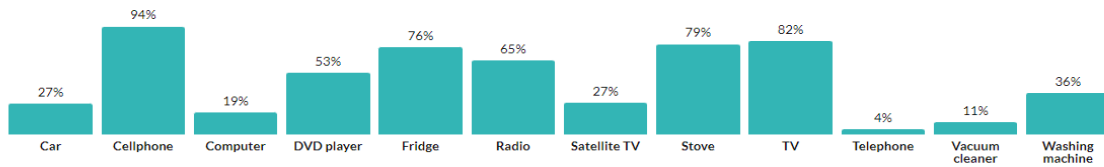
Annual household income Chart Options



Source: Census 2011

### Household goods

Goods available by household Chart Options



Source: Community Survey 2016

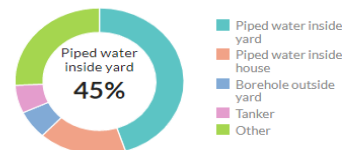
### Water

**73.7%**

Are getting water from a regional or local service provider

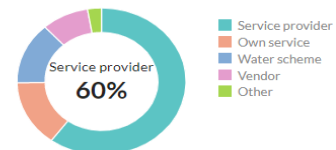
about 90 percent of the rate in Bojanala: 80.89%  
about 90 percent of the rate in North West: 83.39%

Population by water source Chart Options



Source: Community Survey 2016

Population by water supplier Chart Options



Source: Community Survey 2016

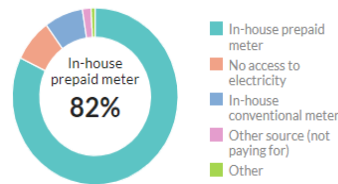
## Electricity

**7.8%**

Have no access to electricity

a little higher than the rate in Bojanala: 7.61%  
 about 10 percent higher than the rate in North West: 7.01%

Population by electricity access Chart Options



Source: Community Survey 2016

## Toilet facilities

**33.7%**

Have access to flush or chemical toilets

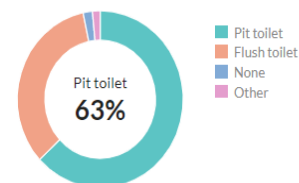
about 90 percent of the rate in Bojanala: 39.27%  
 about two-thirds of the rate in North West: 47.96%

**1.8%**

Have no access to any toilets

about 90 percent of the rate in Bojanala: 2.06%  
 about three-fifths of the rate in North West: 2.95%

Population by toilet facilities Chart Options



Source: Community Survey 2016

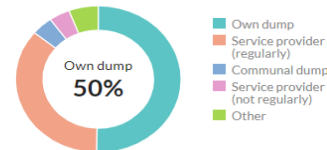
## Refuse disposal

**39.7%**

Are getting refuse disposal from a local authority, private company or community members

about three-fifths of the rate in Bojanala: 64.15%  
 about two-thirds of the rate in North West: 57.93%

Population by refuse disposal Chart Options



Source: Community Survey 2016

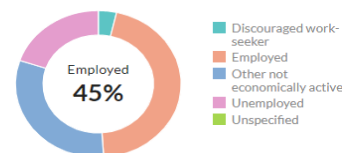
## Employment

**45.4%** (149 593)

Employed

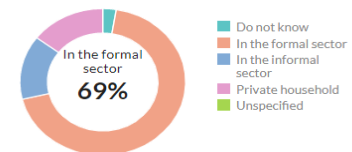
about 10 percent higher than the rate in Bojanala: 42.42% 436,692  
 about 25 percent higher than the rate in North West: 37.12% 843,369

Population by employment status Chart Options



\* Universe: Individuals 15 and older  
 Source: Census 2011

Sector of employment Chart Options



\* Universe: Workers 15 and older  
 Source: Census 2011

### Annual income

**R30 000**

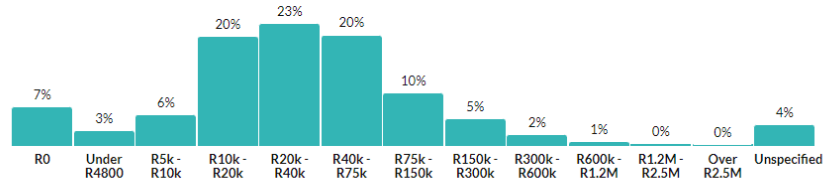
Average annual income

about the same as the amount in Bojanala: R30 000

about the same as the amount in North West: R30 000

Employees by annual income

Chart Options

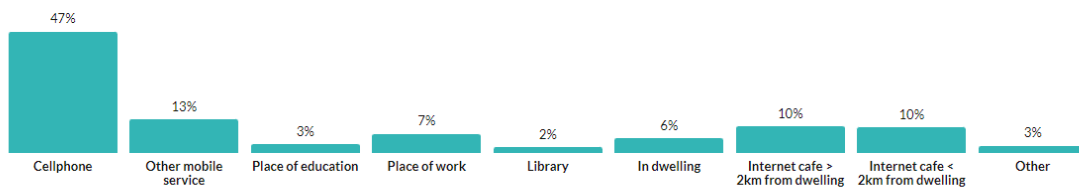


\* Universe: Employed individuals  
Source: Census 2011

### Internet access

Means of internet access

Chart Options



\* Universe: Households  
Source: Community Survey 2016

### Educational level

**68.6%**

Completed Grade 9 or higher

about the same as the rate in Bojanala: 68.14%

about 10 percent higher than the rate in North West: 64.24%

**38.8%**

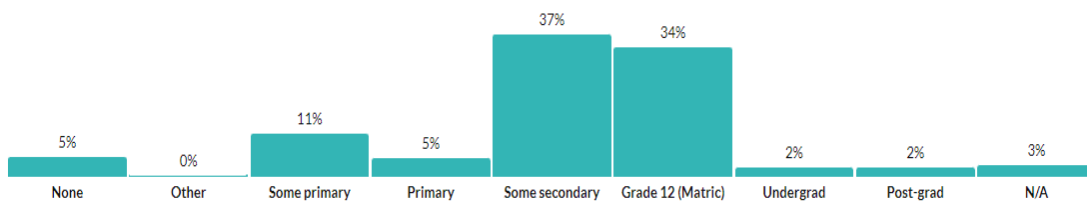
Completed Matric or higher

about the same as the rate in Bojanala: 38.73%

about 10 percent higher than the rate in North West: 36.23%

Population by highest educational level

Chart Options



\* Universe: Individuals 20 and older  
Source: Community Survey 2016

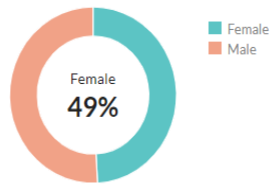
Child population

**190 218**

Children

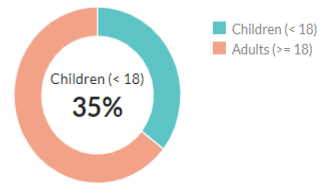
about one-third of the figure in Bojanala: 603,127  
 less than a fifth of the figure in North West:  
 1,394,544

Children under 18 by gender Chart Options



\* Universe: Children under 18  
 Source: Community Survey 2016

Population by age category Chart Options



Source: Community Survey 2016

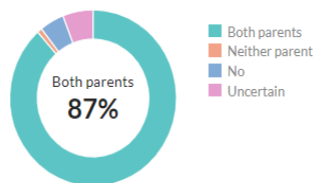
Parents

**0.9%**

Of children 14 and under have no living biological parents

a little less than the rate in Bojanala: 0.97%  
 about 80 percent of the rate in North West: 1.12%

Children 14 and under by biological parental survival Chart Options



\* Universe: Children 14 and under  
 Source: Community Survey 2016

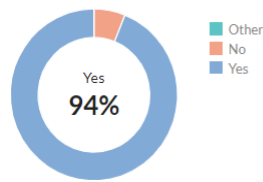
School attendance

**94%**

School-aged children (5 to 17 years old) are in school

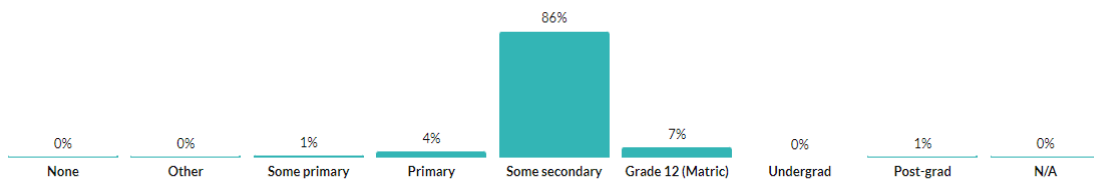
about the same as the rate in Bojanala: 94.89%  
 about the same as the rate in North West: 94.8%

Children 5 to 17 by school attendance Chart Options



\* Universe: Children 5 to 17  
 Source: Community Survey 2016

17-year-olds by highest educational level Chart Options



\* Universe: 17-year-old children  
 Source: Community Survey 2016



### Employment of 15- to 17-year-olds

**R7 500**

Average annual income of employed children between 15 and 17

more than double the amount in Bojanala: R2 400  
more than double the amount in North West: R2 400

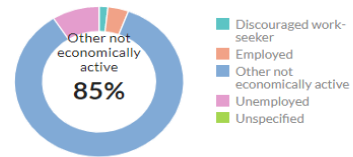
**14.7%**

Of children between 15 and 17 are in the labour force

about the same as the rate in Bojanala: 14.4%  
about 20 percent higher than the rate in North West: 12.72%

#### 15- to 17-year olds by employment status

Chart Options



\* Universe: Children 15 to 17  
Source: Census 2011

### Households headed by children under 18 years old

**1 084**

Households with heads under 18 years old

about two-fifths of the figure in Bojanala: 2,631L  
less than a fifth of the figure in North West: 7,521L

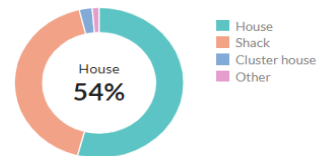
**42.1%**

Child-headed households that are informal dwellings (shacks)

about 1.5 times the rate in Bojanala: 28.81%  
more than double the rate in North West: 19.84%

#### Child-headed households by type of dwelling

Chart Options



\* Universe: Households headed by children under 18  
Source: Community Survey 2016

### Head of household

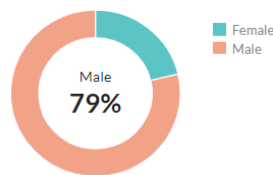
**21.3%**

Child-headed households with women as their head

about 80 percent of the rate in Bojanala: 27.25%  
about two-thirds of the rate in North West: 33.07%

#### Head of child-headed household by gender

Chart Options



\* Universe: Households headed by children under 18  
Source: Community Survey 2016

### Annual household income

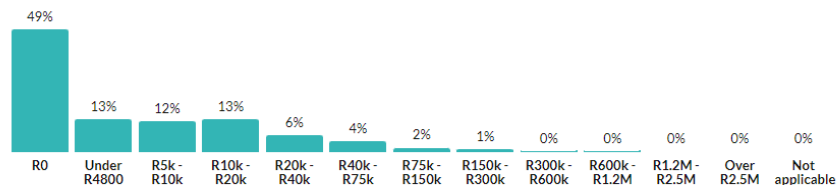
**R2 400**

Average annual child-headed household income

Bojanala: R0  
about the same as the amount in North West: R2 400

#### Annual child-headed household income

Chart Options



\* Universe: Households headed by children under 18  
Source: Census 2011

## Age

# 26

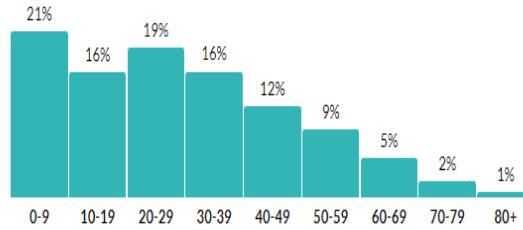
### Median age

about the same as the figure in  
Bojanala: 26

a little higher than the figure in North  
West: 25

#### Population by age range

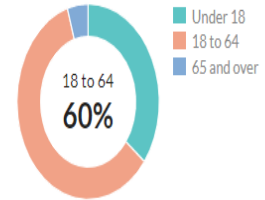
Chart Options



Source: Community Survey 2016

#### Population by age category

Chart Options



Source: Community Survey 2016

## Population

# 536 111

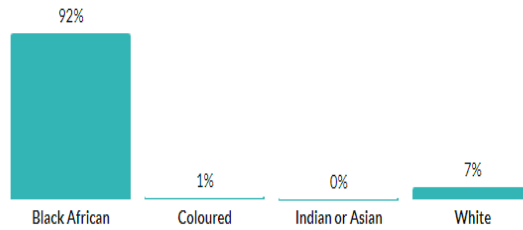
### People

about one-third of the figure in  
Bojanala: 1,657,149L

less than a fifth of the figure in North  
West: 3,748,435L

#### Population group

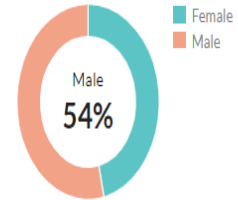
Chart Options



Source: Community Survey 2016

#### Sex

Chart Options



Source: Community Survey 2016

## Language

# Setswana

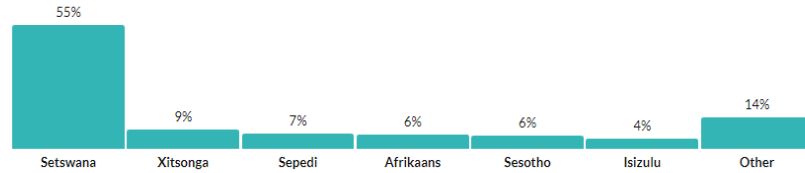
Language most spoken at home

about 80 percent of the figure in Bojanala: 64.67

about 80 percent of the figure in North West: 69.96

Population by language most spoken at home

Chart Options



Source: Community Survey 2016

## Migration

# 93.6%

Born in South Africa

about the same as the rate in Bojanala: 94.41%

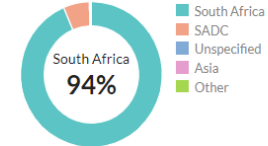
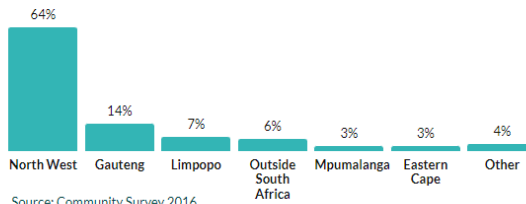
a little less than the rate in North West: 96.65%

Province of birth

Chart Options

Region of birth

Chart Options



Source: Community Survey 2016

Source: Community Survey 2016

## Citizenship

95.6%

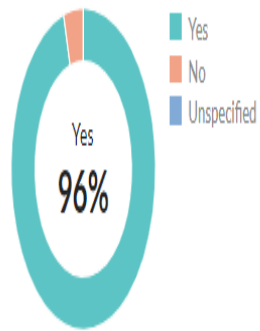
South African citizens

about the same as the rate in  
Bojanala: 95.77%

about the same as the rate in North  
West: 97.52%

South African  
citizenship

Chart Options



Source: [Community Survey 2016](#)

# MADIBENG LOCAL MUNICIPALITY

## POLITICAL LEADERSHIP



Cllr Ditshego Mbezi  
SPEAKER OF COUNCIL



Cllr Douglas Maimane  
EXECUTIVE MAYOR



Cllr Elsie Kgautle  
SINGLE WHIP OF COUNCIL



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

## MEMBERS OF THE MAYORAL COMMITTEE



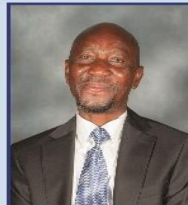
Cllr Moses Molekoa  
INFRASTRUCTURE AND  
TECHNICAL SERVICES



Cllr Carol Montsho  
BUDGET AND TREASURY  
OFFICE



Cllr Lindwe Mhlambi  
COMMUNITY SERVICES



Cllr Lazarus Nkhoma  
ECONOMIC DEVELOPMENT,  
TOURISM AND AGRICULTURE



Cllr Esther Bopape  
CORPORATE SUPPORT SERVICES



Cllr Feni Kotepe  
PUBLIC SAFETY, FLEET AND  
FACILITY MANAGEMENT



Cllr Buzi Makhongela  
HUMAN SETTLEMENTS AND  
PLANNING



Cllr Magdonia Masuku  
ROADS AND TRANSPORT



Cllr Lawrence Maluleke  
IDP, PMS AND LEGAL SERVICES



Cllr Motladi Modipane  
INTER-GOVERNMENTAL RELATIONS  
AND SPECIAL PROGRAMMES




















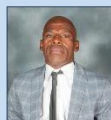















*'Madibeng , the Prosperous Platinum and Green Tourism City'*

Issued: December 2021

7.6. Ward and PR Councillors

# MADIBENG LOCAL MUNICIPALITY

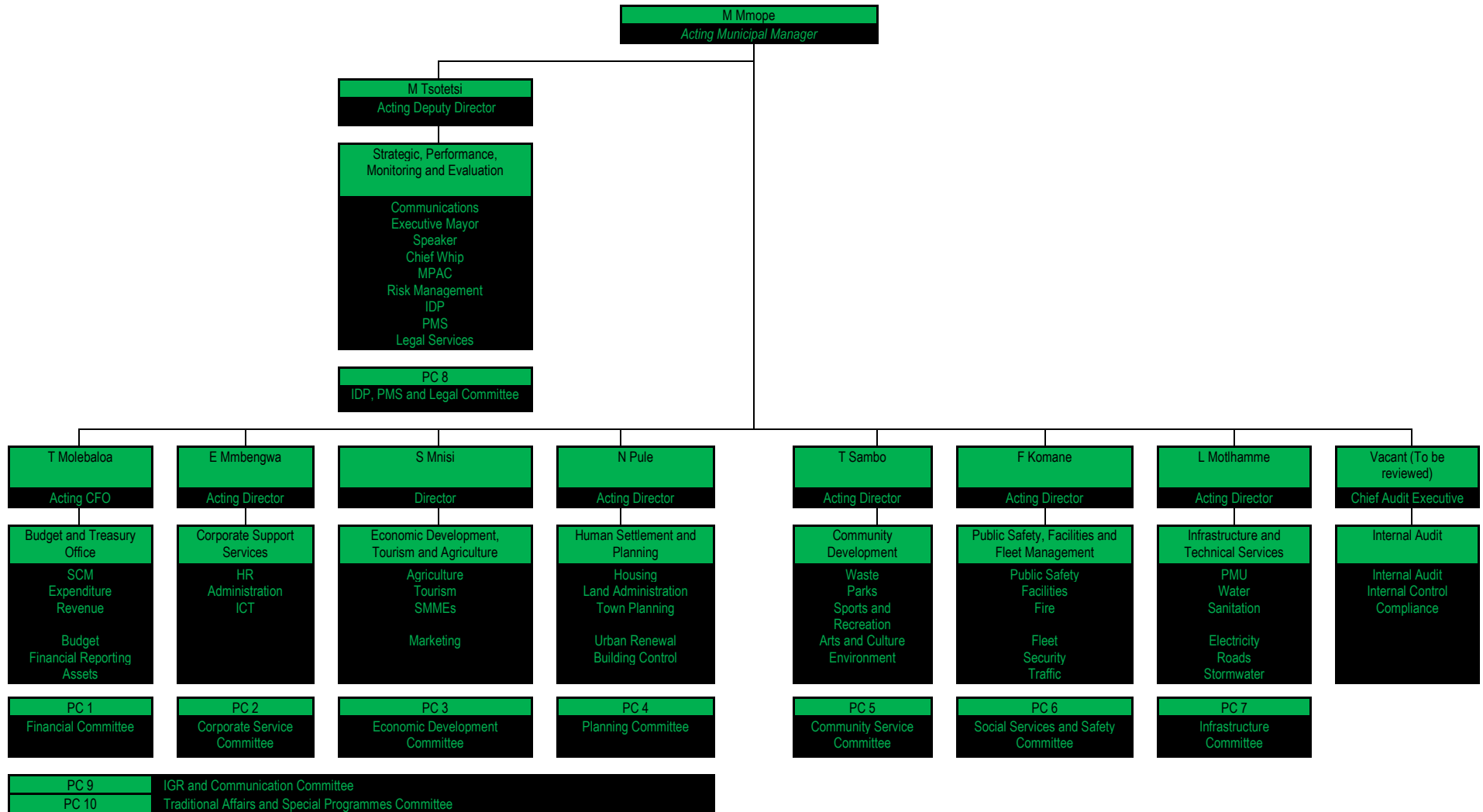
## WARD COUNCILLORS

 CLLR PETER PHASWANA LEGONG Ward 02	 CLLR NGWANAGANO HJAZANE Ward 03	 CLLR MOTLALEPULE JOHN RATELE Ward 04	 CLLR LETLHODONOLO PETER SEDO Ward 05	 CLLR SHADRACK SHANTI MOROKI Ward 06	 CLLR RANKWANA PETER PADI Ward 07	 CLLR LEVY SELOFELA GIFT PHALOGANE Ward 08	 CLLR THAMBAKANDA WILLIAM MHLANGA Ward 09	 CLLR MOJALEFA THEOPHILLUS SELALIA Ward 10
 CLLR NICHOLAS RAMA-JA NAKOLLE Ward 11	 CLLR PHOHOLO LUCAS MOTUNG Ward 12	 CLLR THOBI-JOHN MAKHUBELA Ward 13	 CLLR RAYMOND NCHANE MORALLE Ward 14	 CLLR PATRICK RANKHLE DANIEL SONGWANE Ward 15	 CLLR ALEX TEBOGO MATLOU Ward 16	 CLLR GEORGE MOKHOTO Ward 17	 CLLR PETER TSHILANI MORAU Ward 18	 CLLR KAGISO GODFREY MATLOU Ward 19
 CLLR JOHAN PETERSE Ward 20	 CLLR MOKHANA ISAAC SETHE Ward 21	 CLLR THABO MOKWENA Ward 22	 CLLR SAMUEL MAPHORU Ward 23	 CLLR AUBREY SEHOLE Ward 24	 CLLR LIZELLE STOLTZ Ward 25	 CLLR CLAUDE MARIA GREENWOOD-SELBY Ward 26	 CLLR ISAAC BONGANI BHEBE Ward 27	 CLLR PRISCILLA DANA MAMOGWE Ward 28
 CLLR MARIZADU PLESSIS Ward 29	 CLLR JOSEPH MOGOCCLE SRANDA Ward 30	 CLLR NAKWE FAITH MOKWENA Ward 31	 CLLR RAYMOND BARING MATLALA Ward 32	 CLLR WILLIAM KHUNO MORAE Ward 33	 CLLR JACK MATHIBA MAMABOLO Ward 34	 CLLR CECIL MPHAHLE Ward 35	 CLLR LEAH MMAKUBU MOKOBE Ward 36	

## PROPORTIONAL REPRESENTATIVE (PR) COUNCILLORS

 CLLR JOSEPH RATLOI	 CLLR REUBEN REGOPOOTWE MOHULATI	 CLLR MAGDELINE DITSHUNGA MOKAPEDI	 CLLR MPOTKENG DANIEL BOGSELO	 CLLR PHUMZA PRITORIOUS	 CLLR ABEL KHELA MASHILO	 CLLR ONMICA RENKOPFWE MOISIBANE	 CLLR PHUPAS MADIMETSA MOKOKA	 CLLR SARAH MOHALE
 CLLR LEBOSIANO NEO SIMANGO	 CLLR PAULINA MIMANARE SEPURU	 CLLR RATINTE SAMUEL RIBA	 CLLR KWOMOTJO STANLEY KEMAPE	 CLLR TEBOGO JOSEPHINE MOKHABANE	 CLLR GERTHA JACOBA ROSSOUW	 CLLR NKATEKO STEPHINA MABUNDA	 CLLR JAN COLLY VAN RYHN	 CLLR BARNARD MANNE
 CLLR WILLEM JACOBUS MULLER	 CLLR MAHLARI SAMUEL MOLI	 CLLR EUGENE VAN DER SCHYFF	 CLLR LENATO ANNAH RATLOU	 CLLR ELLA DOROTHEA FREDRIKA LOURENS	 CLLR JAN DANIEL SMITH	 CLLR JOHANNES ELARDUS KLOPPER	 CLLR BULLAUME CLOUSTON	 CLLR THOLO BRADLEY KHUTOANE
 CLLR SYDNEY MORNAKOTLA	 CLLR SUZAN PHOQOANE KUNOQANE	 CLLR PETER TSHOLA	 CLLR ANDILE DINGA	 CLLR JOHANNES BONGIBONGI CHITA	 CLLR KABELO ASHLY RITHEKISO			

## 7.7. Administrative Structure



### 7.8. Section 79 Committees

The following standing committees were established in terms of section 79 of the Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998)

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

### 7.9. Traditional Authorities

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

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

### 7.10. Roleplayers within the Municipality

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

### 7.11. Established forums in Madibeng Local Municipality

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

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

The IDP Representative Forum consists of IDP Stakeholders, i.e. representatives of the following sectors: *Agriculture, Banking, Business, Health, Housing, Land, Mining, Transport & Water. Municipalities within Bojanala Platinum District Municipality region, CBO's and Support Groups, SAPS, Trade Unions & Youth Forums, the District Municipality, National and Provincial Government, Traditional Authorities, Professional Service Providers, members of communities and residents.*



### 7.12. Audit Committee

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

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

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

### 7.13. Performance Review

To measure, monitor and evaluate the Municipality's performance the Council has adopted the Balance Scorecard System. The Key Performance Areas, Key Performance Indicators and Performance Targets, which form part of the 5 Year IDP, are being used as the basis for the review of the municipal PMS and Performance Contracts of Senior Managers. Alignment between the IDP, PMS and budget is done through the projects that form part of the performance targets.

### 7.14. Human Resource Information

#### Organizational Structure

The Council adopted a new organisational structure in May 2018 and, although it was not active for the entire reporting period, it was nevertheless utilised for this purpose. It thus might have an impact on comparisons with previous years

#### Vacancy Rate

VACANCY RATE			
DESIGNATIONS	The number of employee posts on the approved organisational structure (A)	The number of permanent employees in the municipality (B)	Vacancy Rate [(A-B)/B]
Municipal Manager	1	0	0
Chief Financial Officer	1	0	0
Other Section 56 Managers	8	1	7
Managers	41	13	2.15
Professionally Qualified And Experienced Specialists And Mid-Management	304	192	0.58
Skilled Technical And Academically Qualified Workers-Junior Management- Supervisors- Foremen- And Superintendents	405	224	0.81
Semi-Skilled And Discretionary Decision Making	483	253	0.91
Unskilled And Defined Decision Making	732	536	0.37
<b>TOTAL</b>	<b>1975</b>	<b>1221</b>	<b>0.62</b>

## Total employees and vacancies

Staff Compliment + Vacancies				
Description	2019/2020		2020/2021	
	Employees No.	Approved Posts No.	Employees No.	Vacancies No.
Municipal Manager	54	105	63	42
Chief Audit Executive	9	9	9	9
Directorate: Idp/Pms/Legal Services	35	75	71	4
Corporate Support Services	76	77	51	26
Budget & Treasury Office	160	146	100	46
Infrastructure & Technical Services	715	635	328	307
Human Settlement & Planning	71	71	38	33
Economic Development, Tourism & Agriculture	45	45	26	19
Public Safety, Fleet & Facilities Management	409	481	278	203
Community Services	509	526	433	93
<b>Totals</b>	<b>2086</b>	<b>2173</b>	<b>1395</b>	<b>778</b>

## Turnover Rate

Turnover Rate			
Period	Total appointments as at the beginning of the year	Terminations during the financial year	Turnover Rate
2016/2017	95	52	55%
2017/2018	42	56	133%
2018/2019	383	44	11%

## Departmental Equity Information

Department	Number of Males					Number of Females					Number of Foreign Nationals		Total
	A	C	I	W	D	A	C	I	W	D	M	F	
Top Management	5	0	0	0	0	3	0	0	0	0	0	0	8
Snr Management	24	1	0	1	0	12	0	0	0	0	0	0	38
Prof. qualified and experienced specialists and mid	68	0	0	6	1	50	0	0	6	0	0	0	131
Skilled technical academically qualified workers, junior management, supervisors, foremen and superintendents	132	4	1	8	1	85	1	0	13	1	0	0	246
Semi-skilled and discretionary decision making	204	3	0	13	4	100	2	1	4	2	0	0	333
Unskilled and defined decision making	243	3	0	3	6	194		1		1	0	0	451
<b>Total Permanent</b>	<b>676</b>	<b>11</b>	<b>1</b>	<b>31</b>	<b>12</b>	<b>444</b>	<b>3</b>	<b>2</b>	<b>23</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1207</b>
Temporary employees	14	0	0	0	0	1	0	0	0	0	0	0	15
<b>Grand Total</b>	<b>690</b>	<b>11</b>	<b>1</b>	<b>31</b>	<b>12</b>	<b>445</b>	<b>3</b>	<b>2</b>	<b>23</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1222</b>

## Workplace Skills Plan

Total planned training beneficiaries for 01 June 2020 to 30 April 2021

Lgseta Strategic Focus Areas	Municipal Key Performance Area	Female Employed	Male Employed	Totals
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance	78	118	196
Promoting Sound Financial Management and Viability	Financial Viability	147	91	238
Enhancing Infrastructure and Service Delivery	Basic Service Delivery	157	532	689
Enhancing Municipal Planning	Municipal Transformation	40	20	60
Promoting Spatial Transformation and Inclusion	Local Economic Development	10	8	18
<b>Totals</b>		<b>432</b>	<b>769</b>	<b>1201</b>

## Municipal Policies, Plans, Bylaws & Strategies

Name	Status	Adoption Date
Acceptance of Grants, sponsorships & gift policy		29/05/2015
Acting Allowances	Under review	05/05/2011
Alienation of Council Land Policy		24/08/2007
Anti-Fraud and Corruption Policy		07/04/2009
Assets Management Policy		26/05/2015
Attendance of Conferences Workshops and meeting policy		31/07/2000
Audit Committee Charter (2018/2019)		15/11/2018
Bad Debts Write-Off policy		26/05/2017
Bad debts written off policy		31/05/2016
Budget policy		26/05/2017
Business Licensing By-Law		N/A
Career Succession Planning policy	Under Review	24/08/2010
Cash Management and investment Policy		31/05/2016
Customer Care Policy	Reviewed	29/08/2019
Credit Control & Debt Collection policy & By-Law		26/05/2017
Deposit policy		26/05/2017
Disability policy		09/12/2016
Disposal Policy		29/05/2014
Education, Training and Development Policy		28/05/2019
Employee Assistance/ Wellness	Under Review	12/20/2010
Employee Exit	Reviewed	29/08/2017
Employee Performance Management Policy		25/08/2015
Employment Equity Policy	Under Review	07/12/2011
Expanded public works program policy EPWP		25/11/2014
Financial Assistance for Funerals and Memorial Services to Officials		05/05/2011
Fire & Disaster Management By-Law		28/02/2017
Gender Policy		30/5/2013
HIV/AIDS Workplace Policy		30/05/2011

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

Standing Municipal Instructions on Legal Matters		26/05/2017
Street Trading By-Law	Review	N/A
Study Aid Policy	Reviewed	28/05/2019
Subsistence and Travel Policy		29/05/2014
Supply Chain Management Policy		26/05/2015
Tariff Setting Policy & By-Law		26/05/2017
Transport policy		24/07/2002
Vehicle Allowance Policy	Under review	29/08/2017
Volunteers Policy and Procedures	Under review	07/12/2011
Water Services Development Plan (WSDP)		09/12/2016
Youth Development Policy		07/12/2011

## 7.15. SWOT Analysis

### STRENGTHS

- Sound employer and employee relations
- Communication (Corporate)
- Economic Infrastructure of Municipality – Dams, Rivers and Natural Beauty
- Governance systems in place
- Highest allocation of MIG
- Permanent administrative staff
- Attractive Tourism, farming and manufacturing industry
- Agricultural land
- Gateway that connects countries and provinces
- Strong Mining Sector
- Adequate response to emergency services

### WEAKNESSES

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Low staff morale</li> <li>• Non-adherence to the value system</li> <li>• Non-adherence to the policy implementation</li> <li>• Inability to resolve long outstanding labour and litigations disputes</li> <li>• Poor revenue collection</li> <li>• Consequence management not in place</li> <li>• Overloaded and aged infrastructure</li> <li>• High staff turnover in critical posts</li> <li>• Lack of review and enforcement of by-laws</li> <li>• Dependency of government grants</li> <li>• Poor planning and planning tools</li> <li>• Poor Financial Management</li> <li>• Skills shortages in critical positions</li> <li>• None compliance to policies, acts and legislation</li> <li>• Inability to provide basic services to communities</li> <li>• Failure to update asset register and valuation roll</li> <li>• Ineffective use of resources</li> </ul> | <ul style="list-style-type: none"> <li>• High Levels of fraud, corruption &amp; maladministration</li> <li>• Poor municipal branding/marketing</li> <li>• Delay in payments of service providers</li> <li>• Water crisis in the Municipality</li> <li>• Illegal connection on water and electricity</li> <li>• No integrity of systems, SCM practices</li> <li>• Ill Discipline</li> <li>• High Vacancy rate</li> <li>• Lack of resources</li> <li>• Budget constraint</li> <li>• Outsourcing of critical departmental functions</li> <li>• Lack of available land for residential purposes</li> <li>• Poor implementation of the plan and non-review of Sector Plans</li> <li>• Non-functioning of Committees</li> <li>• Non-compliance with Municipal Calendar</li> <li>• Lack of accountability</li> </ul> |
|--|---|

## OPPORTUNITIES

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

## THREATS

- Covid-19 pandemic
- Poor Economic climate and outlook
- Non-payment of services by communities and businesses
- Unrests and protests by Communities
- Potential growth of Informal settlements
- Vandalism of Municipal Assets
- High Levels of unemployment
- High Levels of Crime
- Environmental pollution
- Poor perception of Municipality
- Land instability threat
- Public image and reputation
- Unfunded and inadequate budget
- Fleet
- Loss of revenue
- Litigation
- Service providers are not paid within 30 days
- Lack of bulk infrastructure
- Long turnaround time in procurement
- Negative AG Opinion
- Dysfunctional Intergovernmental Relation Structures District Mayors Forum, Municipal Managers Forum
- Alignment of Planning and Implementation Programme between District and Municipalities, as well as Spheres of Government
- Loss of key personnel
- Disaster



AUDITOR - GENERAL  
SOUTH AFRICA

Auditing to build public confidence

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

### Report on the audit of the financial statements

#### Disclaimer of opinion

1. I was engaged to audit the financial statements of the Madibeng Local Municipality set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. I do not express an opinion on the financial statements of the municipality. Because of the significance of the matters described in the basis for disclaimer of opinion section of this auditor's report, I was unable to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

#### Basis for disclaimer of opinion

##### Unauthorised expenditure

3. Section 125 of the the Municipal Finance Management Act 56 of 2003 (MFMA) requires the disclosure of unauthorised expenditure incurred. I was unable to obtain sufficient appropriate audit evidence for unauthorised expenditure disclosed as incurred during or for the opening balance of unauthorised expenditure and due to non-submission of information requested. I was unable to confirm the unauthorised expenditure by alternative means. Consequently, I was unable to determine whether any adjustment relating to unauthorised expenditure of R 2 456,6 million(2020: R2 456,6 million) as disclosed in note 48 to the financial statements, was necessary.

##### Cash flow statement

4. The calculation of the net cash flows from operating activities, net cash flows from investing activities and net cash flows from financing activities for both the current and prior periods, did not appropriately account for cash and non-cash items as required by *Standards of Generally Recognised Accounting Practice 2 (GRAP 2), Cash flow statements*. I was unable to determine the full extent of these misstatements to the cash flow statement and the notes thereto as the municipality's system made it impracticable to do so.

##### Payables from exchange transactions

5. I was unable to obtain sufficient appropriate audit evidence that payables from exchange transactions for the current and previous year had been properly accounted for, due to the status of the accounting records. I was unable to confirm the payables from exchange transactions by alternative means. Consequently, I was unable to determine whether any



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adjustment was necessary to payables from exchange transactions stated at R1 472,1 million (2020: R1 556,2 million) in the financial statements.

#### Service charges

6. I was unable to obtain sufficient appropriate audit evidence for revenue from service charges as the municipality recognised revenue for service charges by using unreliable estimates for billing purposes. I was unable to confirm the revenue by alternative means. Consequently, I was unable to determine whether any adjustment to service charges of R809,6 million (2020: R 755,5 million) as disclosed in the financial statements was necessary.

#### Receivables from exchange transactions

7. I was unable to obtain sufficient appropriate audit evidence that receivables from exchange transactions for the current and previous year had been properly accounted for, due to the status of the accounting records. I was unable to confirm the receivables from exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to receivables from exchange transactions stated at R345,7 million (2020: R212,2 million) and debt impairment of R33,3 million (2020: R335,1million) in the financial statements.

#### Property rates

8. I was unable to obtain sufficient appropriate audit evidence for revenue from property rates due to the status of the accounting records. The municipality did not have adequate systems of internal control for the recording of all transactions and events and could not reconcile the transactions and events to the financial statements. I could not confirm property rates by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to property rates stated at R336,8 million (2020: R338,1 million) as disclosed in the financial statements.

#### VAT receivable

9. I was unable to obtain sufficient appropriate audit evidence for vat receivable due to the status of the accounting records and the non-submission of information in support of some expenses. I was unable to confirm these expenses by alternative means. Furthermore, the municipality did not appropriately account for expenses as required by *GRAP 1, Presentation of financial statements*, as expenditure were not recorded on the accrual basis. I was unable to determine the extent of this misstatement as it was impracticable to do so and I was unable to confirm these expenses by alternative means. Consequently, I was unable to determine whether any adjustment relating to vat receivable of R17,1 million as disclosed in the financial statements was necessary.

#### Bulk Purchases

10. I was unable to obtain sufficient appropriate audit evidence for bulk purchases due to the status of the accounting records. Furthermore, the municipality did not appropriately account for expenses as required by *GRAP 1, Presentation of financial statements*, as expenditure was not recorded on the accrual basis. I was unable to determine the extent of this misstatement as it was impracticable to do so and I was unable confirm these expenses by alternative means. Consequently, I was unable to determine whether any adjustment relating to bulk purchases of R766 million (2020: R642,4 million) as disclosed in the financial statements was necessary.

#### Irregular expenditure

11. The municipality did not include irregular expenditure in the notes to the financial statements, as required by section 125(2)(d) of the MFMA. This was due to payments made in contravention of the supply chain management requirements, which resulted in irregular expenditure of R317,4 million. In addition, I was unable to obtain sufficient appropriate audit



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evidence to confirm the irregular expenditure included in the notes to the financial statements as sufficient appropriate audit evidence was not provided. I was unable to confirm this by alternative means. Consequently, I was unable to determine whether any further adjustments were necessary to the irregular expenditure stated at R2 622,3 million (2020: R2 093,2 million) as disclosed in note 50 to the financial statements.

#### Receivables from non-exchange transactions

12. I was unable to obtain sufficient appropriate audit evidence that receivables from non-exchange transactions for the current and previous year had been properly accounted for, due to the status of the accounting records. I was unable to confirm receivables from non-exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustments to receivables from non-exchange transactions of R203,5 million (2020: R99,4 million) and debt impairment of R16,6 million (2020: R83,8 million) as disclosed in the financial statements were necessary.

#### Commitments

13. I was unable to obtain sufficient appropriate audit evidence for commitments due to unreconciled differences between financial statements and accounting records. I was unable to confirm these commitments by alternative means. Consequently, I was unable to determine whether any adjustments to the commitments balance of R174,6 million (2020: R120,2 million) as disclosed in note 43 to the financial statements was necessary.

#### Distribution losses

14. Section 125(2)(d)(i) of the MFMA requires the disclosure of material losses. I was unable to obtain sufficient appropriate audit evidence to recalculate the distribution losses relating to electricity and water due to a lack of adequate accounting records and inadequate billing processes. I could not confirm distribution losses by alternative means. Consequently, I was unable to determine whether any further adjustments were necessary to distribution losses stated at R160,5 million (2020: R44,8 million) in note 36 to the financial statements.

#### Contracted services

15. I was unable to obtain sufficient appropriate audit evidence for contracted services due to the status of the accounting records. Furthermore, the municipality did not appropriately account for expenses as required by GRAP 1, Presentation of financial statements, as expenditure were not recorded on the accrual basis. I was unable to determine the extent of this misstatement as it was impracticable to do so and I was unable confirm these expenses by alternative means. Consequently, I was unable to determine whether any adjustment relating to contracted services of R135,1 million (2020: R122,3 million) as disclosed in the financial statements was necessary.

#### Other operational expenses

16. I was unable to obtain sufficient appropriate audit evidence for other operational expenditure due to the status of the accounting records. Furthermore, the municipality did not appropriately account for expenses as required by GRAP 1, Presentation of financial statements, as expenditure were not recorded on the accrual basis. I was unable to determine the extent of this misstatement as it was impracticable to do so and I was unable confirm these expenses by alternative means. Consequently, I was unable to determine whether any adjustment relating to other operational expenditure of R332,1 million (2020: R271,5 million) as disclosed in the financial statements was necessary.

#### Employee related costs

17. I was unable to obtain sufficient appropriate audit evidence for travel allowance due to the status of the accounting records and the non-submission of information in support of these



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allowance costs. I was unable to determine the extent of this misstatement as it was impracticable to do so and I was unable confirm the travel allowance costs by alternative means. Consequently, I was unable to determine whether any adjustment relating to employee related costs of R591,5 million (2020: R569,8 million) as disclosed in the financial statements was necessary.

#### Cash and cash equivalents

18. I was unable to obtain sufficient appropriate audit evidence for cash and cash equivalents due to unreconciled differences between the financial statements and the accounting records. I was unable to confirm these balances by alternative means. Consequently, I was unable to determine whether any adjustments to cash and equivalents of R124,3 million (2020:R234,5 million) as disclosed in the financial statements were necessary.

#### Consumer deposits

19. I was unable to obtain sufficient appropriate audit evidence that consumer deposits for the current year had been properly accounted for, due to the status of the accounting records. I was unable to confirm the consumer deposits by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to consumer deposits stated at R40,3 million in the financial statements.

#### Employee benefit obligation

20. I was unable to obtain sufficient appropriate audit evidence for the restatement of the corresponding amounts of R38,7 million for the employee benefit obligation in the financial statements. As described in note 58, the restatement was made to rectify a previous year misstatement, but the restatement could not be substantiated by supporting audit evidence. I was unable to confirm the restatement by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to the employee benefit obligation corresponding figure stated at R145 million in the financial statements.

#### Property, plant and equipment

21. The municipality did not recognise the landfill site asset relating to the rehabilitation provision in accordance with the requirements of *GRAP 17, Property, Plant and Equipment*, by recognising the initial estimate of the costs of dismantling, removing and restoring the landfill site as part of the cost of Property, Plant and Equipment. Consequently, property, plant and equipment and accumulated surplus was understated by R25,6 million (2020: R23, 5 million). I was unable to quantify the misstatement of the depreciation amount, as the municipality did not determine useful lives for the landfill site asset.

#### Other receivables from exchange transactions

22. I was unable to obtain sufficient appropriate audit evidence that other receivables from exchange transactions had been properly accounted for, due to the status of the accounting records. I was unable to confirm receivables from non-exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustments to receivables from non-exchange transactions of R26,6 million as disclosed in the financial statements were necessary.

#### Fruitless and wasteful expenditure

23. Section 125 of the MFMA requires the disclosure of fruitless and wasteful expenditure incurred. In the prior year, the municipality made payments that were regarded as fruitless and wasteful expenditure, but was not included in the fruitless and wasteful expenditure disclosed. As the municipality did not quantify the full extent of the understatement of fruitless and wasteful expenditure, it was impracticable to do so. Consequently, I was unable to determine



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whether any further adjustment to fruitless and wasteful expenditure of R87,9 million (2020: R65,2 million) as disclosed in note 49 to the financial statements was necessary.

#### Prior period error

24. I was unable to obtain sufficient appropriate audit evidence for the prior period errors as disclosed in note 58 to the financial statements, due to the poor status of the accounting records. I was unable to confirm these adjustments by alternative means. In addition, the municipality did not correctly disclose all adjustments made to correct prior period errors as required by GRAP 3, *Accounting policies, estimates and errors*. The amount of the correction at the beginning of the earliest prior period, were also not disclosed. Consequently, I was unable to determine whether any further adjustment to prior period errors disclosed in note 58 was necessary.

#### Emphasis of matter

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

#### Other financial liabilities

26. As disclosed in note 12, the municipality received bonds from PIC amounting to R325,3 million prior to 1994 on which no repayments were made, which led to a legal dispute. The matter was settled in the constitutional court where the nature of the transaction changed from contingent liability to other financial liabilities. Due to the financial position, the municipality had identified land parcels amounting to R10,3 million disclosed in note 8 that would be sold on auction in order to raise the required funds.

#### Other matters

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

#### Unaudited disclosure notes

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

#### Unaudited supplementary schedules

29. The supplementary information set out on pages xx to xx does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

#### Responsibilities of the accounting officer for the financial statements

30. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP and the requirements of the MFMA and the Division of Revenue Act 4 of 2020 (DoRA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

31. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating



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to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or there is no realistic alternative but to do so.

**Auditor-general’s responsibilities for the audit of the financial statements**

- 32. My responsibility is to conduct an audit of the financial statements in accordance with International Standards on Auditing (ISAs) and to issue an auditor’s report. However, because of the matters described in the basis for disclaimer of opinion section of this auditor’s report, I was not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.
- 33. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants’ *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code), as well as the other ethical requirements that relevant to my audit of the in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

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

**Introduction and scope**

- 34. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected key performance area presented in the annual performance report. I was engaged to perform procedures to identify findings but not to gather evidence to express assurance.
- 35. I was engaged to evaluate the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected Key Performance Area 2 – Basic Service Delivery and Infrastructure Development presented in the municipality’s annual performance report for the year ended 30 June 2021:

Key performance area	Pages in the annual performance report
Key Performance Area 2 – Basic Service Delivery and Infrastructure Development	x – x

- 36. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 37. The material findings on the usefulness and reliability of the performance information of theselected key development area are as follows:



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## Key Performance Area 2 – Basic Service Delivery and Infrastructure Development

### Various indicators

38. The following reported indicators did not agree with the planned indicators as per the approved service delivery and budget implementation plan:

Planned Indicator	Reported Indicator
Indicator 32: Number of households with access to basic level of sanitation 30 June 2021	Number of households provided with basic level of sanitation by 30 June 2021
Indicator 35: Number of additional households in formal dwelling provided with sewer connections 30 June 2021	Number of additional households in formal dwellings provided with water connections 30 June 2021
Indicator 36: Number of water treatment works complying with SANS 241	Number of wastewater treatment works complying with SANS 241 by 30 June 2021

39. The following reported targets did not agree with the planned targets as per the approved service delivery and budget implementation plan:

Indicator description	Planned Target	Reported Target
Indicator 31: Number of households with access to basic level of water 30 June 2021	3 766 x households with access to basic level of water by 30 June 2021	3 766 x new households provided with basic level of water by 30 June 2021
Indicator 32: Number of households with access to basic level of sanitation 30 June 2021	2100 x households with access to basic level of sanitation by 30 June 2021	2100 x households provided with basic level of sanitation by 30 June 2021
Indicator 33: Reaction time/Turnaround time (in Hrs) to attend customer queries on Water and Electricity	24 hours to attend to water queries by 30 June 2021 24 hours to attend to electricity queries by 30 June 2021	24 hours to attend customer queries on water and electricity by 30 June 2021
Indicator 35: Number of additional households in formal dwelling provided with sewer connections 30 June 2021	2 100 x new households provided with basic level of water by 30 June 2021	2 100 x new households provided with basic level of water by 30 June 2021 # of wastewater treatment works complying with SANS 241
Indicator 36: Number of water treatment works complying with SANS 241	<b>Original target:</b> 2 Wastewater Treatment Works complying >90 with SANS 241 by 30 June 2021  <b>Revised target:</b> 2 x Water Treatment Works complying >90 Schoemansville and Brits	<b>Original target:</b> 2 WTW (Brits WTW & Schoemansville WTW) by 30 June 2021  <b>Revised target:</b> n/a

40. The following reported achievements were not consistent with the planned indicators and targets:

Indicator description	Planned Target	Reported achievements
Indicator 36: Number of water treatment works complying with SANS 241	2 x Water Treatment Works complying $\geq$ 90  Schoemansville and Brits	Achieved (2 x Wastewater Treatment Works (Brits WTW & Schoemansville WTW) complied with SANS 241



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Indicator description	Planned Target	Reported achievements
Indicator 43: Number of progress reports on rehabilitation of Toloane river submitted to SMT by 30 June 2021	4 x Progress reports on rehabilitation of Toloane river submitted to SMT by 30 June 2021	Achieved 4 x Progress reports on rehabilitation of Toloane River compiled annually

**Indicator 34: Percentage of water losses reduced (Technical & Non-Technical) by 30 June 2021**

41. The source information and method of calculation for achieving the planned indicator was not clearly defined.
42. The planned target of  $\leq 22\%$  water losses reduced (Technical & Non-Technical) by June 2021 for this indicator was not measurable.

**Indicator 36: Number of water treatment works complying with SANS 241**

43. The planned target of 2 x Water Treatment Works complying  $\geq 90$  Schoemansville and Brits for this indicator did not specify the period or deadline for delivery.

**Various indicators**

44. The achievements reported in the annual performance report differed from the supporting evidence provided for the indicators listed below:

Indicator Description	Reported achievement
Indicator 36: Number of water treatment works complying with SANS 241	2 x Wastewater Treatment Works (Brits WTW & Schoemansville WTW) complied with SANS 241
Indicator 43: Number of progress reports on rehabilitation of Toloane river submitted to SMT 30 June 2021.	4 x Progress reports on the rehabilitation of Toloane River compiled annually

**Various indicators**

45. I was unable to obtain sufficient appropriate audit evidence to support the measures taken to improve performance against the targets below as reported in the annual performance report. This was due to limitations placed on the scope of my work. I was unable to confirm the reported measures taken by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported measures taken to improve performance.

Indicator description	Planned Target
Indicator 31: Number of households with access to basic level of water 30 June 2021	3 766 x households with access to basic level of water by 30 June 2021
Indicator 33: Reaction time/Turnaround time (in Hrs) to attend customer queries on Water and Electricity	24 hours to attend to water queries by 30 June 2021
Indicator 34: Percentage of water losses reduced (Technical & Non-Technical) by 30 June 2021	$\leq 22\%$ water losses reduced (Technical & Non-Technical) by June 2021



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#### Various indicators

46. I was unable to obtain sufficient appropriate audit evidence that systems and processes were established to enable consistent measurement and reliable reporting of performance against the following predetermined indicator definitions. This was due to a lack of measurement definitions and processes. I was unable to validate the existence of systems and processes by alternative means.

- Indicator 31: Number of households with access to basic level of water 30 June 2021
- Indicator 32: Number of households with access to basic level of sanitation 30 June 2021
- Indicator 33: Reaction time/Turnaround time (in Hrs) to attend customer queries on Water and Electricity
- Indicator 34: Percentage of water losses reduced (Technical & Non-Technical) by 30 June 2021
- Indicator 35: Number of additional households in formal dwelling provided with sewer connections 30 June 2021

#### Various indicators

47. I was unable to obtain sufficient appropriate audit evidence for the reported achievements of 5 of the 7 material indicators relating to this programme. This was due to the lack of accurate and complete records. I was unable to confirm the reported achievements by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements in the annual performance report for the indicators listed below:

- Indicator 31: Number of households with access to basic level of water 30 June 2021
- Indicator 32: Number of households with access to basic level of sanitation 30 June 2021
- Indicator 33: Reaction time/Turnaround time (in Hrs) to attend customer queries on Water and Electricity
- Indicator 34: Percentage of water losses reduced (Technical & Non-Technical) by 30 June 2021
- Indicator 35: Number of additional households in formal dwelling provided with sewer

#### Other matters

48. I draw attention to the matters below.

#### Achievement of planned targets

49. Refer to the annual performance report on pages ... to ... for information on the achievement of planned targets for the year of targets. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraph(s) x to x of this report.



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## Report on audit of compliance with legislation

### Introduction and scope

50. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the municipality's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
51. The material findings on compliance with specific matters in key legislation are as follows:

### Annual financial statements, annual performance reports and annual reports

52. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not be provided subsequently, which resulted in the financial statements receiving a disclaimer audit opinion.

### Strategic planning and performance management

53. The SDBIP for the year under review did not include the monthly operational and capital expenditure by vote, as required by section 1 of the MFMA.
54. Amendments to the IDP were made without making the proposed amendments available for public comment, as required by section 34(b) of the MSA and municipal planning and performance management regulation 3(4)(b).
55. Amendments to the IDP were made without consultation with the district municipality, as required by municipal planning and performance management regulation 3(6)(a).

### Expenditure management

56. Reasonable steps were not taken to ensure that the municipality implements and maintains an effective system of expenditure control, including procedures for the approval and authorisation of funds, as required by section 65(2)(a) of the MFMA.
57. An adequate management, accounting and information system was not in place which recognised expenditure when it was incurred and accounted for creditors as required by section 65(2)(b) of the MFMA.
58. Reasonable steps were not taken to prevent irregular expenditure as required by section 62(1)(d) of the MFMA. The full extent of the irregular expenditure could not be quantified as indicated in the basis for disclaimer paragraph. The majority of the disclosed irregular expenditure was caused by non-compliance with the supply chain regulations.
59. Reasonable steps were not taken to prevent fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA. The expenditure disclosed did not reflect the full extent of the fruitless and wasteful expenditure incurred as indicated in the basis for disclaimer paragraph. The majority of the disclosed fruitless and wasteful expenditure was caused by interest payable on long outstanding accounts.
60. Reasonable steps were not taken to prevent unauthorised expenditure, as required by section 62(1)(d) of the MFMA. The expenditure disclosed did not reflect the full extent of the unauthorised expenditure incurred as indicated in the basis for disclaimer paragraph.

### Revenue management

61. An adequate management, accounting and information system which accounts for revenue, debtors and receipts of revenue was not in place, as required by section 64(2)(e) of the MFMA.



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62. An effective system of internal control for debtor's management was not in place, as required by section 64(2)(f) of the MFMA.
63. Revenue due to the municipality was not calculated on a monthly basis, as required by section 64(2)(b) of the MFMA.

#### Assets management

64. An effective system of internal control for assets was not in place, as required by section 63(2)(c) of the MFMA.

#### Consequences management

65. Unauthorised expenditure incurred by the municipality was not investigated to determine if any person was liable for the expenditure, as required by section 32(2)(a) of the MFMA
66. Irregular expenditure incurred by the municipality were not investigated to determine if any person was liable for the expenditure, as required by section 32(2)(b) of the MFMA.
67. Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

#### Conditional Grants

68. Performance in respect of programmes funded by the Municipal Infrastructure Grant was not evaluated within two months after the end of the financial year, as required by section 12(5) of the DoRA.
69. Performance in respect of programmes funded by the Water Services Infrastructure Grant was not evaluated within two months after the end of the financial year, as required by section 12(5) of the DoRA.
70. Performance in respect of programmes funded by the Integrated National Electrification Programme was not evaluated within two months after the end of the financial year, as required by section 12(5) of the DoRA.

#### Procurement and contract management

71. Sufficient appropriate audit evidence could not be obtained that all contracts and quotations were awarded in accordance with the legislative requirements as sufficient supporting documents were not submitted for auditing due to municipality poor filing system. Similar limitation was also reported in the prior year.
72. Sufficient appropriate audit evidence could not be obtained that invitations for competitive bidding were advertised for a required minimum period of days, as required by SCM regulation 22(1) and 22(2). Similar non-compliance was also reported in the prior year.
73. Sufficient appropriate audit evidence could not be obtained that contracts were awarded only to bidders who submitted a declaration on whether they were employed by the state or connected to any person employed by the state, as required by SCM regulation 13(c). Similar non-compliance was also reported in the prior year.
74. Sufficient appropriate audit evidence could not be obtained that contracts were only awarded to providers whose tax matters had been declared by the South African Revenue Service to be in order, as required by SCM regulation 43. Similar non-compliance was also reported in the prior year.



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75. Sufficient appropriate audit evidence could not be obtained that construction contracts were awarded to contractors that were registered with the Construction Industry Development Board (CIDB) and qualified for the contract in accordance with section 18(1) of the CIDB Act and CIDB Regulations 17 and 25(7A). Similar non-compliance was also reported in the prior year.
76. Sufficient appropriate audit evidence could not be obtained that contracts were extended or modified with the approval of a properly delegated official as required by SCM Regulation 5. Similar limitation was also reported in the prior year.
77. Sufficient appropriate audit evidence could not be obtained that the performance of contractors or providers was monitored on a monthly basis as required by section 116(2) of the MFMA. Similar limitation was also reported in the prior year.
78. Sufficient appropriate audit evidence could not be obtained that contract performance and monitoring measures were in place to ensure effective contract management as required by section 116(2)(c)(ii) of the MFMA. Similar limitation was also reported in the prior year
79. Awards were made to providers who were in the service of the municipality, in contravention of section 112(j) of the MFMA and SCM Regulation 44. Furthermore, the provider failed to declare that he/she was in the service of the municipality as required by SCM Regulation 13(c). Similar non-compliance was reported in the previous year and the municipality did not take disciplinary action against the suppliers.
80. Awards were made to providers who were in the service of other state institutions or whose directors were in the service of other state institutions, in contravention of MFMA 112(1)(j) and SCM Regulation 44. Similar awards were identified in the previous year and no effective steps were taken to prevent or combat the abuse of the SCM process, as required by SCM Regulation 38(1).

#### Other information

81. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report thereon and those selected programmes presented in the annual performance report that have been specifically reported on in this auditor's report.
82. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
83. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
84. As a result of the disclaimer of opinion expressed on the financial statements, I do not conclude on material misstatements of the other information relating to the financial statements. If, based on the work I have performed relating to the audit of performance information and compliance with legislation, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.



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### Internal control deficiencies

85. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for disclaimer of opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.

- The leadership did not enforce an ethical business culture and exercise adequate oversight responsibility regarding complete and accurate financial reporting, performance reporting, compliance and related internal controls monitoring, as well as implementation of the approved policies and procedures of council.
- Management did not implement effective monitoring controls over proper record keeping, reconciliation of transactions and accurate processing of transactions that support reported financial information and performance on predetermined objectives. Furthermore, action plans to address prior year audit findings were not adequately implemented and monitored, as numerous instances of repeat audit findings were reported.
- Although the audit committee and internal audit fulfilled some of its functions, its recommendations to address the internal control deficiencies and non-compliances were not implemented by management, resulting in the internal control environment remaining ineffective.

### Material irregularities

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

#### Material irregularities identified during the audit

87. The material irregularities identified are as follows:

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

88. Reasonable steps were not taken in the 2019-20 financial year to ensure that full and proper records were kept of significant distribution losses, revenue and accounts receivable, cash and cash equivalents and expenditure and accounts payable as required by section 62(1)b) of the MFMA. The non-compliance contributed to a disclaimed audit opinion, as I could not obtain sufficient appropriate audit evidence to support the amounts and disclosures in the financial statements.
89. The lack of full and proper records is likely to result in substantial harm to the municipality, as the municipality may not be able to continue operations i.e. it may not be able to demonstrate that it can ensure access to basic services in a financially sustainable manner. This is likely to have a negative impact on the municipality's ability to discharged its service delivery mandate.
90. The acting AO was notified of the MI on 8 June 2021 and invited to make a written submission on the actions taken and that will be taken to address the matter..



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91. The AO provided inadequate actions to resolve the material irregularity and, in addition, the AO failed to indicate timelines for the planned actions.
92. I recommend that the accounting officer should take the following actions to address the material irregularity, which should be implemented by 4 May 2022.
93. The non-compliance with section 62(1)(b) of the MFMA should be investigated to determine the reasons and circumstance that led to the non-compliance for the purpose of taking appropriate corrective actions and to address control weaknesses.
94. Based on the reasons and circumstances, appropriate action should be taken to develop and commence with the implementation of an action plan to address poor record keeping so that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards, as required by section 62(1)(b) of the MFMA. The plan should include anticipated timeframes and address the following key areas as a minimum:
- a) Complete records of distribution losses relating to water and electricity
  - b) Billing information and reconciliations to support revenue from service charges
  - c) Reconciliations of the bank accounts
  - d) Clearing of suspense accounts
  - e) Complete records of all procurement processes
  - f) Payment vouchers, creditor statements and creditor reconciliations for purchases. The expenditure incurred should be supported by sufficient evidence that goods and services paid for were received.
95. I further recommend that the accounting officer should take appropriate action to develop and commence with the implementation of an action plan to address the financial problems of the municipality, as required by section 135(1) and 135(3)(a) of the MFMA, by 4 August 2022. The plan should describe the anticipated timeframe and milestones to be achieved and include as a minimum strategies to:
- a) Increase the collection of revenue
  - b) Efficiently manage the available resources of the municipality
  - c) Enter into payment agreements with major suppliers.
96. The above timeframes for the implementation of the recommendations will run concurrently.
97. I will follow up on the implementation of the recommendations after the due date.

#### Investment in a mutual bank

98. The municipality made investments totalling R60 million with a mutual bank in 2018 contrary to Municipal Investment Regulation 6(c) which states that a municipality or municipal entity may invest funds with banks registered in terms of the Banks Act 94 of 1990. The mutual bank is governed by the Mutual Bank's Act 124 of 1993, and not the Bank Act as required.
99. During the financial period ending 2018-19, the investment balance of R31,5 million was impaired and the investment not reported on in the financial statements for the period ending 30 June 2020 but disclosed in note 10 to the 2019-20 financial statements that the full balance of the investment was impaired, as there were no expected future cash flows from the mutual bank.
100. A claim was submitted to the liquidator of the mutual bank and the non-compliance is likely to result in a material financial loss for the municipality as the extent of the loss cannot be determined prior to the final distribution calculation by the liquidator.
101. The accounting officer was notified on 24 March 2021 and invited to make a written submission on the actions taken and that will be taken to address the matter. The following actions have been taken to resolve the material irregularity:



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- The AO has opened a case with the SAPS in 2018 Case no: CAS 47/9/2018.
  - The AO initiated disciplinary processes against some of officials who were involved in making the investment. Some of the officials are on suspension.
  - The municipality successfully lodged a claim against the estate of the mutual bank on 7 March 2019 in the Polokwane Master of High Court. The claim and the process to recover the deposit from the estate of the mutual bank were still in progress.
  - The municipality reviewed its cash and investment policy, and all the investment requests have been approved by the chief financial officer and the municipal manager based on the quotations from the registered banks.
102. Recovery of loss is still outstanding as it is awaiting finalisation of liquidation process for the mutaul bank.
103. I will follow up on the progress made with regard to the recovery of the loss based on the outcome of the court processes and the finalisation of the liquidation process.

#### Electricity account not paid within 30 days

104. The accounting officer did not take all reasonable steps to ensure that payments for bulk electricity purchases were made within 30 days of receiving the relevant invoice or statement, contrary to section 65(2)(e) of the MFMA. This contravention resulted in a material financial loss for the municipality due to interest of R2,4 million levied in the total outstanding balance that was paid on 19 December 2019 and a further R1.1 million that was paid by 30 June 2021. The fruitless and wasteful expenditure was disclosed in note 49 of the 2021 financial statements. The material financial loss cannot be recovered from an external party as the service provider was entitled to the payment.
105. The accounting officer was notified on 19 April 2021 and invited to make a written submission on the actions taken and that will be taken to address the matter. The following actions have been taken to resolve the material irregularity:
- The electricity account is currently up to date and there was no outstanding balance as at 30 June 2021. The municipality was no longer incurring interest on this account.
  - The Fruitless and Wasteful reports have been tabled in council and referred to the Municipal Public Accounts Committee for investigation.
106. Recovery of interest paid is pending as the outcome/response of Municipal Public Accounts Committee (MPAC) as to determine if any official should be held responsible for the loss is still outstanding. The outcome of the response will also determine if any disciplinary action should be instigated against any official.
107. I will follow up on the outcome of the submission to MPAC during my next. audit.

#### Material irregularities in progress

108. I identified a material irregularity during the audit and notified the accounting officer, as required by material irregularity regulation 3(2). By the date of this auditor's report, I have not yet completed the process of evaluating the response from the accounting officer. This material irregularity will be included in the next year's auditor's report.

#### Other reports

109. In addition to the investigations relating to material irregularities, I draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form



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part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

**Investigations**

110. An investigation by the Directorate of Priority Crime Investigation (Hawks) into fraud allegations was initiated in prior years. This investigation was not finalised at the reporting date.
111. The Special Investigating Unit was conducting an investigation under Proclamation No.R35 of 2019. This investigation was not finalised at the reporting date.

*Auditor-General*

Pretoria

18 February 2022



AUDITOR-GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*



## 8. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

### 8.1. Water

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

Description	2011
Piped (tap) water inside dwelling/institution	35,662
Piped (tap) water inside yard	73,52
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	16,557
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	6,121
Piped (tap) water on community stand: distance between 500m & 1000m (1km) from dwelling /institution	2,906
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	2,016
No access to piped (tap) water	23,942
Above RDP Standard	125,739
Below RDP Standard	34,985
% Below RDP Standard	22%
<b>Total Number of HH</b>	<b>160,724</b>

#### Piped Water

The provision of water and sanitation services is the responsibility of a Water Services Authority (WSA). The MLM is a WSA in terms of the Municipal Structures Act (Act 117 of 1998) and is therefore responsible for providing water and sanitation services to all residents within its area of jurisdiction in an economical, efficient, sustainable and equitable manner.

The MLM is informed by the Water Services Act (Act 108 of 1997) which makes provision for access to, the planning of as, well as the management of water services (water and sanitation) and infrastructure. The National Water Act (Act 36 of 1998) relates to the management and protection of South Africa's water resources, including shared waters with neighbouring and inclusive countries. The MLM falls within the Crocodile (West) and Marico Water Management Area with the most prominent water resources being the Crocodile River and the Hartbeespoort Dam, Rooikoppies Dam and Klipvoor Dam.

#### Sec.139 (1)b Implementation

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

<sup>1</sup> STATS SA Census 2011



## Overview : Water Services<sup>2</sup>

<b>Demographics</b>		
<b>Item</b>	<b>Description</b>	<b>Comment</b>
Total population	477,381	Projected to grow at 3.1 % per annum. The unemployment rate is 41.7 %.
No. of household consumer units	102,060 - Free Basic Water (All consumer in Madibeng receive Free Basic but subject to the current policy review)	Projected to grow at 3.1 % per annum. The number of households considered poor (income less than R1 100 per month) is 66 %.
<b>Level of service</b>		
Water backlog (households)	14,834 <ul style="list-style-type: none"> <li>Lack of leverage and funding to respond to demand</li> <li>Lack of alignment of planning between municipality and private sector</li> </ul>	Current projects to address the backlog 300m capital injection to address the backlogs
<b>Supply and demand</b>		
Water demand	57,700 MI/year (158)	Projected to increase at 10% per annum. An additional supply of 19 232 MI/year (52.9 MI/day) will be required by Year 5 to meet the demand at the current rate of loss.
Water supply Total of all the water scheme	35,703 MI/ year (98 MI/day)	Water supply is provided by Rand Water, Magalies Water, boreholes and a few private treatment plants. The supply includes 1,340 MI/year supplied to the mines by Madibeng. (MI/day)

<b>Demographics</b>		
<b>Item</b>	<b>Description</b>	<b>Comment</b>
Paid consumption	28,105 MI/year (77 MI/day)	Improved metering, billing and revenue collection is required to increase payment for water.
Total losses	29,595 MI/year (81 MI/day)	Includes physical (leaks) and managerial (unauthorised connections, unbilled connections, uncollected revenue) losses.
Percentage loss	51%	Anticipated to decrease by 10% per annum to 26 % at Year 5 through well managed leak repair programs and strategies to reduce unauthorised connections and improve metering, billing and revenue collection.
Treated effluent returned to resource	4,497 MI/year (12.3 MI/day)	Projected to increase at 10% per annum.

## Households Water<sup>3</sup>

<b>Level of Service</b>	<b>No of Households</b>
No Formal Water Infrastructure	16,173
Total Below RDP Water Households	1,6504
No Formal Water Infrastructure Households	4,621
Piped water inside dwelling Households	44,325
Piped water inside yard Households	31,820
Distance Below 200m Households	16,014
Distance greater than 200m Households	8,863
Borehole Households	2,961
Spring Households	32
Rain-water tank Households	345
Dam/pool/stagnant water Households	250
River/stream Households	128
Water vendor Households	1,828
Other Water Households	2,039
<b>Total households</b>	<b>217,394</b>

<sup>2</sup> Water Service Delivery Plan, 2012

### Residential water services delivery access profile: Water<sup>3</sup>

The past year water services access profile is compiled from the water services planning baseline figure and includes as Year-4 (FY2011), the Census 2011 service level profile for the Local Municipality of Madibeng.

Census Category	Description	Year 0		Year -4	
		FY2015		FY2011	
		Number	%	Number	%
Piped (tap) water inside dwelling/institution	House connections	56 985	33%	35 655	22%
Piped (tap) water inside yard	Yard connections	77 453	45%	73 518	46%
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Standpipe connection < 200 m	27 217	16%	16 551	10%
<b>Sub-Total: Minimum Service Level and Above</b>		<b>161 655</b>	<b>94%</b>	<b>125 724</b>	<b>78%</b>
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/ institution	Standpipe connection: > 200 m < 500 m	4 071	2%	6 120	4%
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling/institution	Standpipe connection: > 500 m < 1 000 m			2 907	2%
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/ institution	Standpipe connection: > 1 000 m			2 016	1%
No access to piped (tap) water	No services	5 844	3%	23 931	15%
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/ institution	Standpipe connection: > 200 m < 500 m	4 071	2%	6 120	4%
<b>Sub-Total: Below Minimum Service Level</b>		<b>9 915</b>	<b>6%</b>	<b>34 974</b>	<b>22%</b>
<b>TOTAL NUMBER OF HOUSEHOLDS</b>		<b>171 570</b>	<b>100%</b>	<b>160 698</b>	<b>100%</b>

<sup>3</sup> Interim Water Services Development Plan, 2016

### Residential water services delivery access profile: Sanitation<sup>3</sup>

Census Category	Description	Year 0		Year -4	
		FY2015		FY2011	
		Number	%	Number	%
<b>SANITATION (ABOVE MIN LEVEL)</b>					
Flush toilet (connected to sewerage system)	Waterborne	46 005	27%	43 656	27%
	Waterborne: Low Flush	0	0%		0%
Flush toilet (with septic tank)	Septic tanks / Conservancy	17 497	10%	7 875	5%
Chemical toilet	Non-waterborne (above min. service level)	25 309	15%	1 575	1%
Pit toilet with ventilation (VIP)				13 668	9%
Other		0	0%		0%
<b>Sub-Total: Minimum Service Level and Above</b>		<b>88 811</b>	<b>52%</b>	<b>66 774</b>	<b>42%</b>
<b>SANITATION (BELOW MIN LEVEL)</b>					
Pit toilet without ventilation	Pit toilet	66 648	39%	78 285	49%
Bucket toilet	Bucket toilet			3 051	2%
Other toilet provision (below min. service level)	Other	4 395	3%	3 276	2%
No toilet provisions	No services	11 716	7%	9 312	6%
<b>Sub-Total: Below Minimum Service Level</b>		<b>82 759</b>	<b>48%</b>	<b>93 924</b>	<b>58%</b>
<b>TOTAL NUMBER OF HOUSEHOLDS</b>		<b>171 570</b>	<b>100%</b>	<b>160 698</b>	<b>100%</b>

### Water use per sector

DESCRIPTION	HOUSEHOLDS			
	2016/2017	2017/2018	2018/19	2019/20
	Actual No.	Actual No.	Actual No.	Actual No.
Piped water inside dwelling	39116	39116	39116	39116
Piped water inside yard (but not in dwelling)	79520	79520	82218	83955
Using public tap (stand pipes )	9921	9921	9921	8184
Other water supply (within 200m)	16557	16557	16557	16557
<i>Minimum Service Level and Above sub-total</i>	128 557	128 551	129 765	129 765
<i>Minimum Service Level &amp; Above Percentage</i>	80.0%	80.0%	80.9%	80.9%
<b>WATER: (below minimum level)</b>				
Other water supply (more than 200m from dwelling)	11043	30167	30167	30167
No water supply	23942	2015	817	817
<i>Below Minimum Service Level sub-total</i>	32182	30984	30984	30984
<i>Below Minimum Service Level Percentage</i>	20.0%	9.1%	19.1%	19.1%
<b>TOTAL NUMBER OF HOUSEHOLDS (to include informal settlements)</b>	<b>177 848</b>	<b>160 724</b>	<b>160 749</b>	<b>160 749</b>

## 8.2. Sanitation

Geography by toilet facilities for household weighted<sup>1</sup>

	2011
Flush toilet (connected to sewerage system)	43 663
Flush toilet (with septic tank)	7 875
Chemical toilet	1 576
Pit toilet with ventilation (VIP)	13 671
Pit toilet without ventilation	78 295
Bucket toilet	3 049
Other	3 274
None	9 321
Unspecified	-
Above RDP Standard	145 080
Below RDP Standard	93 939
% Below RDP Standard	58%
Total Number of HH	160 724

## Overview: Sanitation Services<sup>3</sup>

Level of Service	No. of Households
Total Below RDP Sanitation	42855
Flush Toilets Connected to sewerage system	44405
Flush Toilets connected to septic tanks	2444
Chemical Toilets	826
Pit latrine with ventilation	11735
Pit latrine without ventilation	37123
Bucket System	0
No Sanitation	4889
<b>Total households</b>	<b>217394</b>

SANITATION SERVICE DELIVERY LEVELS (*Households)				
DESCRIPTION	2016/2017	2017/2018	2018/2019	2019/2020
	Outcome no.	Actual no.		
<b>SANITATION/SEWERAGE: (above minimum level)</b>				
Flush toilet (connected to sewerage)	43663	43663	43663	43663
Flush toilet (with septic tank)	7875	7875	7875	7875
Chemical toilet	1576	1576	1576	1576
Pit toilet (ventilated)	13671	13671	13671	13671
Other toilet provisions (above min. service level)	3274	3274	3274	3274
<b>Minimum service level and above sub-total</b>	<b>70059</b>	<b>70059</b>	<b>70059</b>	<b>70059</b>
<b>Minimum service level and above percentage</b>	<b>44%</b>	<b>44%</b>	<b>44%</b>	<b>44%</b>
<b>SANITATION /SEWERAGE: (below minimum level)</b>				
Bucket toilet	3049	3049	3049	3049
Other toilet provisions (below min. service level)	57050	57050	57050	57050
No toilet provisions	30400	30400	30400	30400
<b>Below minimum service level sub-total</b>	<b>90499</b>	<b>90499</b>	<b>90499</b>	<b>90499</b>
<b>Below minimum service level percentage</b>	<b>56%</b>	<b>56%</b>	<b>56%</b>	<b>56%</b>
<b>TOTAL HOUSEHOLDS</b>	<b>160558</b>	<b>160558</b>	<b>160558</b>	<b>160558</b>
*Total number of households including informal settlements				

<sup>1</sup> STATS SA Census 2011

<sup>2</sup> Water Service Delivery Plan, 2012

<sup>3</sup> Interim Water Services Development Plan, 2016

## Insufficient and Inadequate Infrastructure: Backlogs<sup>2</sup>

Water	Sanitation
<ul style="list-style-type: none"> <li>• More than 80 % of the households have access to water services either bulk, full, intermediate, informal intermediate or basic supply.</li> <li>• Out of the estimated 102,060 households 14 834 (15.4 %) of the households do not have access to basic water supply.</li> <li>• The number of households with access to free basic water increased from 68 824 in 2004/5 to an estimated 75 706 in 2006/07.</li> </ul>	<ul style="list-style-type: none"> <li>• 52 300 (51%) of the households do not have access to basic sanitation services.</li> <li>• RDP level of service (VIP) is at 9.5 % and &gt; RDP at 39 %.</li> <li>• 1.8 % are servicing themselves in terms of intermediate services.</li> <li>• Of those with water borne sanitation, 83% of customers are serviced by Madibeng and an estimated 17% are servicing themselves using package plants.</li> <li>• Approximately 9 700 VIP's/Enviroloos are in use in Madibeng but the majority of rural scattered areas only have a very basic sanitation system i.e. pit latrine or septic tank. Provision is made in the long term to assist these consumers with sanitation.</li> <li>• The mine villages, hostels and offices and the forestry villages have access to water borne sanitation systems. The sewage is treated by private waste water treatment works, 33 septic tank systems or package plants.</li> </ul>

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

Brits Water Purification	Hartbeespoort Water Purification	Challenges
<p>The present design capacity of the plant is 60 MI per day and extracts its raw water directly from the Crocodile River downstream from the Hartbeespoort Dam. The current 60MI/d capacity was only planned to cater for the former Brits Council only.</p> <ul style="list-style-type: none"> <li>• Water Supply from Brits increased to previously marginalized areas</li> </ul> <p>The water works is critically overburdened and has serious capacity shortfalls in terms of water quantity</p> <p>Demand is 80 MI per day and in Peak Season 108MI per day</p> <p>The Brits plant is currently being upgraded from 60 MI per day to 80MI per day. The project started in 2014 and it's expected to be complete by end of 2020.</p>	<p>The design capacity of this plant is 10 MI per day and extracts directly from the Hartbeespoort Dam</p> <p>Over utilized as demand is 11MI per day Demand in peak season is 15MI per day</p>	<ul style="list-style-type: none"> <li>• Poor Raw Quality from the Dam</li> <li>• Lack of bulk infrastructure to unlock development potential</li> <li>• Mines disproportionate consumption of potable water</li> <li>• Influx caused by the mines</li> <li>• Lack of water reticulation infrastructure in predominantly rural and tribal areas</li> <li>• Some areas cannot be developed due to shallow mining and environmental sensitivities</li> <li>• Illegal land invasion/squatting</li> <li>• Ageing Equipment at the works compromising quantity and quality</li> <li>• Utilization of old and outdated Technology due to funding constrains</li> </ul>

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

Component	Description of the main functional tasks	Responsibility,/Challenges
Brits Water Scheme	Supplies Brits, Sonop and Oskraal, Lethlabile, Madidi, Oukasie	Madibeng
Hartbeespoort Water Scheme	Supplies Hartbeespoort area, Kosmos, Schoemansville, Xanadu Kommandonek, Meerhof and Melodie	Madibeng/DWAF

North East ODI1 Water Scheme	Supplies Kgabaletawane, Hebron, Erasmus and Klipgat	Sandspruit/City of Tshwane, Currently water restriction despite bulk account payments
West Water Scheme (West ODI2)	Supplies Segwalene, Modderspruit, Majakaneng, Bapong, Wonderkoppies, Western Plants and Barnardsvlei	Rand Water
Hartbeespoort South Supply Scheme	Provision of water the settlements in Kalkheuweij, Ville D'Afrique, Ille du Lac, Rubena, Pecan Wood, Eagles Landing, Kudala, Club Nautique, Bayshore, Lakeland, Kingfisher Village, Skeerpoort, Mount Cashan	Madibeng
Ward Scheme (Boreholes)	Rural settlements: Kwarriekraal West, Kwarriekraal South, Kwarriekraal, Klipvoorstad, Ga-Rasaii, Assen, Fafung, Jonathan, Sephai, Boikhutsong Informal, Boikhutsong Informal East, Legonyane, Ga-Tsefoqe, Koedoespoort North, Koedoespoort, Makkgabetswane, Ga-Moti, Garantlapane, Beestekraal	Currently Declared as a Rural Ward Awaiting Council Resolution

<sup>2</sup>Water Service Delivery Plan, 2012

### Existing Pump Infrastructure<sup>2</sup>

Pump station site name	Reservoir / zone supplied	No. of pumps	Remarks
Raw Water Pump station	Brits Water Treatment plant	8	Parallel
Lethlabile Tower	Lethlabile Tower	1	Ns
Mothutlung	Mothutlung	3	Parallel
Brits Town	Brits Reservoir	5	Parallel
Mmakau	Mmakau Reservoir	3	Parallel
Elandsrand Pump station	Elandsrand	4	Series & Parallel
Bapong Pump station	Brits Bulk Supply	3	Parallel
Mothutlung	Mothutlung	3	Parallel
Mmakau	Mmakau Reservoir	3	Parallel
<b>Total</b>		<b>36</b>	

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

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

### Water Losses

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

## Wastewater Works<sup>2</sup>

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

The wastewater treatment plant treats predominantly domestic effluent with the exception of Brits wastewater which treats domestic and industrial effluents. The municipality has secured grant funding for the rehabilitation of four wastewater system, i.e. bulk wastewater infrastructure as well as connector pumps stations. The objective is to upgrade the existing waterborne sewer system to meet the technical and operational requirements in order to render sewer services in a sustainable manner. All upgrade actions will be conducted in alignment with Green drop requirements.

The scope of the four wastewater treatment (Lethlabile, Brits, Rietfontein and Brits wastewater works, involves the upgrading of the electrical-, mechanical-, civil- safety- security- and communication instrumentation components. The rehabilitation is a multi-year implemented project

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

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

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

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

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

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



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

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

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

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

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

5. **16 off Rural Water Supply Schemes** several of Madibeng's rural settlements are serviced through localized community borehole schemes, including:

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

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

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

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

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

Lethlabile: a 3 MI/d WWTW which serves Lethlabile

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

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

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

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

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

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

### **Water Service Development Plan**

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

## Provision of Water Services

The Municipality is a water services authority and provides 50% of water to consumers and the rest is provided by Rand water and Odi retail.

Water Priority	Water Need Description	Population	Households	Households with Access	%Diff
Definition 1	No Water Services	45853	9589		
Definition 2	Inadequate RDP Infrastructure Need: Extension	0	0		
Definition 3	Inadequate RDP Infrastructure Need: Upgrade	24536	5315	5315	
Definition 4	Inadequate RDP Resource Need	0	0		
Definition 5	Inadequate RDP Management Need: O&M	0	0		
Definition 6	Inadequate RDP Management Need: Refurbishment	0	0		
Definition 7	Inadequate Housing Interim Solutions	0	0		
Definition 8	Inadequate Housing Permanent Solutions	0	0		
Adequate:	Stand Pipe	236212	50636	50636	
Adequate:	Yard Connection	29015	7131	7131	
Adequate:	House Connection	120593	25602	25602	
<b>TOTALS</b>		<b>456209</b>	<b>98274</b>	<b>88684</b>	90.24%

## Residential Consumer Units

Water Source	Water Level	Population	%	No of Households	Demand l/c/d
Unaccounted for	Not specified	2,341	0.42	429	ns
None own resources	Stand pipe Type 1 (<RDP)	24.536	5.4	5.511	10
Rural RDP	Stand pipe within 200m of all consumers Stand pipe-Type II (RDP)	211.308	46.5	47.458	25
Rural Low`1	Formal planned system	26.682	5.9	6.022	34.5
Rural Medium`2	Formal planned system urban yard connection	57.352	12.6	13.699	169
Specific`3		10.654	2.3	41	
Urban Low`4	Formal planned system-urban yard connection	57.352	12.6	13.699	169
Urban High`5	Formal full reticulation	62.033	13.7	14.000	210
<b>Total</b>		<b>456,637</b>	<b>100</b>	<b>102,060</b>	

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

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

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

<sup>2</sup>Water Service Delivery Plan, 2012

### 8.3. Electricity

#### Geography By Energy Or Fuel For Lighting For House Hold Weighted<sup>1</sup>

	2011
Electricity	130 164
Gas	249
Paraffin	3 504
Candles (not a valid option)	25 800
Solar	430
None	576
Unspecified	-
Other forms of lighting	30 129
% No electricity for lighting	23%
<b>Total Number of Households</b>	<b>160 724</b>

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

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

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

The installed and demand capacities of the Municipal intake points are outlined below for ease of planning and forecasting electricity loading:

#### Lethabile (20 MVA)

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

#### Brits Industrial (including Damonsville, Elandsrand and Oukasie)

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

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

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

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

#### Hartbeespoort-Main Ifafi Substation (20MVA)

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

Mothutlung is serviced directly by Eskom.

The total available electricity supply to the Brits Eskom Region (an area much larger than the former Brits Local Council Boundaries) is 570 MVA. The current demand within this distribution region is 477 MVA, which leaves an approximate spare capacity of 93 MVA.

### **Skeerpoort Area**

Eskom is responsible for the distribution of electricity in the area of Skeerpoort.

### **The Rural Areas, Villages and Hartbeespoort**

Eskom is the licensed supply authority for the rural area of the Brits and Odi I districts. The Brits town is the licensed supply authority within the area of jurisdiction of Madibeng, including the Hartbeespoort town.

Tshwane Metropolitan Council has taken over the former Western Gauteng Services Council, but it is within the Madibeng Licensed Area of supply. Negotiations are currently underway with Tshwane that those areas be supplied with electricity by Madibeng, such as Pecanwood, Kosmos and Xanadu.

Eskom is responsible for the provision of bulk supplies to all the licensed supply authorities mentioned above. Tshwane is responsible for the bulk supply to Hartbeespoort.

From available information it is estimated that approximately 30% in the Odi1 are serviced, involving mainly house connections in the urban areas. The smaller villages in the rural areas have the greatest backlog. Bojanala Platinum District Municipality and Eskom are responsible for electrification of villages within Madibeng outside the licensed area of jurisdiction.

The principal obstacles to improving access to energy sources in rural areas are limited distribution network and the high initial costs of extending it; the recurrent cost of conventional energy supplies; and the lack of information for poor people about alternative energy sources including possible sources of finance.

The main policy considerations currently under discussion include the following:

- Rural electrification drive for homes, schools, clinics, small businesses
- Policies to secure fuel wood supplies:
- Petroleum fuels:
- The development of rural service centres
- Other policies deal with the health and environmental impact of coal use, thermal efficiency of homes, the energy end-use efficiently of domestic appliances, financial assistance for equipment and bulk buying, improved dissemination of solar water pumps, and also solar heaters as a potential cost effective water-heating option.
- Small scale Embedded Generation (SSEG) Policy and tariff structure.

## Electricity Connections

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

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

Service	Backlog (households)	Total Cost
Eskom	15 000	R255m
Municipality	3 000	R45m

## ESKOM Electrification Areas

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

## 8.4. Roads

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Assets Management Systems**

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



## Types of maintenance

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

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

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

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

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

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

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

## Roads and Classification

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

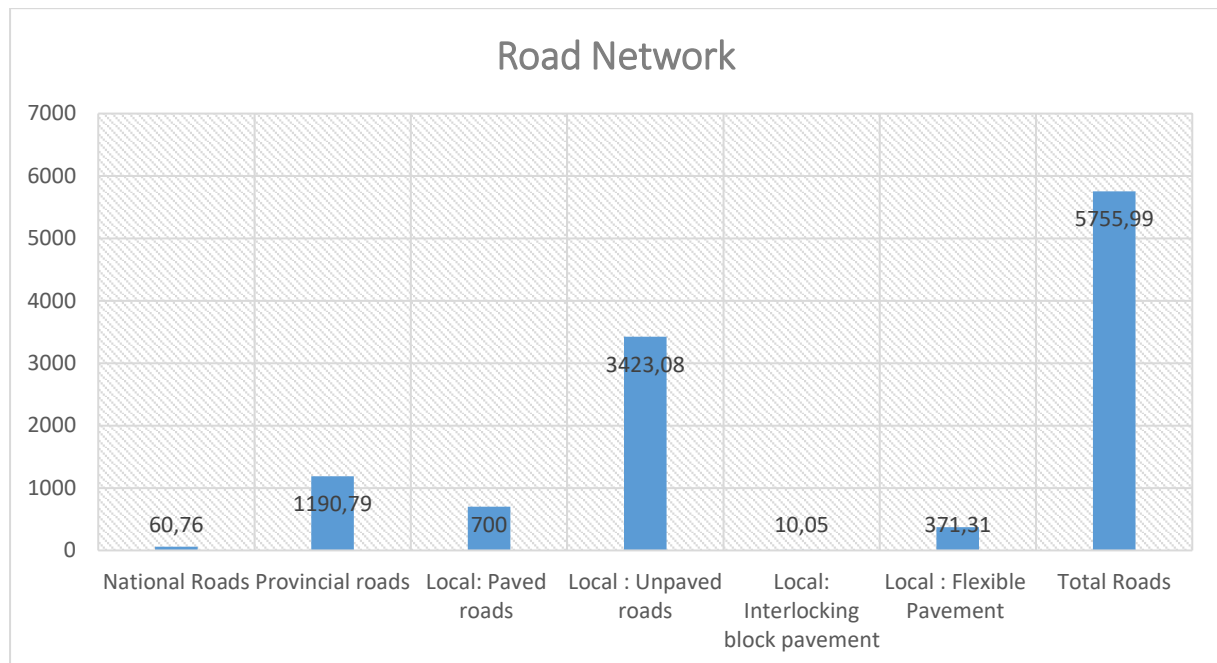
TRH 26 is a guideline manual used to classify roads according to the function or purpose they serve. The road network in Madibeng Local Municipality is classified according to RIFSA classification. The table below is clear indication on different roads class and functions and associated road authorities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

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

**Table 1: Road Hierarchy Classification**

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

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



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

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

### Unpaved Roads

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

Out of 3423.08km, unpaved roads only;

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

**Table 2: Roads upgraded from Gravel to paved roads**

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

**Stormwater**

The stormwater system estimated to be is as follows;

Open Drain: Lined and Unlined - 257000m

Pipelines: 21000m

Kerb inlets: 18

### **Spatial Development Initiatives**

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

#### **Platinum Corridor**

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

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

#### **Mabopane-Centurion Development Corridor (MCDC)**

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

#### **Brits-Rosslyn Mixed Land Use Corridor**

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

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

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

## Madibeng

Madibeng is home to the following public transport operations:

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

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

The following elements were considered in developing the strategy:

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

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

## Facilities in the jurisdiction of Madibeng Local Municipality

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

### Number and capacity of public transport in Madibeng

Taxi		Bus	
Number	Capacity	Number	Capacity
1543	50662	77	10205

### Utilisation of Public Transport

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

## Extent of illegal operations within the municipality

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

## Known Associations operating in the jurisdiction of Madibeng

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

## Rail

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

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

Commuter train services impact on the south eastern portion of the district. Commuter trains operate from De Wildt to three other stations in the district (Taillardshoop, Garankuwa and Medunsa) and thereafter to Rosslyn, and terminals at Belle Ombre and Bosman Street stations via Pretoria North and Hercules.

Currently, there are 4 peak hour trains per day between Monday and Friday from De Wildt to Wintersnest and beyond and, likewise 4 trains in the reverse direction. In the longer two hour peak period there are 7 and 8 trains respectively. Over a 24 hour period, there are 22 trains between De Wildt and Wintersnest and 23 in the return direction. Accordingly, the headways on that section of line are 15 minutes. The line carries less than 1000 peak period passengers from BPDM into Tshwane and the capacity utilisation is, therefore, only around 25%.

The train trip from De Wildt to Pretoria takes 60 minutes compared with 35 minutes by minibus-taxi. The tariff for train trips at 7c per km is considerably lower than for buses or taxis at between 15c and 20c per km. The single trip cost per ticket from De Wildt to Pretoria is R5 and this compares favourably with buses and minibus-taxis.

## Backlog

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

## 8.6. Required improvements to comply with the directive

- Repair facilities that do not comply to minimum standards of ranking facilities prioritising the Occupational Health and Safety facilities and environment;
- Install and maintain Hygiene and sanitisation facilities such as walk in sanitising booths, hand washing basins, hand sanitiser dispensers, thermal gauge, sufficient and uninterrupted water supply and permanent or serviceable temporary toilets;
- Publish Directives and Occupational Health and Safety Regulations relating to COVID-19 pandemic and subsequent lockdown at all ranking facilities;
- Install temporary hygiene facilities in all informal ranking facilities to prevent and combat the spread of the COVID-19;
- Appoint facility caretaker per ranking facility who will ensure compliance and continued supplies of safety material and equipment;
- Facilitate the thermal screening of operators and passengers at all ranking facilities;
- Facilitate the OHS reporting and management of suspected infections through the department of Health;

### Short term projects during COVID 19 and beyond

#### Capital requirements

No.	DESCRIPTION	QTY	TARIFF (R)	AMOUNT (R)
1	Sanitising Booth (walk through)	36	35,000	1,260,000
2	Sanitiser dispenser (touchless)	74	1,400	103,600
3	Mobile Toilets on trailer (male and female combo) @ informal ranks with solar lighting	28	50,000	1,400,000
4	Thermal gauge (detection)	74	1,200	88,800
5	Isolation Tent (optional)	36	3,000	108,000
6	Disinfection of the facility	36	5,000	180,000

#### Operational and maintenance

No	DESCRIPTION	QTY	TARIFF (R)	AMOUNT (R)
1	Facility Caretaker per shift (on EPWP	74	200	15,200
2	200 Litres of Organic Sanitiser per booth	36	9000	324,000
3	5 Litres of Sanitiser per dispenser 5 litres	74	350	25,900
4	5 litres Multi- purpose cleaning detergents	36	150	7,200
5	Consumables	36	50	1,800



## 8.7. The Expanded Public Works Programme (EPWP)

The Expanded Public Works Programme (EPWP) is one element within a broader government strategy to reduce poverty through the alleviation and reduction of unemployment. Phase I of the Expanded Public Works Programme commenced on 1 April 2004 and had the goal of creating 1 million work opportunities over its first five years. Phase II of the EPWP will be implemented over the 2009-2014 financial years with the aim of creating 2 million full time equivalent jobs (or 4.5 million work opportunities) by the end of the period.

The Expanded Public Works Programme (EPWP) has its origins in Growth and Development Summit (GDS) of 2003. The GDS agreed that public works programmes 'can provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities'. The Programme is a key government initiative, which contributes to Governments Policy Priorities in terms of decent work & sustainable livelihoods, education, health; rural development; food security & land reform and the fight against crime & corruption. EPWP subscribes to outcome 4 which states "Decent employment through inclusive economic growth."

*The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises. The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium-term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed.* The Municipality is in process of developing Policy on EPWP to better align commitments and operations.

### EPWP Sectors

The EPWP creates work opportunities in four sectors, namely, Infrastructure, Non-State, Environment & Culture and Social, through:

- increasing the labour intensity of government-funded infrastructure projects under the Infrastructure sector,
- creating work opportunities through the Non-Profit Organisation Programme (NPO) and Community Work Programme (CWP) under the Non-State sector, and
- creating work opportunities in environment and culture programmes in the Environment and Culture sector.
- creating work opportunities in public social programmes under the Social sector,
- the EPWP also provides Training and Enterprise Development support, at a sub-programme level.

### EPWP Approach / Methodology

Based on the sector classification above, the EPWP cuts across all the Municipal Departments. Each department is required to make a systematic effort to target the unskilled and unemployed and developing plans to utilise their budgets to draw significant numbers of the unemployed into productive work, in such a way that workers are given an opportunity to gain life and job specific skills while they work to increase their chances of getting out of the marginalised pool of unemployed people.

### Proposed Madibeng Local Municipality EPWP Programs

#### EPWP Coordination

Madibeng Local Municipality need a concerted effort to optimise its contribution in the National targets by increasing the creation of work opportunities and also tap into the R4.1 Billion that has been allocated for the wage incentive over the MTEF. The EPWP Unit in consultation with all departments is responsible for the overall EPWP facilitation and implementation for the Municipality

### **Establishment of EPWP Unit and the Steering Committee with the following responsibilities:**

- Compiling an EPWP policy frame work
- Compiling an EPWP Management Plan Setting overall EPWP targets;
- Dedicated labour intensive maintenance programs which have the potential to provide regular employment to large numbers of people.
- Skill development and training on the program
- Monitoring the implementation of EPWP projects against the KPI's; sector plans and targets;

### **Job Creation Targets and the EPWP grant Allocation**

While the second phase is a continuation of the first phase in many ways, phase II introduces the following changes:

- a) EPWP Phase II the created the primary output of the programme defined as the number of full time equivalent jobs (FTEs); This aims to significantly expand the number of temporary work opportunities and increased duration of these work opportunities offered to provide increased income to the poor and unemployed.
- b) Locating clear political and administrative accountability for EPWP targets across all spheres of government and formally mobilising all spheres of government and public bodies to take ownership of, and contribute to the EPWP targets through the signing of intergovernmental protocols or agreements.
- c) Introduction of tailor made EPWP incentives for different spheres and sectors. For provinces and municipalities:

**A schedule 8 conditional EPWP Incentive Grant is a grant for Provinces and Municipalities - which is a performance based incentive paid for implementing Infrastructure; Environment and Culture programmes using EPWP principles and Guidelines; as a reimbursement of the cost of minimum wages for work created.** Its intention is to increase work creation efforts by giving a financial Performance reward. The more work created, the higher the portion of the incentive reward is disbursed.

**A schedule 5 Social Sector EPWP Incentive Grant is an allocation provided to public bodies implementing social sector EPWP programmes in line with an approved business plan.** The intention is to provide funding to performing programmes to expand the coverage and reach of these social sector EPWP programmes and also expand the number of longer term work opportunities created to support these services.

## 8.8. Housing and Land Use Management

### 8.8.1. Housing Services

#### Geography By Type Of Dwelling For Household Weighted<sup>1</sup>

	2011	
House or brick/concrete block structure on a separate stand or yard or on a farm	83 100	51.70%
Traditional dwelling/hut/structure made of traditional materials	1 163	0.72%
Flat or apartment in a block of flats	2 031	1.26%
Cluster house in complex - Semi-detached house, Townhouse (semi-detached house in a complex) and Semi-detached house	2 755	1.71%
House/flat/room in backyard	4 438	2.76%
Informal dwelling (shack; in backyard)	15 086	9.39%
Informal dwelling (shack; not in backyard; e.g. in an informal/ squatter settlement or on a farm)	48 212	30.00%
Room/ flat let on a property or larger dwelling/servants quarters/granny flat	2 808	1.75%
Caravan/tent	229	0.14%
Other	900	0.56%

#### Status Quo & Backlog

##### Housing profile

The housing profile below indicates inter alia, the following characteristics in Madibeng:

- The number of household has grown substantially in the past 10 years.
- Housing need has increased substantially as indicated by a combination of figures for traditional dwellings made of traditional materials: informal dwellings in back yards as well as informal dwellings or shacks in informal settlements.
- There is a substantial increase in informal settlements or families living in informal settlements.

#### Table Comparative Municipal Housing Profile (2001, 2007 & 2011)

HOUSING TYPE	No of Households			% of Households		
	2001 <sup>2</sup>	2007 <sup>3</sup>	2011 <sup>1</sup>	2001	2007	2011
House or brick structure on separate stand	55 242	47 217	83 100	58.0	49.0	51.70%
Traditional dwelling made of traditional material	3 143	1 253	1 163	3.3	1.3	0.72%
Flat in block of flats	571	482	2 031	0.6	0.5	1.26%
Town/cluster/semi-detached house	381	1 156	2755	0.4	1.2	1.71%
House/flat/room in backyard	1 524	3 469	4438	1.6	3.6	2.76%
Informal dwelling or shack in back-yard	7 905	7 902	15 086	8.3	8.2	9.39%
Informal dwelling or shack in informal settlement	25 525	27 848	48 212	26.8	28.9	30.00%
Room/flat not in backyard but on shared property	667	2 794	2 808	0.7	2.9	1.75%
Caravan or tent	286	385	229	0.3	0.4	0.14%
Workers hostel (bed or room)	0	3 565	0	0.0	3.7	0.00%
Other	0	289	900	0.0	0.3	0.56%
<b>TOTAL</b>	<b>95 244</b>	<b>96 361</b>	<b>160 722</b>	<b>100.0</b>	<b>100.0</b>	<b>100%</b>

<sup>1</sup>=Statistics SA, Census 2001

<sup>2</sup>= Statistics SA, Community Survey 2007 <sup>3</sup>=Statistics SA, Census 2011

## Housing Need & Backlog

According to Stats SA Census 2011, the total estimated housing backlog for the whole of Madibeng Local Municipality is approximately 64 463 units. Assuming a 5% annual growth rate, the housing demand for the 2013/14 financial year can be projected to 71 071 units.

## Informal Settlements

Madibeng is challenged by a high number of informal settlements. Currently there are over 48 informal settlements which have about 36499 households which depicts an increase number. The above are as a result of immigration because of mining in the area, farm eviction, beneficiaries that don't qualify mostly because they are working in the mines and mines don't provide housing for them and some have properties where they come from.

Based on the housing profile of Madibeng LM, the number of informal dwellings/shacks has almost doubled in the past 10 years. This implies that 30 % of the population of Madibeng is residing in informal settlements.

The following informal settlements are on record as existing in Madibeng according to the informal settlement atlas dated:

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

**Madibeng Local Municipality: INFORMAL SETTLEMENTS STATUS**

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

Source: NUSP, Internal

## 8.9. NATIONAL UPGRADING SUPPORT PROGRAMME (NUSP)

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

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

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

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

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

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

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

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

## Rental Housing Stock

The Human Settlement & Planning is also responsible to manage the following municipal rental stock:

PLACE	NO OF UNITS
Brits	19 Units
Oukasie	4 Units
Hostels	5 Units

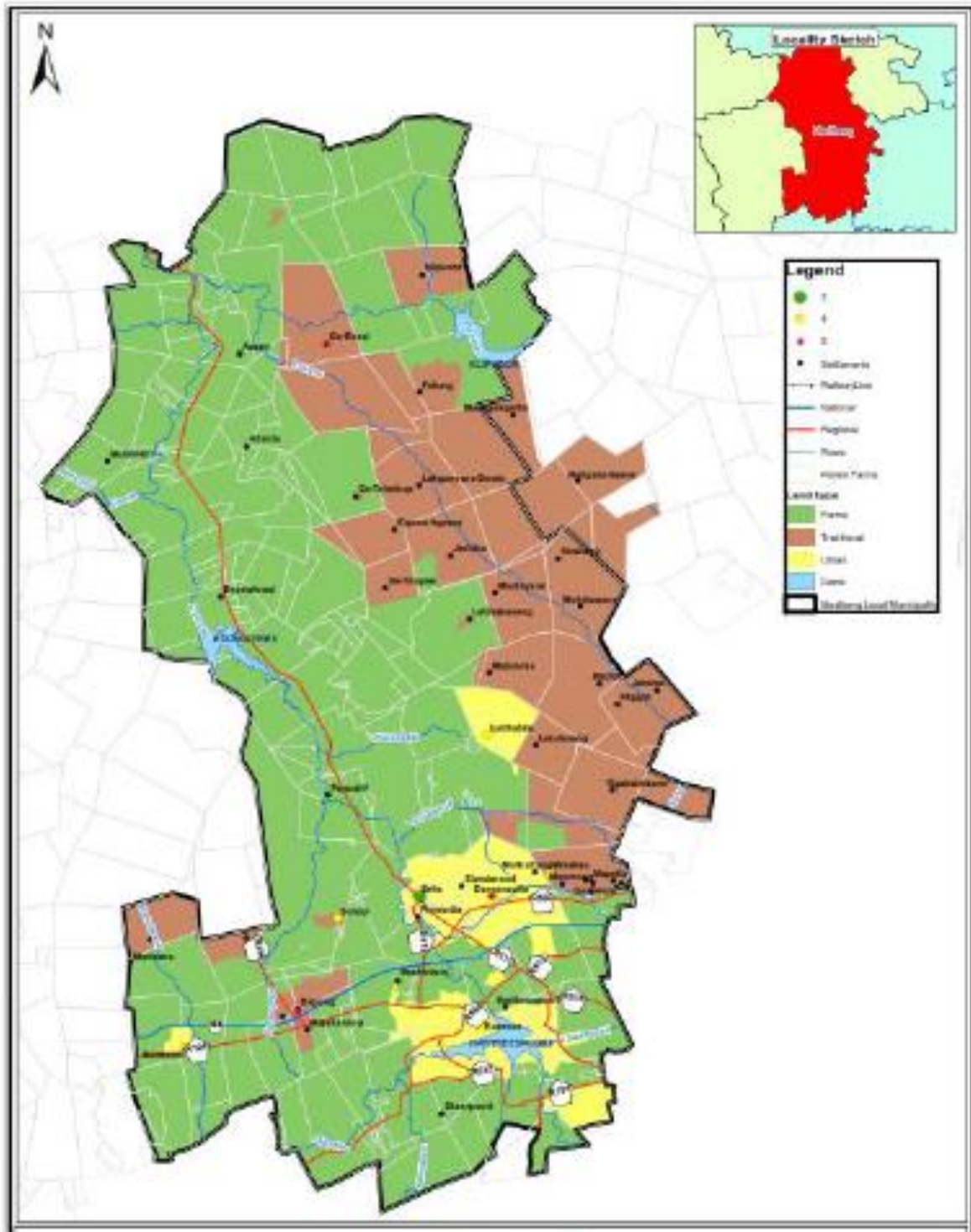
## Housing Programmes

The key housing programmes in Madibeng include the following:

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

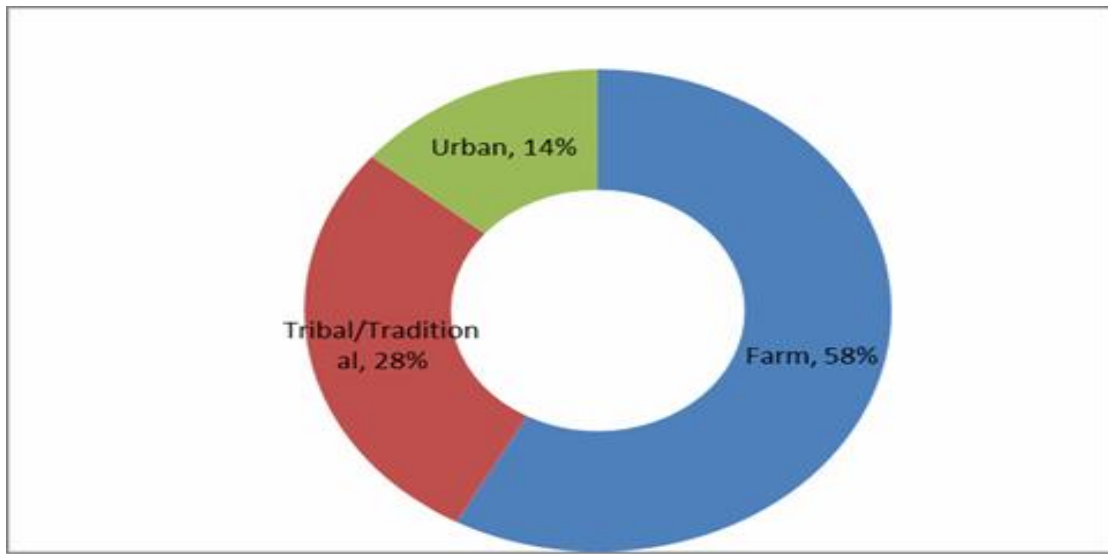
## 8.10. Land Services

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





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



### **Municipal Ward Demarcations**

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

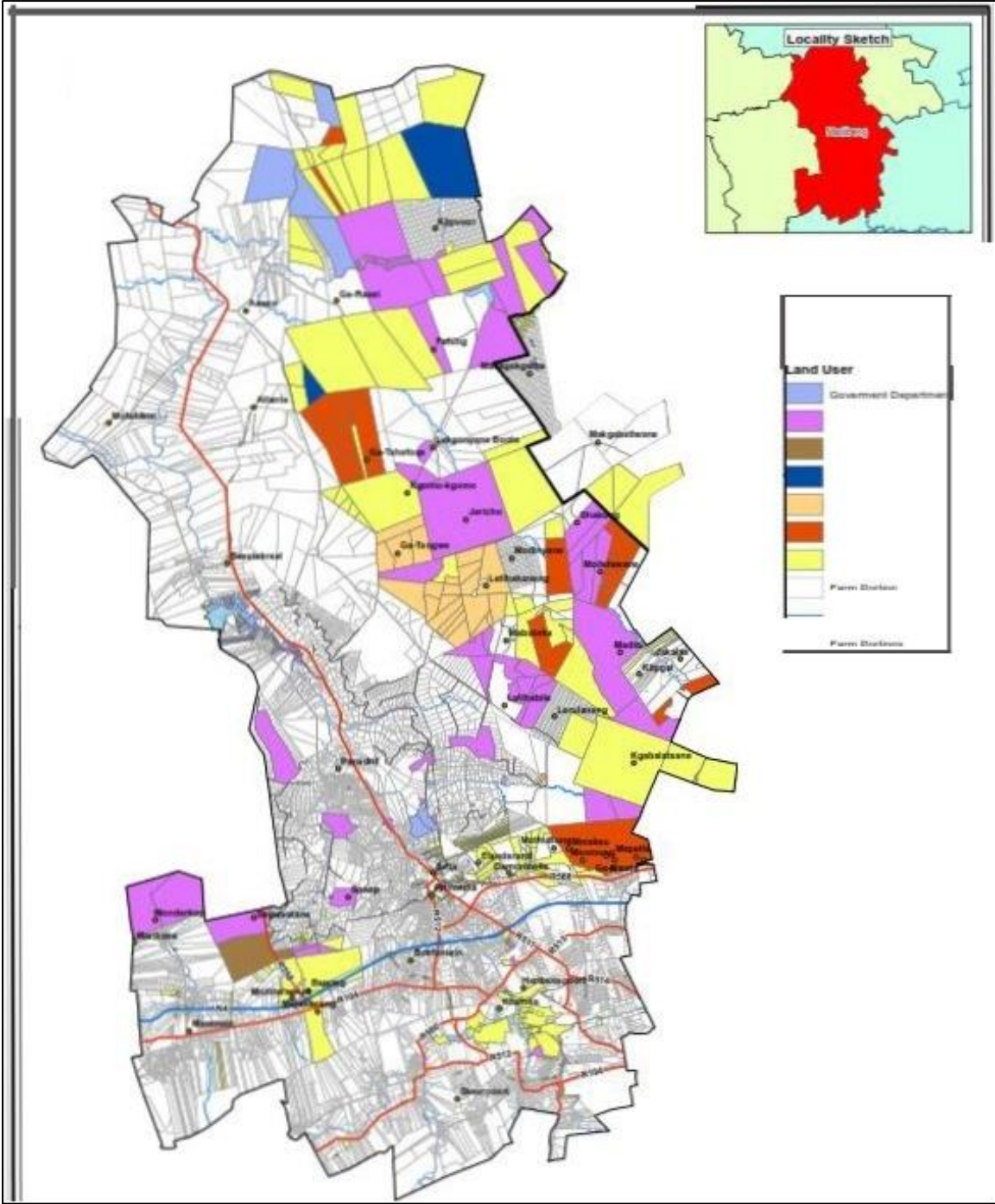
### **Tenure Upgrading Programme**

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

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

### **Land Ownership**

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



## Land Acquisition

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

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

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

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

### Proposed projects

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethabile: Portion 4 of Nietgedacht Integrated Development	Municipal	Resolution Supporting Development	Inception	✓			<b>Electricity:</b> Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY <b>Roads</b> 1. Require comments and approval to connect into the provincial road from relevant authority 2. Require traffic impact study. 3. Require Stormwater status and management plan 4. Implement Guidelines for Human Settlement Planning and Design <b>Water and Sanitation:</b> No comments
Oukasie: Informal Settlements Upgrade – Acquisition of Land	Private	Fully Informally Occupied		✓	✓		<b>Electricity</b> Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division. Wayleave approvals to be obtained. <b>Roads</b> 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design <b>Water and Sanitation</b> No comments

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Oukasie Walk Ups	Municipal	Township process to be revised to accommodate stand-alone stands. This will be achieved after acquisition of portion 473 of the farm Roodekopjes of Zwart-kopjes 425 JQ		✓	✓		<b>Electricity</b> Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division <b>Roads</b> 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design <b>Water and Sanitation</b> No comments A need to acquire additional adjacent property to extent the development and change the housing typology
Damonsville: Informal Settlements Upgrade – Planning Processes	Municipal	Planning processes not yet finalized	Inception	✓			<b>Electricity</b> Bulk electricity supply will be adequate once Oukasie load is removed from Pending Substation transformer source. Electrification needs to be communicated to the Electricity Division once TP processes are completed <b>Roads</b> 1. Require comments and approval to connect into the provincial road from relevant authority. 2. Require traffic impact study. 3. Require Stormwater status and management plan. 3. Implement Guidelines for Human Settlement Planning and Design <b>Water and Sanitation</b> No comments

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

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

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

## Services

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



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

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

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

## Bulk Services

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

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

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

### Units

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

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

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

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



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

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

## **Blocked Projects**

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

## **Current Projects: To Be Finalized And Closed**

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

## **Bulk Services**

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

## 8.11. Town Planning

### Status Quo

Madibeng does not have a wall to wall Land Use Management Scheme that is in line with the current demarcation. Large tracts of Madibeng municipal area, especially the remote farm areas and the rural areas are out of the current planning schemes. The following outdated five different town planning schemes are currently in operation resulting in varying development norms and standards being applicable in areas the limited area covered by schemes:

- Brits Town Planning Scheme, 1958
- Peri Urban Town Planning Scheme, 1975
- Lethlabile Town Planning Scheme, 1990
- Hartebeespoort Town planning scheme, 1993
- Kosmos town Planning Scheme, 1999

Due to high development pressure in other parts of the town such as Hartebeespoort and the Brits CBD and immediate surrounds, there is a need to also develop Local SDF's to guide day to day decision making at a local level.

The shortage of bulk supply in other areas is limiting the development potential of Madibeng as well as its revenue base.

Existing policies include the following:

- Madibeng SDF, 2015
- Town Planning Schemes(1958 to 1999)

### Council Townships in process

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

### Development Applications Processed

Application Type	No. Received 2012/13	No. Approved
Township establishment	15	4
Rezoning	34	43
Subdivisions	24	6
Special consents	29	15
Other	64	20

## Spatial Rationale

### 3. Existing Functional Zones

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

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



Figure 2: Existing Functional Zones

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

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

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

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

### 4. Linkages with Regional Centres

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

These include strategic linkages such as –



Figure 3: Strategic Regional Linkages

## 5. Bakwena Platinum Highway

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

## 6. Natural Features

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

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

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

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

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

## 7. High Potential Agricultural Land

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

## 8. Mineral Resources

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

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

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

Intensive sand mining occurs in the Skeerpoort and Konniestrand areas.

## 9. Cradle of Humankind World Heritage Site

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

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

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

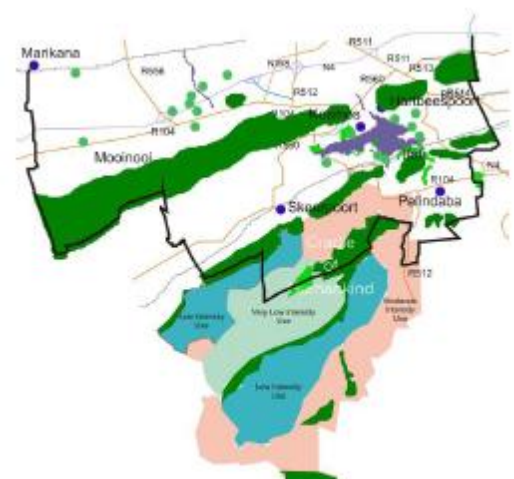


Figure 8: Cradle of Humankind

## 10. Pelindaba

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

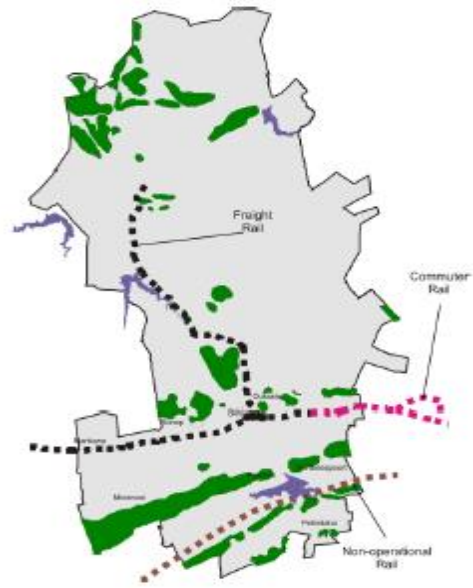


The Pelindaba site consists of about 600 hectares security area and a total area of about 2500 hectares which comprises a number of important natural as well as heritage features. A hiking trail is open to the public on the site. The mountain ridges link to the Cradle of Humankind area while the Crocodile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

## 11. Rail Infrastructure

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

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



## 12. Disadvantaged Settlements

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

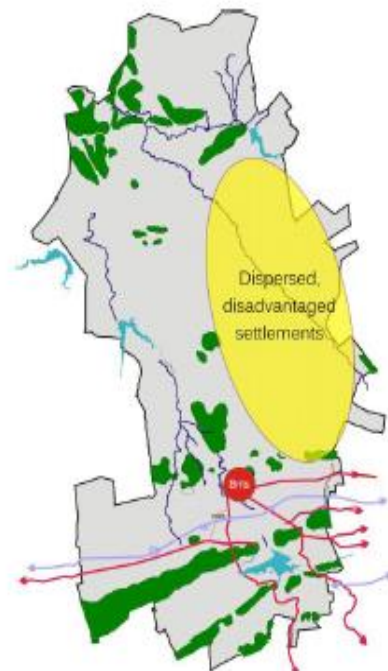


Figure 11: Disadvantaged Communities

### 13. Current Development Pressures

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

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

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

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

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

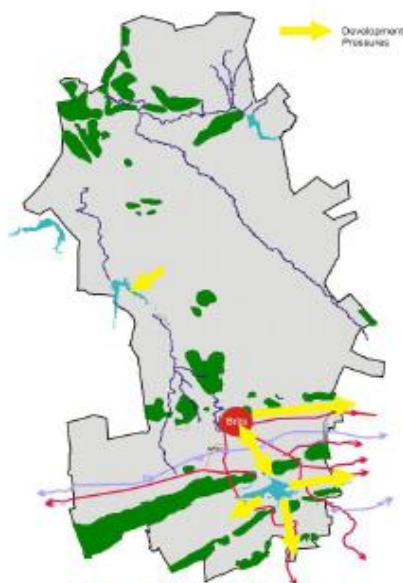


Figure 12: Development Pressures

### 14. Summary

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

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

## 8.12. Community Halls

### Urban Areas

Area	Staff	Floor Area	Facilities
Brits Town Hall	3	706	Hall with stage, side-hall, kitchen, bar, toilets
Oukasie	3	800	Main hall, 2 x smaller halls, kitchen, offices, library, ablution facilities
Damonsville	1	264	Hall, stage, meeting offices, kitchen, ablution facilities
Primindia	3	400	Hall, stage, meeting offices, kitchen, ablution facilities
Mothotlung	2	300	Hall, stage, meeting offices, kitchen, ablution facilities
Lethlabile*	3	600	Hall, office, kitchen, ablution facilities
Elandsrand			
Kosmos			
Brits Dienssentrum			

### Rural Areas

• Fafung	• Mmakau
• Ga-Rasal	• Mmupuding
• Itsoseng	• Modderspruit
• Kgabalatsane	• Moiletswane
• Klipgat	• Rabokala
• Klipvoorstad	• Sephai

The Kosmos Community Hall requires additional parking to be able to function to its full potential. On the eastern side of the dam no formal community hall exists although the existing educational facilities serve the purpose fairly adequately. In future however, a larger and central facility may be required as the population and demand for such a facility increases.

## 8.13. Cemeteries

### Brits Town

The locations of cemeteries within the Brits town, as well as the facilities available at the respective cemeteries are outlined in Table below. There are six cemeteries within the Brits area, the lifespan of which ranges between 10-60 years. The cemetery in Oukasie is near full capacity. Overall it appears that sufficient capacity is available as far as cemeteries are concerned for the medium to long term. Identification and provision of new land for burial space is urgently needed to supplement the current Cemeteries. An increase in burials is experienced due to covid 19 hence all cemeteries should have alternative land for extension.

Area/ Locality	Lifespan (years)	Size	No. of staff	Date opened	Facilities
Langberg	10	3.38	25	1970	Office, Ablution, blocks, Caretaker Home
Primindia	5	1.30	-	1979	Mosque
Damonsville	3	1.50	-	1990	Office, Tool room, Ablution block, 2 <sup>nd</sup> Office and 2 <sup>nd</sup> Ablution Block
Oukasie	0(Full)	2.80	4	1995	Office, Tool room, Ablution block (Need to be extended)
Lethlabile	0(Closed)	3.0	0	1984	Ablution block, tool room, office Different burial blocks
Lethlabile new	50	30	6	2004	
Mothutlung	10	2.0	7	1985	Tool room, toilets
Modderspruit	5	3	0	2007	Office, Ablution blocks, tool room
Klipgat	50	30	4	2006	Office, Tool room, Ablution block Different burial blocks

\* Fully utilized cemeteries: Oukasie, Langberg, Lethlabile New, Damonsville, Mothutlung, Primindia, Schoemansville



## **Rural areas and Villages**

It is safe to assume that every community in the area of the Local Municipality of Madibeng has at least one cemetery. Rural cemeteries are near full capacity and need extension. Areas like Bokfontein and Sunway need their own cemeteries since they were formalised as township however land allocation is required before Environmental processes can resume.

## 8.14. Recreation - Parks

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

Area	Total area of parks (m <sup>2</sup> )	No of Parks	No. Developed	No. with play equipment
Brits / Primindia	741 615	71	14	14
Damonsville	78 427			
Mothutlung	47 988	4	2	1
Oukasie	8 000	1	Phase I	1
Mabaloka	4000	1	Phase1	1
Madidi	4000	1	Phase 1	1
Lethabile	73 542	3	Phase I	Phase I

### Madibeng townships

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

### Hartbeespoort Town

The majority of the recreational needs of the area are being addressed in accordance with market mechanisms. Sporting facilities not related to water sports should however, be investigated further. Only Kosmos has a park.

### Rural Areas and Villages

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

## 8.15. Waste Management

### Geography By Refuse Disposal For Household Weighted<sup>1</sup>

	2011	2021
Removed by local authority/private company at least once a week	41364	90 764
Removed by local authority/private company less often	2100	2 835
Communal refuse dump	4553	6 146
Own refuse dump	96144	95 883
No rubbish disposal	14800	19 980
Other	1763	2 380
Unspecified	-	-
Removed by Authority / Private	43464	90 764
No refuse removals	117260	127 224
Total Number of HH	160724	<b>217 988</b>

<sup>1</sup>STATS SA Census 2011

## Household and Business Waste Removal

The total number of service points for household waste removal is 36,585 and businesses are 1,276. The service areas and breakdown of service points is as follows:

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

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

## Areas serviced through Cash for Waste program

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

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

Level of Service	No. of Households
Waste Removal (weekly)	90 764
Backlog	127 224
<b>Estimated Total</b>	<b>217 988</b>

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

### **Bulk Container Service**

The bulk containers service is rendered mainly to the industries and factories that generate huge volumes of waste (i.e. income generating service) and also placed at strategic points in townships to combat illegal dumping (i.e. non-income generating service). The total number of service points for income generating bulk container service is 85 and for non-income generating bulk container service is 58.

The municipality is currently faced with serious challenges regarding the extension of the bulk container service due to the serious shortage of bulk containers and Compactor Trucks with proper fittings to service more containers per day. The situation has led to the loss of income as most new businesses make use of private service providers.

Additional 130 bulk containers of various sizes (i.e. 100 x 6m<sup>3</sup> and 50 x 9m<sup>3</sup>), Skip Loader Trucks and Compactor trucks need to be acquired as a matter of urgency so as to ensure expansion, effective and satisfactory rendering of the bulk container service. The purchasing of bulk container is container is part of the 2021/2022 FY.

### **Street Cleaning and Litter Picking**

Street cleaning and litter picking is performed on a day to day basis excluding Sundays in Brits CBD. The congestion within the CBD due to traffic and pedestrians reduce the efficiency of street sweeping in the CBD of Brits town during working hours and therefore cleaning also need to be performed after hours and on Saturdays. Covid 19 had a serious impact on the standard of street cleansing due to rotation of staff. Shortage of transport for general workers make it difficult to attend to remote areas like entrance of towns and other hotspots where serious littering takes place. The Municipality should also invest in the street sweeping machinery/vehicle to enhance service currently rendered.

### **Management and Operation of Landfill Sites and Transfer stations**

#### **Landfill site**

Hartbeespoort Regional Landfill Site is the only licensed and operational landfill site managed by the municipality. The site is located between the towns of Brits and Hartbeespoort on the farm Anna Agricultural Holdings. All general waste collected by the municipality and it's service providers is finally disposed off at the Hartbeespoort Regional Landfill Site. Rosespruit Landfill Site and Letlhabile Landfill Site were not permitted and as a result, have been closed.

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

- Lined leachate lagoon
- Application for sec24G
- Gas monitoring
- Stormwater infrastructure to collect run off water
- Water test for surface and ground water
- Installation of weighbridge
- Submission of data on waste disposed off to South African Waste Information System

## Transfer Stations

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

## Recycling

The following recycling activities are authorised by the municipality:

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

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

## Infrastructure projects earmarked

- Construction of leachate lagoon with liner, sprinkler evaporation system and fencing at Hartbeesfontein Landfill Site R2m
- Construction of new waste disposal cell at Hartbeesfontein Landfill site R40m.
- Construction of tamperproof security fence at Hartbeesfontein Landfill site R20m.
- Construction of Change rooms and ablution facilities at Lethabile Waste Depot. R800 000
- Construction of Change rooms and ablution facilities at Hartbeespoort Waste Depot.
- Paving of Brits Transfer station site and access road R3m.
- Construct 30m<sup>3</sup> ramp at Kosmos Transfer station R2m.
- Construction of tamperproof security fence at Brits Transfer station and Waste Depot R2m.
- Construction of tamperproof security fence at Damonsville Transfer Station R1m.

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

## Waste Management By-Laws

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

## Integrated Waste Management Plan

The Integrated Waste Management Plan (IWMP) is incorporated under the Sector Plans on page 134 of this document. **The IWMP was reviewed during 2016 and the final document was adopted by Council on 09 December 2016. The IWMP need to be reviewed in 2022.**

**Environmental Management Framework (EMF)**

Environmental Management Framework is a legal tool that is used by Municipalities and departments to achieve sustainable development. EMF also shows and guide areas where development must take place and areas that are environmentally sensitive. The North West University, Centre for Environment Management (CEM) was appointed by the North West Department of Rural, Environmental and Agricultural Development (READ) to develop an Environmental Management Framework (EMF) for the Bojanala Platinum District Municipality (BPDM). It was done in terms of the provisions contained in the National Environmental Management Act 107 of 1998 (NEMA) and the 2010 NEMA EMF Regulations.

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

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

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

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

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

**Why should EMF be developed**

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

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

**Environmental Impact Assessment**

Environmental Impact Assessment is the evaluation of Impacts in relation to a particular development or its alternative and generating mitigation measure or strategies to help reduce the extent of the impact on the environment. The developments are identified as per the EIA regulations, 2017 GN 327 of 07 April 2017. After the Municipality has been identified as the local authority, it is then given an opportunity to register as Interested and Affected Party. The reports are then submitted for comments. Within the Municipality, the comments are made and submitted within the stipulated timeframe with the guidance of available legislation / policies e.g. EMF and SDF.

By commenting on various development activities e.g. Scoping Reports, Environmental Impact Assessment Report and Environmental Management Program Report, it awards the office of Environmental Management an opportunity to ensure that various environmental features within the Madibeng Local Municipality are protected from the damage of development activities. In certain instances, where they cannot be 100% protected, rehabilitation measures or plans may be suggested and employed after the activity.

## **Environmental Compliance Monitoring and Enforcement**

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

## **Industrial Environmental Impact Management**

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

## **Environmental Education and Awareness**

This is a tool that is used to promote and empower communities on environmental issues within our jurisdiction. It is used to increase awareness on environmental issues and assist in developing the knowledge, skills, values and commitment necessary to achieve sustainable development. Through this program we support NGO's, Environmental clubs and schools to attend Environmental Education training, Camps and events.

The division implements a minimum of one clean-up campaign per quarter focusing mainly on areas that do not receive a weekly waste management service. Illegal dumping is a problem and the municipality should look at intensifying its clean-up campaigns and make sure education is conducted with each clean-up.

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

## **Recycling**

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

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

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



## **8.17. Air Quality**

In terms of Air Quality Management ACT, 39 OF 2004 (AQA), local municipalities are responsible for monitoring ambient air quality. To comply with the legislation, the municipality in partnership with DEDECT North West established an ambient air quality monitoring station. The station was established in Damonsville community centre and it is used to assist in improving ambient air quality in the area by managing the atmospheric pollution and recording data of pollutants.

In terms of section 15 of AQA each municipality is compelled to compile and adopt an Air Quality Management Plan which must be included in the IDP. The act further requires that each municipality must designate an Air quality officer to coordinate matters pertaining to air quality management in the municipality and compile and adopt Air Quality Management by-laws.

The Madibeng Local Municipality has appointed an Air Quality Officer, but the Municipality has not yet compiled Air Quality Management Plan (AQMP). Fortunately, Bojanala Platinum District Municipality is compiling AQMP and Madibeng is represented in the Project Steering Committee therefore while waiting to compile our own plan we can benefit from the district plan as we form part of the district.

Madibeng Local Municipality has representative in the Provincial-Municipal Air Quality Officers Forum and attends quarterly meetings. The Municipality also participates in the Implementation Task Team meeting, Multi Stakeholder Reference Group and the Local Environmental meetings for Interested and Affected Parties coordinated by NAPCOF on quarterly basis. A data base of Industries has been developed and it is updated every quarter.

The predominant mining activities in the Madibeng area include the production of the following:

- Ferrochrome
- Vanadium Pent oxide
- Chromium
- Silica Sand used in the manufacturing of glass
- Stone quarries
- Granite quarries
- Platinum

### **Air Quality Management Plan**

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

### **Air Quality Management By-law**

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

## **Ambient Air Quality Monitoring**

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

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

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

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

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

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

## **Smoke meter reading**

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

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

## **Fuel Burning Appliance monitoring**

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

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

## **Climate Change**

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

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

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

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

The municipality can play key role in stopping climate change:

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

**8.18. Educational Facilities****Statistical Information on Education in Madibeng (Census 2011)**

	2001	2011
Literacy Rate	81.8	89.0
Attending Educational Institution (%)	70.0	62.7
No Schooling (%) (20yrs +)	15.1	7.8
Primary Enrolment (%) (6-13yrs)	90.0	93.3
Matric Completion (%) (20yrs +)	20.9	26.7
Completed Higher Education (%)	5.4	3.4

**Private schools**

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

**List of Schools in Madibeng with needs of services:**

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

\* E = English S = Setswana

## 8.19. Health Services

Community participation is the cornerstone of the Primary Health Care system and also a legislative imperative. Various structures such as hospital boards, health forums and ward committees exist in order to facilitate community involvement on health issues that affect their daily lives. There is a plan to revitalize and strengthen these health forums.

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

Institution		No. Pn	Phc Trained Nurse	Services Rendered
Maboloka	20,531	5	2	7 days
Fafung	3,778	1	0	8hrs
Hebron	12450	10	4	24hrs
Jericho	11,821	4	1	reduced to 7 days
Refentse	2104	1	1	8hrs
Mmakau	22,157	7	4	7 days
Buffelsdoring	2537	2	1	8hrs
Ikhutseng	18720	11	2	24hrs
Hartbeespoort	8,217	2	0	8hrs
Broederstroom	4,533	2	0	8hrs
Damonville	6,115	1	0	8hrs
Hartbeespoort	8,217	2	0	8hrs
Madibeng Main	10,231	3	1	8 hrs

INSTITUTION		NO. PN	PHC TRAINED NURSE	SERVICES RENDERED
Sonop	4,582	2	0	8hrs
Bapong	17,106	5	1	7 days
Segwaelane	7,012	2	0	8hrs
Majakaneng	16,286	3	2	8hrs
Lethabile	74,032	16	3	24hrs
Mothotlung	15,845	5	3	7 days
Rabokala	5,110	2	1	5 days
Kgabalatsane	13,262	2	0	5 days
Madidi	8,343	2	1	5 days
Wonderkop	13,393	6		5 days
Oukasie	12,904	4		6 days
Oukasie maternity	4,162	9	0	24hrs

A normal nurse's patient ratio is 1:38 but with the present situation the ratio is 1.54 resulting in prolonged patient waiting period at facilities.

### HIV/AIDS

The municipal area is also adversely affected by the high rate of HIV/AIDS. A recent study by the municipality reveals HIV/AIDS a prevalence rate of 45.5% which is quite high compared to the North West prevalence rate of 26.7%. This can be attributed to a number of factors such as higher proportions of migrant workers (miners and farmers), high rates of poverty, unemployment and teenage pregnancies. There has been a growth in truck movement that move across municipal boundaries, which may pose its own problems.

- **Socio-Economic Impacts of HIV/AIDS Epidemic in the Municipality**

The epidemic is primarily in the economically active population (age 18 – 39), placing a disproportionate burden on an age group with critical social economic roles. Women experience more infections at an earlier age than men, with consequent greater loss of healthy years of life and greater share of burden of care

Mortality rate is increasing among the occupational groups within Madibeng municipality, leading to problems such as high rate of absenteeism, increased costs for care and treatment of workers and low productivity. Although there are no reports which determine whether the rate of excess mortality is due to AIDS or non- AIDS causes, there is a basis for concern. A recent visit to a hospital belonging to one of the largest mines in the province, which is located to the municipality, indicated a total of 159 deaths in one financial year from HIV/AIDS in mine workers. A representative of Brits Industrial Association has also expressed pressure felt by industries due to AIDS related deaths.

- **Local Response Towards HIV and Aids**

The Department Public Safety and Social Development within the municipality initiated poverty alleviating projects such as gardening, broiler, bakery of which the beneficiaries include people living with HIV/AIDS. These are income generating projects which are intended to contribute towards poverty reduction.

The following programmes have been introduced in an attempt to alleviate the scourge of HIV and AIDS and poverty the municipality:

- Social groups which are able unable to meet their food requirements (food provision).
- The child headed household, especially in the event of high incidence of HIV and AIDS (Care and Support).
- Providing Social Support to the youth in order redirect their energy away from Social crime.
- Formation of Local AIDS Council which is constituted by representatives from various government departments, business and Non Profit Organisations.
- Groups who have been and wish to be involved in income generating projects
- Involving the disabled in all relevant objectives in increasing their accessibility to various programmes applicable them.
- Financial support to non profit organizations that deal with HIV/AIDS.
- Development of Madibeng Local Municipality HIV/AIDS Policy and Strategy. The study conducted in the Municipality resulted in the development of HIV/AIDS policy and formulation strategy for the community of Madibeng. This will ensure that all multi-sectoral social upliftment programmes within the Municipality are properly planned, implemented, monitored and evaluated.
- Partnership with South African Local Government Association on decentralized response on HIV/AIDS.
- Voluntary Counseling and Testing, Prevention of Mother to Child Transmission, Ante Retrovi-ral Treatment.
- Interdepartmental Forum.

Approximately 492 people living with HIV/AIDS receives social grants from the Provincial Department of Social Development. 41 people are involved in poverty alleviation projects such as vegetable gardens, poultry, carpentry, and bakery and offering home based care. The cooperate sector donate funds for provision of training to capacitate health workers to improve treatment and care.

Madibeng has 28 Non Governmental Organisations rendering the following HIV/AIDS related services:

- Social mobilisation and communication: awareness/promotional activities,
  - ✓ the distribution of promotional materials, social mobilisation through youth programmes and community outreach programmes , and
  - ✓ HIV/AIDS support groups, behaviour change programmes, programmes in schools,
  - ✓ Sexuality and abstinence education, training of child care and community workers.

- HIV/AIDS prevention programmes: life skill education, peer education, sexually transmitted infections management, HIV testing services, condom distribution, sexuality and abstinence.
- Continuum of care services: in- and out-patient care, home based care, providing medication, nutritional advice and support, support services for infected and affected people, emotional and spiritual support.
- Work place programmes: workplace awareness/prevention programmes, workplace support groups.

The Madibeng Local Municipality prides itself with Non Profit Organisations such as Maboloka HIV/AIDS Organisation (Mahaao), which is a community based organization that fights HIV/AIDS, founded on the principles of Human rights and confidentiality. It started in 1998 as a group of Directly Observed Treatment (DOT) Supporters for TB clients at Maboloka Clinic. The organization further developed into a Home Based Care programme which was registered in 2001 and a 28 bedded hospice was established in February 2004.

The organization runs the following programmes:

- Home Based Care
- Peer Education Project for youth
- Hospice Care
- People Living with HIV/AIDS support group.
- Door to door campaigns
- Anti Retroviral Viral Treatment
- Awareness Campaigns



## 8.20. Fire and Disaster Services

Madibeng Fire and Emergency Services, located in the Brits town, is the main Fire Station with Lethabile Fire Substation needed to be revamped due to burnt down and Klipgat Fire Substation to be established to serving the northern and eastern parts of the Municipality.

The strategic goal for fire and emergency services is to improve services and performance standards. The objective is to save lives and property and also provide humanitarian help.

Fire risk classification in Madibeng is as follows:

- High risk 21%
- Medium risk 33%
- Low risk 46%

Taking into account the size of the area, and the population size, as well as the classification of risk within Madibeng and comparing it with the SABS prescribes, it is quite evident that there are gaps in service provision. SABS 090 - 1972: Code of Practice for Community Practice Against Fire prescribes that the response time from the nearest Fire and Emergency Services should at least be 12 minutes to the scene or within the radius of 50 km.

### Collaboration with other Agents

The municipality collaborates with the following agents in order to provide an effective fire services:

- NECSA which provided Fire fighting services to the former Hartbeespoort TLC areas. A services level agreement is being developed to be in line with the Municipal Finance Management Act.
- Western Platinum Mine is also servicing Mooiooi and the surrounding areas.

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

The four disaster management phases illustrated here do not always, or even generally, occur in isolation or in this precise order. Often phases of the cycle overlap and the length of each phase greatly depends on the severity of the disaster. The cyclical nature of disaster management process focuses on the ongoing and continual actions to prevent and manage the disasters.

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

## **8.21. Sports and Recreation**

The majority of active sport facilities in the Local Municipality of Madibeng are currently provided in Brits town. The Madibeng Sport and Recreation Council (MASREC) has committed itself to attract Federations to this area. The municipality will give MASREC support to achieve its set aims and objectives.

The unit is responsible for sport and recreation development in conjunction with the Department of Education and Sport development, Arts, Culture and Traditional Affairs and Bojanala Platinum District Municipality as well as the Madibeng Sport and Recreation Council (MASREC)

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

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

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

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

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

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

### **Sports Facilities**

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

## Active Sport and Recreation Activities

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

## Infrastructure Development in Sport and Recreation

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

## 8.22. Libraries

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

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

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

### Library Facilities

Area	Members	Books	Average/monthly circulation	Average/member	Average monthly usage	Librarians
Brits	7150	35377	4581	0.71	2446	1
Damonsville	776	3982	82.91	0.11	64	1
Kosmos	299	9700	153.08	0.51	50	0
Oukasie	520	198	69.8	0.13	862	1
Hartebeespoort	- 6502	26080	3437	0.52	875	1
Lethlabille	1468	8419	93.6	0.13	1600	1
Mothutlung	741	6575	65	0.09	267	1
Jericho	520	2286	13.75	0.08	80	1
Lethabong	161	3475	69.8		550	1
Hebron	0	3200	0			0
Modderspruit	<i>Not handed over</i>					

#### Guiding principles

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

1 Library for every 15 000 citizens (long term)

## 8.24. Social Services

The municipality has strived to collaborate with several sectors in order to address social ills such as poverty, crime, ill health and others in order to contribute towards the improvement of social quality of life. The municipality works in partnership, with the Brits and ODI Service Point which renders the following services: *Restorative justice, Social work, Community Development and Social Security.*

### Poverty Alleviation Projects

The municipality has committed itself towards poverty reduction measures. The office of the President has declared Maboloka as one of the nodal areas in the North West Province and the project is called poverty war- room. The aim is to address issues of Poverty in Maboloka. The Bojanala District Municipality gives support to the project.

### Arts and Culture

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

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

### Music School

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

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

Arts and Cultural groups do exist in different communities. The Arts, Culture and Heritage Foundation was launched at the Primindia hall on the 9 July 2005. The purpose of the formation of this structure is *inter alia* to encourage awareness and to consolidate community participation in the development of arts, culture and heritage.

The foundation serves as the mother body to all cultural bodies and associations that embody all art forms and categories. Five category associations that report to the foundation were also formed. These categories are Drama, Music, Arts, Fine Arts, Dance and Heritage.

### Gender-Based Violence

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

## 8.25. Traffic and Licensing Division

### Arrive Alive Campaign

The municipality is also actively involved in the Arrive Alive Campaign which was launched during 1997. Since embarking on this campaign it is clear that there is a significant reduction on road accident fatalities. This is also reflected in the amount of accidents that took place during the festive seasons.

The planning of this actions and day to day activities is based on the identifying of danger areas by means of accident reports.

### By-Law Enforcement

The By- Law Enforcement is established to monitor compliance of Municipal By laws with other Law Enforcement Agencies. Amongst others the Law Enforcement seeks to regulate.

The compliance of Street Trading By laws with the Local Economic Development in terms of Registration of Street Traders and demarcation of designated areas that are not contrary to Road Traffic Act No.93/1996.

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

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

### Public Transport

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

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

### Traffic Unit

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

1. Establishes scholar patrols in townships to ensure the safety of learners at Schools.
2. Embark on Road Safety Awareness Campaigns at Transport Haulage Companies, Day Care Centres and Schools.
3. Road Safety Unit also regulates the transportation of learners by Scholar Transportation modes.

The Municipality is embarking on the AARTO roll-out as from the 01<sup>ST</sup> October 2021 which will enhance Municipal revenue collection and promotion of road safety by implementation of point's demerit system on offenders.

## **Licensing Unit**

### **Driver's License Testing Centre (DLTC)**

The Municipality assist the members of public in respect of applications of Learners and Driver's Licences as well as renewal of license by closing the centre later at 18:00 to eliminate backlock resulted from Covid-19.

This was also due to the online booking system rolled out in the Gauteng Province and the large influx of people from that Province to apply for their renewal of driver's and PrDP license.

The Municipality has also embarked on giving members of the Public an appointment date and time when to renew their driver's licences and that has improved the services by reducing long queues.

### **Vehicle Registering Authority**

The Municipality is currently operating two Registering Authorities which is Brits and Hartbeespoort on an agent basis for the Department of Transport, the Municipality has entered on a service level agreement with the North West Department of Community Services on a ratio of 20/80% basis.

80% percent of revenue collected goes to the Province and 20 % percent in to Municipal account as commission. With this function the Municipality is able to registrations and licensing of all local motor vehicles including those own by local business and companies to ensure compliance with the requirement of the National Road Traffic Act 93 of 1996.

The Municipality is working on opening another satellite Registering Authority at Mothotlung that will service the community of Mothotlung, Mmakau and surrounding villages as well as the local mines.



## 8.26. Security Services (Division)

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

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

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

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

#### Municipality sites according to clusters

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

## 8.27. Projects Phase

Projects list as per Wards needs with estimations by Departments. Refer to Capital Expenditure for approved and budgeted projects

Priority No.	Priorities	Description	Wards	Proposed Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Funding Source	Department
1	Roads and StormWater	Development of Roads and Stormwater Master Plans	All	-	R5 000 000,00	Once off	Once off	Once off	Once off	MIG	ITS
		Backlog Maintenance - Flexible pavement Roads	21	-	14 531 492,75	25 000,00	26 000,00	27 000,00	28 000,00	MIG	
			23	-						MIG	
			30	-	1 040 900,00	16 000,00	17 000,00	18 000,00	19 000,00	MIG	
			33	-						MIG	
			11	-	340 650,00	6 000,00	7 000,00	7 000,00	8 000,00	MIG	
			12	-						MIG	
		Backlog Maintenance - Unpaved pavement Roads	13	-	50 000 000,00	200 000,00	300 000,00	350 000,00	400 000,00	MIG	
			17	-						MIG	
			18	-						MIG	
			20	-						MIG	
			21	-						MIG	
			1	-	100 000 000,00	200 000,00	300 000,00	350 000,00	400 000,00	MIG	
			2	-						MIG	
			3	-						MIG	
			5	-						MIG	
			8	-						MIG	
			9	-						MIG	
			16	-						MIG	
			21	-						MIG	
34	-							MIG			
35	-						MIG				
37	-						MIG				
13	-	40 000 000,00	200 000,00	300 000,00	350 000,00	400 000,00	MIG				
25	-						MIG				

	26	-						MIG
	31	-						MIG
Upgrading of Internal Roads of Ward 25 (Bokfontein)	25							MIG
Upgrading of Internal Roads of Ward 31 (Modderspruit)	31	27 000 000,00	12 000 000,00	12 000 000,00				MIG
Upgrading of Internal Roads of Ward 40 (Sonop)	40							MIG
Upgrading of Internal Roads of Ward 13 (Oukasie)	13	11 000 000,00	12 000 000,00	12 000 000,00				MIG
Upgrading of Internal Roads of Ward 15 (Hebron) - continuation	15	6 000 000,00	12 000 000,00	12 000 000,00				MIG
Upgrading of Internal Roads of Ward 24 (Klipgat - Mashamplani section) - continuation	24	9 000 000,00	12 000 000,00	12 000 000,00				MIG
Upgrading of Internal Roads of Ward 11 (Mapantsoleng section)	11	11 000 000,00	12 000 000,00	12 000 000,00				MIG
Upgrading of Internal Roads of Ward 1 (Sephai) - Continuation	1	4 000 000,00	-	-				MIG
Upgrading of Internal Roads of Ward 1 (Kwarriekraal)	1	-	12 000 000,00	12 000 000,00				MIG
Upgrading of Internal Roads of Ward 34 (Lethakaneng and Maboloka bataung bus route)	34	28 000 000,00	12 000 000,00	12 000 000,00				MIG
Upgrading of Internal Roads of Ward 17 (Ramogodi)	17	2 200 000,00	-	-				MIG
Upgrading of Internal Roads of Ward 18 (Rainbow section)	18							MIG
Upgrading of Internal Roads of Ward 19 (Black rock section)	19	6 230 000,00	12 000 000,00	12 000 000,00				MIG

		Mmakau Road (From Chippa to Mومong Store Ring Road)	19	-	7 718 011,44					MIG
		Mmakau Clinic Road	18	-	8 175 719,15					MIG
		Bapong Connector Road	28	-	7 543 219,15					MIG
		Mmakau Polonia Internal Road	17	-	12 328 926,44					MIG
		Lethabong Internal Taxi Route	5	-	10 857 991,23					MIG
		Upgrading of Itsoseng Internal Roads: Cemetery Road	16	-	7 543 219,15					MIG
		Upgrading of Vuka Internal Roads in Oukasie	39	-	17 398 956,63					MIG
		Upgrading of KL to Checkers Road Maboloka	6	-	14 113 078,88					MIG
		Upgrading of Mothotlung Roman Church Section Internal Roads	20	-	10 830 046,23					MIG
		Upgrading of Kgalatsane Internal Roads: Freedom Road	10	-	14 853 933,73					MIG
		<b>SUB-TOTAL</b>			<b>104 430 000,00</b>	<b>418 276 144,78</b>	<b>96 647 000,00</b>	<b>950 000,00</b>	<b>1 102 000,00</b>	<b>1 255 000,00</b>
2	Water and Sanitation	Water and Sanitation			1 000 000,00	-	-			NW Cogta
		Klipgat Extension Water Supply	24, 8, 36, 37		13 000 000,00	15 000 000,00	15 000 000,00			MIG
		Hebron/ Kgalatsane/ Rockville/ Itsoseng water	10, 15, 16, 35, 41		45 000 000,00	50 000 000,00	55 000 000,00			MIG
		Rehabilitation and Equipping of Boreholes			4 000 000,00	-	-			MIG
		Klipgat Sanitation	24, 8, 36, 37		50 000 000,00	60 000 000,00	60 000 000,00			MIG
		VIP Toilets	All affected wards		1 000 000,00	12 000 000,00	20 000 000,00			MIG
		Upgrading of Mothotlung Outfall Sewer	20		25 000 000,00	15 000 000,00	-			MIG

Upgrading of Oukasie Outfall Sewer	13, 14, 22	1 000 000,00	7 000 000,00	27 300 000,00				MIG
Exploration of boreholes	All affected wards	-	15 000 000,00					MIG
1. Bulk water	5	-				20 000 000,00		MIG
2. Purified water	7	-						MIG
3. Water pipe supply	9	-			100 000 000,00			MIG
1. Bulk water	12	-			100 000 000,00			MIG
1. Construction of VIP toilets	14	-						MIG
4. Water reticulation		-						MIG
5. Boreholes -		-	600 000,00					MIG
1. Household connections	15	-						MIG
<i>2. Sewerage systems - To be discussed with Neo Pule</i>		-						MIG
2. Upgrading of reservoir	32	-				2 000 000,00		MIG
2. Prepaid water meter	All wards	-			10 000 000,00	10 000 000,00	10 000 000,00	MIG
<b>3. Bulk water (Klipvoor Water Scheme)</b>	1	-						DDM
2. Bulk water	4	-					50 000 000,00	MIG
3. Sanitation and sewerage		-						MIG
2. Sewer connection	5	-						MIG
1. Water connections	6	-						MIG
2. Sewerage		-						MIG
1. Yard connection	7	-			20 000 000,00			MIG
1. Water reticulation	8	-					50 000 000,00	MIG
2. Yard connections		-						MIG
2. Bulk water supply	18	-						MIG
1. Sewerage system	19	-				400 000 000,00		MIG
2. Toilets		-					MIG	
3. Water		-						MIG

1. Additional reservoir	20, 38	-						MIG
4. New water and sanitation network		-						MIG
1. Upgrading of sewerage	21	-						MIG
Upgrading of reservoir	21	-			5 000 000,00			MIG
2. Yard connections	22	-						MIG
1. Upgrade of reservoir	23	-						MIG
Refurbishment of Brits sewer plant	23	-			20 000 000,00			MIG
1. Water yard connections	27	-					25 000 000,00	MIG
1. Water connections	28	-					20 000 000,00	MIG
2. Upgrade of water pipes	29	-			30 000 000,00			MIG
3. Bulk pipes		-						MIG
4. Yard connection		-						MIG
2. House connections	31	-			20 000 000,00			MIG
1. Flushing toilets	32	-						MIG
3. Pressure pumps		-						MIG
Refurbishment of sewer plant	33	15 000 000,00						MIG
3. Drilling of boreholes		-						MIG
3. Bulk pipe - Letlhabile R100 million	34; 9	-					100 000 000,00	MIG
4. Mini reservoir	35	-			500 000,00			MIG
3. Reservoir	38	-						MIG
1. Revamping sewer (due to overflow of new connection)	40	-			10 000 000,00			MIG
2. Housing connections		-						MIG
1. Refurbishment of existing sewerage system	10	15 000 000,00						MIG
1. Utilising mine water system	26	-					1 500 000,00	MIG
1. Upgrading of water pipes	30	-						MIG

		Construction of outfall sewer		30 000 000,00						MIG	
		6. Additional reservoir (at least 10 ml)	30	-				1 500 000,00		MIG	
		3. Proper sewerage system	31	-						MIG	
		1. Upgrading of sewerage/ sanitation	39	-			20 000 000,00			MIG	
		3. Flushable toilets	40	-				1 500 000,00		MIG	
		<b>SUB-TOTAL</b>		<b>200 000 000,00</b>	<b>174 600 000,00</b>	<b>177 300 000,00</b>	<b>335 500 000,00</b>	<b>412 000 000,00</b>	<b>279 500 000,00</b>		
3	Land and Housing	Formalization of informal settlements	All wards	-	4 000 000,00	4 000 000,00	4 000 000,00	4 000 000,00	4 000 000,00	MIG	PHS
		<b>SUB-TOTAL</b>		<b>-</b>	<b>4 000 000,00</b>	<b>4 000 000,00</b>	<b>4 000 000,00</b>	<b>4 000 000,00</b>	<b>4 000 000,00</b>		
4	Electricity	High Mast Lights Energising	10, 15, 16, 41	2 597 150,00	-	-				MIG	ITS
		High Mast Lights (Solar Energy)	All	14 189 582,00	40 000 000,00	50 994 000,00				MIG	
		Replacement of Street Lights Globes	All	3 500 000,00	4 000 000,00	-				EEDSM	
		Lethabile Substation		15 000 000,00	23 000 000,00	-				INEP	
		Lethabile Substation Phase 3		-	25 350 000,00	-				INEP	
		Oukasie		-	20 150 000,00	-				INEP	
		Lethabile Block H				30 800 000,00				INEP	
		High Mast Lights: Madibeng	All wards	-	58 696 115,00					MIG	
		<b>SUB-TOTAL</b>		<b>35 286 732,00</b>	<b>171 196 115,00</b>	<b>81 794 000,00</b>	<b>-</b>	<b>-</b>	<b>-</b>		
5	Social Services	Klipgat Fire Station	3, 8, 24, 36	-	16 000 000,00	-	-	-	-	MIG	PSFFM
		Oukasie Taxi Rank	13	6 941 995,00	-	-				MIG	
		<b>SUB-TOTAL</b>		<b>6 941 995,00</b>	<b>16 000 000,00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
		Mmakau Library	19	10 907 690,00	-	-				MIG	CD
		Mothotlung Library	20	-						MIG	
		Klipgat Sports Facility		-			11 000 000,00			MIG	
		Upgrading of Mothotlung Sports Facility		-						MIG	
		Upgrading of Lethabile Sports Facility		-						MIG	



		Upgrading of Oukasie cemetery		-		3 500 000,00				MIG/ Private sector		
		Upgrading of Brits Sports Facility		-						MIG		
		<b>SUB-TOTAL</b>		<b>10 907 690,00</b>	<b>-</b>	<b>3 500 000,00</b>	<b>11 000 000,00</b>	<b>-</b>	<b>-</b>			
6	Local Economic Development (Economic Development, Agriculture and Tourism)	Mining Training Academy: Brits		-			15 000 000,00			MIG	LED (EDAT)	
		Chicken Abattoir: Maboloka	6				2 000 000,00			MIG		
		Fish Farming: Klipvoor dam	1						1 000 000,00	MIG		
		Majakaneng Hiking Trail	7					5 000 000,00		MIG		
		Renovation of hawkers pavillion: Wonderkop						5 000 000,00		MIG		
		Establishment of Mothotlung Industrial Park	20						10 000 000,00	MIG		
		Lethabile Industrial Park						2 000 000,00		MIG		
		Majakaneng Skills Development Centre	7						10 000 000,00	MIG		
		Small Town Regeneration: Brits								MIG		
		Madibeng SMME Development Hub - Brits	31	12 718 583,00	-	-						MIG
				<b>SUB-TOTAL</b>		<b>12 718 583,00</b>	<b>-</b>	<b>-</b>	<b>17 000 000,00</b>	<b>12 000 000,00</b>		<b>21 000 000,00</b>
<b>TOTAL</b>			<b>370 285 000,00</b>	<b>784 072 259,78</b>	<b>363 241 000,00</b>	<b>368 450 000,00</b>	<b>429 102 000,00</b>	<b>305 755 000,00</b>				

## Alignment of KPAs, Priorities and Budget

Key Performance Areas	Priorities	Budget					
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Good governance and public participation/ Financial viability		OPEX	OPEX	OPEX	OPEX	OPEX	OPEX
Spatial Rationale	Land and Housing	-	4 000 000,00	4 000 000,00	4 000 000,00	4 000 000,00	4 000 000,00
Local economic development	Local Economic Development	12 718 583,00	-	-	17 000 000,00	12 000 000,00	21 000 000,00
Basic service delivery and infrastructure	Electricity	35 286 732,00	171 196 115,00	81 794 000,00	-	-	-
	Social Services	17 849 685,00	16 000 000,00	3 500 000,00	11 000 000,00	-	-
	Roads and StormWater	104 430 000,00	418 276 144,78	96 647 000,00	950 000,00	1 102 000,00	1 255 000,00
	Water and Sanitation	200 000 000,00	174 600 000,00	177 300 000,00	335 500 000,00	412 000 000,00	279 500 000,00
Municipal transformation and institutional development		OPEX	OPEX	OPEX	OPEX	OPEX	OPEX

## Bulk Scheme

Item	Project Name	Estimated Costs	Impact
1	Upgrading of Eastern Bulk Water Scheme	R400 000 000,00	The scheme is aimed the address the water storage and supply challenges in the areas ie. Madidi, Oskraal, Hebron, Mmakau, Mothotlung, Damonsville and etc.
2	Upgrading of Western Bulk Water Scheme	R55 000 000,00	Western Supply line intervention which includes: Bapong pump station refurbishment; Sonop pump station refurbishment and upgrade; Backup pipe line from Town offtake to Sonop Reservoir 10MI Concrete Storage;
3	Upgrade of Lethabile Bulk Water Supply	R100 000 000,00	The supply line will address the water supply in the areas of Lethabile, Maboloka, Lethlakaneng, Jericho and etc
4	Further Upgrade of Brits Water Treatment Works (from 80MI/d to 100MI/d)	R300 000 000,00	
5	Upgrade of Schoemasville Water Treatment Works (from 10MI/d to 20MI/d)	R80 000 000,00	
6	Rietfontein Wastewater Treatment plant	R1 000 000 000,00	Upgrade Plant with an additional 4MI/d modules,
7	Refurbishment of Sewer Pump Stations	R20 000 000,00	Refurbishment of Sewer Pump Stations
<b>TOTAL</b>		<b>R1 955 000 000,00</b>	

## 8.28. Sector Department Projects

The current Sector Department Projects are listed under Annexures.

### ESKOM: 2017/18 Electrification Projects

#### Households

Project Name	No of Planned Connections	Estimated Capex
Modderspruit	550	R13 167 000.00
Modderspruit Sarajef Section	100	R2 394 000.00
Mmakau De Kroon Section	145	R3 510 604.81
Mmakau Old Malatse Block 7	33	R630 000.74
Mmakau Ramogodu Extention Leseding	40	R752 843.88
Hebron Beverly Hills	462	R4 740 120.00
<b>TOTAL</b>	<b>1 330</b>	<b>R25 195 569.43</b>

#### Infills

Project Name	No of Planned Connections	Estimated Capex
Madibeng LM Infills T1	203	R2 052 000.00
Madibeng LM Infills T2	160	R1 254 000.00
Madibeng LM Infills T3	74	R1 026 000.00
<b>TOTAL</b>	<b>437</b>	<b>R4 332 000.00</b>

#### Infrastructure Substation

Project Name	Estimated Capex
Lethabong 88/22 kV substation	R18 970 460.69
Oukasie 88/11kV Substation	R24 810 000
<b>TOTAL</b>	<b>R43 780 460.69</b>

#### Infrastructure Line

Project Name	Estimated Capex
Rhombus Lethabong 88kV line	R7 527 791.91
<b>TOTAL</b>	<b>R7 527 791.91</b>

#### PRE-ENGINEERING

Project Name	Estimated Capex
Wonderkop Nkaneng Section E, F, G, H and I	R2 878 785.00
Wonderkop Nkaneng Section F	R3 112 200.00
Wonderkop Nkaneng Section G	R2 956 590.00
Wonderkop Nkaneng Section H	R3 345 615.00
Wonderkop Nkaneng Section I	R3 267 810.00
<b>TOTAL</b>	<b>R15 561 000.00</b>

## Progress Report on 2016/17 ESKOM Projects

Project Name	Actual Connections	Comment	Estimated Cost
Oskraal Plot 48	97	Village energized	R1,511,750
Oskraal Plot 75, 99 and 100	290	Village energized	R3,933,899
Oskraal Ipopeng	257	Village energized	R4,625,070
Regorogile	859	Village energized	R9,975,729
Mooinooi Ext	812	Village energized	R5,473,361
Majakaneng (Various portions)	0	Re-gazetted to zero connections in 2016/17	0
Rabokala Lerulaneng Section	107	Kick off meeting was 13/01/17 Project start date 18/01/17	R1,569,260
Kgabalatsane Block E & Midas	360	Way leave issues need to be resolved. Project depend on the Midway Pula feeder split.	0
Kgabalatsane Pase 3	1 447	Village energized	R29,811,689
Madibeng Infills	425	Ongoing	R900,000
<b>TOTAL</b>	<b>3 842</b>		<b>R56 900 758</b>

### ESKOM: 2018/19 Electrification Projects

Project Name	Project Type	Planned Capex (incl. VAT)	Planned Connections
Kgabalatsane Phiring and Magaseng Section	Household	R2 924 100.00	485
Kgabalatsane Morolong Sec	Household	R3 637 036.39	731
Lethakaneng Mmalerato Section Phase 3 and Rietvlei Sec	Household	R17 994 554.58	1 500
Klipgat C 2010 Sec and Ikageng Sec Phase 2 & Hillside Phase 2	Household	R22 995 581.25	1 600
Kgabalatsane Midas Block E	Household	R5 614 676.70	500
Madibeng LM Infills	Infills	R3 201 120.00	468
Lethabong Substation	Infrastructure – Substation	R22 930 581.66	0
Khalamtwana	Pre-Engineering	R1 014 600.00	0
<b>Total</b>		<b>R80 312 250.59</b>	<b>5 284</b>

### ESKOM: 2019/20 Electrification Projects

Project Name	Project Type	Planned Capex (incl. VAT)	Planned Connections
Bapong	Household	R2 295 370	100
Segwaelane	Household	R1 352 400	98
Modderspruit (Katlegong Section)	Household	R3 013 036	143
Klipgat – Klipgat C 11kV feeder bay	Infrastructure Substation	R5 265 297	
Madibeng Municipality Infills	Infills	R3 363 750	620
<b>Total</b>		<b>R15 289 853</b>	<b>961</b>

### ESKOM: 2020/21 Electrification Projects

Project Name	Project Type	Planned Capex (incl. VAT)	Planned Connections
Jericho Malateng Ptn 1 & Ptn 2	Households	R1 058 000.00	40
Mmakau Mapetla Section	Households	R925 750.00	35
Maboloka Lethabong Section	Households	R9 273 600.00	448
Mmupudung	Households	R1 529 346.42	55
Modderspruit Katlegong Section	Households	R3 422 515.46	143
Oskraal Plot 51	Households	R1 150 000.00	40
Madibeng Local Municipality 2021-2021 DoE infills	Infills	R3 363 750.00	400
Mamogale 88/11kV Substation	Pre-engineering	R805 000.00	0
Klipgat Ngobeni Stand	Pre-engineering	R690 000.00	0
<b>Total</b>		<b>R21 844 211.88</b>	<b>1161</b>

## MISA Prioritised Costed Projects

Project Name	Capital Cost Estimate	Priority Number
Upgrading of Brits Water Treatment Works	R320 000 000	1
Upgrading of the Hartbeespoort Water Treatment Works	R95 000 000	2
Brits WWTW upgrading and refurbishment	R48 000 000	3
Hartbeesfontein (Rietfontein) Waste Water Treatment Works existing capacity of 5Ml/d – Insufficient Capacity	R385 000 000	4
Upgrading of Mothutlung Outfall Sewer (Ward 20)	R40 000 000	5
Kosmos Ridge Sewerage Treatment Package Plant (Ward 29)	R10 000 000	6
Development of Water and Sanitation Master Plans	R3 000 000	7
Madibeng Integrated Water Management Plans (Ward 1 to 41)	R5 000 000	8
Madibeng LM WCWDM Plan	R3 000 000	9
WSDP Updating	R500 000	10

## Department of Arts, Culture, Sport and Recreation

Project / Programme Name	Nature of investment	Total Project Cost R	Total Expenditure to date from previous years R	Main appropriation (21/22) R	Main appropriation (22/23) R	Main appropriation (23/24) R
Lethabong Community Library	New or Replaced Infrastructure	18 900 000	10 394 000	8 040 000	1 000 000	-
Reagile Library	Upgrading and Additions	10 012 000	71 000	1 055 000	-	-
Hartebeespoort Dam Library	Upgrading and Additions	10 855 000	6 946 000	1 500 000	-	-

## Department of Co-Operative Governance and Traditional Affairs

Project / Programme Name	Nature of investment	Total Project Cost R	Total Expenditure to date from previous years R	Main appropriation (21/22) R	Main appropriation (22/23) R	Main appropriation (23/24) R
Mothutlung Sewer Upgrade	Infrastructure Transfers - Current	15 000 000	-	1 000 000	-	-

## Department of Education

NEW FACILITIES PLANNED IN THE NEXT 3 YEARS	REASONS
1. English Medium Secondary school in Brits	Central Secondary is the only Public Ordinary school with more than 7 (seven) GET feeder schools. This creates overcrowding at this school, other Public schools around like Wagpos and Brits High School are Afrikaans medium schools.
2. English Medium Secondary in Majakaneng.	Michael Modisakeng has an enrollment of 1500 which dictates that the school will always be overcrowded hence old mobiles at the school. Landowners Committee failed to avail the land for free to Lonmin so as to build a school with sporting facilities.
3. English Medium school around Damonsville to Mothutlung including the sprawling informal settlements.	Damonsville is overcrowded and this lowers the quality of learning and teaching.
4. English Medium school along Sunway and the Van der Hoff road.	Learners from Ennis Thabong cannot cope with the Home Language of either English or Afrikaans hence a lot of drop-outs.

## Department of Environmental Affairs

### Projects to be phased in during 2018/19 – 2022/23

PROJECT NAME	DESCRIPTION	FOCUS AREA	CATEGORY	BUDGET
Lethabile Game Farm	Establishment of a community owned game ranching facility fence, chalets and safari tents, day visitor recreation, water provision, and game ranching	Biodiversity economy	Infrastructure	R15,000,000

## Department of Health

Project/ Programme Name	Nature of investment	Total Project Cost R	Total Expenditure to date from previous years R	Main appropriation (21/22) R	Main appropriation (22/23) R	Main appropriation (23/24) R
Klipgat CHC ABM	New or Replaced Infrastructure	145 000 000	-	500 000	5 000 000	-
Brits Hospital - HT	New or Replaced Infrastructure	10 568 202	5 878 337	6 000 000	-	-
Brits Hospital Staff Accommodation - HT	New or Replaced Infrastructure	498 254	2 764 222	3 000 000	-	-
Brits Hospital Replace Chillers	Rehabilitation, Renovations & Refurbishment	3 000 000	-	5 000 000	-	-

## Department of Local Government and Human Settlements

The total allocation for 2017/18 financial year is R 147 006 with 167 sites and 721 units

### Land parcels procured (IHAHSD)

Budget R 6 119 with 0 sites and 0 units

- **Project Name: 2017/18 Mooinooi Mamba Ext 13 land purchase**

The informal settlements of Mamba and Bokamosa have been formalized into 865 erven as Mooinooi Extension 13. Basic water and sanitation infrastructure is a requirement in preparation of the RDP housing development of the Department of Local Government & Human Settlements North West (DLGHS NW) in Mooinooi Extension 13.

The land of Portion 134 Elandskraal 467 JQ which is a private property of 18 hectares, will be purchased by the Department of Local Government & Human Settlement, for the servitude access to Portion 63 Elandskraal 467 and will unlock the following:

- Groundwater development to provide 500Kl/d
- 2MI Concrete reservoir installation as well as the installation of temporary tanks during the construction phase that will be connected to the reticulation. This also included the bulk connection between the boreholes and the reservoir.
- Installation of a full reticulation system including metered yard connections to 865 stands
- A ground water protocol study conducted during the ground water development phase indicated a high risk of ground water pollution through dry sanitation and as such it was decided to install sealed Enviro-Loo units at each of the stands.

The tripartite agreement will need to be signed between Department of Local Government & Human Settlement, Madibeng Local Municipality and Samancor Mine, so as the development could commence.

- **Project Name: 2017/18 Bokfontein IRDP: Phase 1: Planning and Services land purchase**

The land purchase is conducted by H.D.A currently and it will address further development for Bokfontein and surrounding informal Settlements. The land Portion number 74, 448 JQ, of 9.8819 hectare has been secured and transferred to our municipality.

### Informal Settlements

Budget R 19 126 with 167 sites and 0 units

- **Project Name: Oukasie 500 Walkups, Scheerpoort 700, Damonsville Ext 2, Oukasie Ext 4 phase 1&2, Mothuthutlung Ext 1, Oukaise Proper, Lethlabile block G 822/F (1661)/E (1271)/C (958)**

The projects will address 2689 housing opportunities in the Madibeng Local Municipality. The projects are all under planning to unlock all planning issues so as the project will be ready for implementation for 2018/19 financial year. The township establishment will need to complete in Oukasie walkups, and to commence with the 167 internal sites for the 2017/18 financial year. There is a review for walk-ups in support for stand-alone housing project. Additional land next to the project is considered for acquisition



and HDA is currently engaged with owners for acquisition. Once acquired, additional municipal land close to the acquired one will also be used to accommodate a larger township.

#### **IRDP: Phase 4: Top Structure Construction (Informal Settlements)**

Budget R 17 019 with 0 sites and 133 units

- **Project Name Bokfontein Ext. 3**

This project is a tripartite between Heric Ferrochrome, Department of local Government & Human Settlements and Madibeng Municipality. The project will start in Bokfontein. Heric has donated land for the municipality and planning processes are at an advanced stage with the Municipality addressing township objections. The property is 33ha and can yield over 449 sites. Of these, 100 or 15% which even greater sites are to be reserved for their employees.

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

Bokfontein project will address 529 housing opportunities for the 1<sup>st</sup> phase and after the land purchase and layout plans are completed, the surrounding informal settlement will be catered for. Town Planning processes for extension 1 (237 residential sites) & 2 (239 res sites) are completed and currently busy with extension 4 (348 res sites) & 5 (128 residential BNG's and 96 FLISP) together with extension 3 (440 residential sites) which is part of Heric's contribution. Note that all these sites must be serviced from boreholes or water and enviroloos be used for sanitation. The projects are now on geo-hydrological studies for this year in order to determine the quality and yield for boreholes.

#### **Mooinooi Mamba will yield 865 units**

The project is fully reticulated for water services but not each sites due to capacity constraints currently. 295 enviroloos built and fully electrified. There's only a need to finalize MoU between municipality, SAMANCOR and DLG&HS and specify responsibilities.

#### **People's Housing Process Informal Settlements**

Budget R 11 261 with 0 sites and 88 units. Project under construction and developer on site.

## Rural Housing: Communal land rights

Budget R 68 481 with 0 sites and 500 units. Project under construction and planning processes to be conducted for further development.

Project	Status
<b>Majakaneng: 300</b>	This project was allocated 300 subsidies with Khethwayo construction as the developer. The project has been stalled by land owners. <b>Beneficiary Administration:</b> There 238 approved beneficiaries with no milestones to be reported.
<b>Jericho: 150</b> <b>Vaalboschloot: 150</b>	This project was allocated 300 subsidies as well with Persev Con as the developer. Beneficiary Administration: All 300 beneficiaries approved Jericho: 120 houses complete and occupied Vaalboschloot: 100 house complete and occupied.
<b>Mmakau: 115</b> <b>Maboloka: 100</b> <b>Moiletswane: 100</b> <b>Shakung: 50</b>	This project was allocated 365 subsidies with Ben mar Dia Rora JV as the developer. All 365 beneficiaries approved Mmakau: 80 houses completed and occupied Maboloka: 78 house completed and occupied Moiletswane: 99 houses complete and occupied Shakung: 48 house completed and occupied
<b>Hebron: 102</b>	This project was allocated 102 subsidies with Deek logistics as the developer. All 102 beneficiaries were approved. The CLO is appointed and site already developed. There is no progress registered because they are busy with verification of approved beneficiaries.

## Provincial Specific Programmes

Budget R25 000 000 with 0 sites and 0 units

- **Project Name: Sunway Village Bulk Sewerage**

The land for the development has been purchased for 105 hectares and 1000 units were already constructed. The project is ready for implementation, but still waiting for the bulk services to be constructed. The budget for R25 million in the 2017/18 financial year is for the permanent treatment plant, purchasing of the servitude, bulk services and connection of Refentse approximately 168 housing unit opportunities to treatment plant. The bulk service, will unlock further development for Sunway Social and rental stock, BNG and Flisp Programme.

## Department of Mineral Resources and Energy

### Projects Implemented By Lonmin

Project	Budget Allocated	Budget Spend	Community
Educational support and upliftment	R43.5 m	R62,06 m	Segwaelane, Modderspruit, Wonderkop and Bapong
Provision of water and sanitation	R25 m	R14,5 m	Oustad, Modderspruit
Bapo brickmaking	R10 m	R4,4 m	Bapong
Sports and recreation	R1,5 m	R5,6 m	Segwaelane, Modderspruit, Wonderkop and Bapong
Improving health care	R12 m	R13,1 m	Wonderkop, Modderspruit and Majakaneng
Community skills development	R10 m	R10,7 m	Segwaelane, Modderspruit, Wonderkop and Bapong

### Projects committed to by Lonmin in their (2014-2018) SLP

PROJECT	BUDGET	COMMUNITY
Bulk water supply	R23,5 m	Wonderkop
Community internal roads	R35,7 m	Bapong
Household sanitation	R4 m	Bapong, Modderspruit, Majakaneng and Wonderkop,
Installation of high mast lights	R31 m	Wonderkop – 11 installed and 8 refurbished; Segwaelane village – 8 installed
Multipurpose health centre	R10,2 m	Lonmin communities
Provide obstetric ambulances	R1,2 m	2 purchased and handed over
Extend Majakaneng clinic	R5 m	Majakaneng
Renovation of Brits Forensic Mortuary	R16,5 m	Brits
Security upgrades at clinics in mine communities	R550 000	Done – Wonderkop and Segwaelane
Provision of clinic equipment and computers	R500 000	Greater Lonmin communities
Provision of ambulances	R31,2 m	Purchased 2 for Madibeng
Replace 2 school health service mobile clinics	R1,2 m	Greater Lonmin communities
Construct 2 new schools	R53,5 m	Bapong and Majakaneng
Refuse management projects	R47,9 m	Greater Lonmin communities

### Projects implemented by Hercul Ferrochrome

Project	Budget Allocated	Budget Spend	Community
Molelwane Primary School	R8 million for whole SLP	R661,784	Lethlabile
Brick making project		R1,4 m	Mothotlung

### Projects Committed to by Hercul Ferrochrome (2013-2017)

PROJECT	BUDGET	COMMUNITY
Water provision (done)	R2,8 m	Mmakau, Sonop and Jericho
Community health clinic (done)	R1 m	Damonsville
Horticulture (collapsed)	R3 m	Bokfontein
Brick making project	R1 m	Sunway – to be redirected
National school nutrition programme	R6 m	Lethlabile and feeder communities

### Projects implemented by Hercul Ferrochrome

Project	Budget Allocated	Budget Spend	Community
Installation of 4 high mast lights	R2,3 m	R4,2 m	Bapong
Construction of an asphalt road	R3 m	R21 m	Bapong
Township Development – water reticulation	R17,8 m	R17 m	Bokamoso

### Projects committed to by Samancor (2015-2019)

Project	Budget	Community
Bokamoso water and sanitation project	R13,5 m	Bokamoso
Installation of 4 high mast lights	R5,1 m	Bapong

### Projects implemented by Evraz Vametco\*

PROJECT	BUDGET ALLOCATED	BUDGET SPEND	COMMUNITY
Mothotlung tar road	R1,7 m	R1,5 m	Mothotlung

\*Company in the process to draft new SLP and are in the consultation process. Challenges with Uitvalgrond and Krokodilkraal communities.

### Projects identified on social and labour plan (2019 – 2023) by Vametco\*- Bushveldt

Project	Budget Allocated	Community
High mast lights in Wards 20, 21 & 35	R4,7m	Rankotea, Switch-Thetele & Mothotlung
Roads and Stormwater	R3,0 m	
Sports Facility (Cluster 2)	R3,0 m	
Provision of clean water	R2,0 m	Rankotea
Sports ground	R0,5 m	Rankotea
Mmakau Heritage Site	R0,4 m	Mmakau, Rankotea, Switch-Thetele, Mومong & Mothotlung
*Widening of the walk way – Murray Ave	R0,4 m	Madibeng

\* Brits Small Town Regeneration Project

### Projects implemented by Barplats

Project	Budget Allocated	Budget Spend	Community
Upgrading Khulusa Primary	R1,3 m	R1,2 m	Zandfontein
Fanang Diatla vegetable farming	R1,1 m	R1,1 m	Lethlabile
Afsaal bulk sewer pipeline	R2,1 m		50% done by company remainder to be done by Madibeng

### Projects implemented by Eland Platinum\*

Project	Budget Allocated	Budget Spend	Community
Opportunity hub	R4,6 m	R4,5 m	Mmakau
Dijale tree relocation	R1,2 m	R1,76 m	Mmakau beneficiaries
Brick making project	R750,000	R1,1 m	Mothotlung

\*Company in care and maintenance

### Amendment to social and labour plan by Northam Eland Platinum Mine

Project	Budget Allocated	Community
Water supply for local communities	R2 159 029	Damonsville
Refurbishment of Clinic	R2 500 391	Mmakau
*Formalizing and providing of formal structures for trader stalls	R750 000	Madibeng
*Providing of angled parking on either side of Murray Road	R200 000	
*Greening of Murray Road Island	R150 000	
Establishment of Agric-Academy for training for emerging and small subsistence farmers and farming business initiative on a 600 hectare land	R2 240 580	Madibeng

\* Brits Small Town Regeneration Project

### Projects Implemented By Ppc Cement\*

Project	Budget Allocated	Budget Spend	Community
Construction of Vaalbosch community hall	R2,7 m	R4,8 m	Vaalbosch
Build new school	R3,7 m	R4,06 m	Ramokoka

\*Company drafting their new SLP and are in consultation process

### Department of Public Works and Roads

Project / Programme Name	Nature of investment	Total Project Cost R	Total Expenditure to date from previous years R	Main appropriation (21/22) R	Main appropriation (22/23) R	Main appropriation (23/24) R
Day to Day Maintenance of all Government Facilities in Madibeng	Maintenance and Repairs	1 780 000	8 150	660 000	600 000	600 000
High Mast Lights at Brits Sub-District Office	Upgrading and Additions	750 000	-	750 000	-	-
Day to Day Maintenance of all Government Facilities in Madibeng	Maintenance and Repairs	1 780 000	8 150	660 000	600 000	600 000

### Department of Social Development

Project / Programme Name	Nature of investment	Total Project Cost R	Total Expenditure to date from previous years R	Main appropriation (21/22) R	Main appropriation (22/23) R	Main appropriation (23/24) R
Sonop Old Age Home	Upgrading and Additions	11 693 000	55 013	1 500 000	4 693 000	5 500 000

## 8.29. Integration Phase

### Sector Plans

#### Housing Strategy

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

#### Creation of sustainable settlements through Integrated Housing Planning and Delivery

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

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

#### **Improved Housing Delivery and Provision of Range of Tenure Options**

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

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

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

### **Eradication of Informal Settlements**

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

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

### **Good Governance and Effective Institutional Support**

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



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

### **Economic Development and Wealth Creation**

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

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

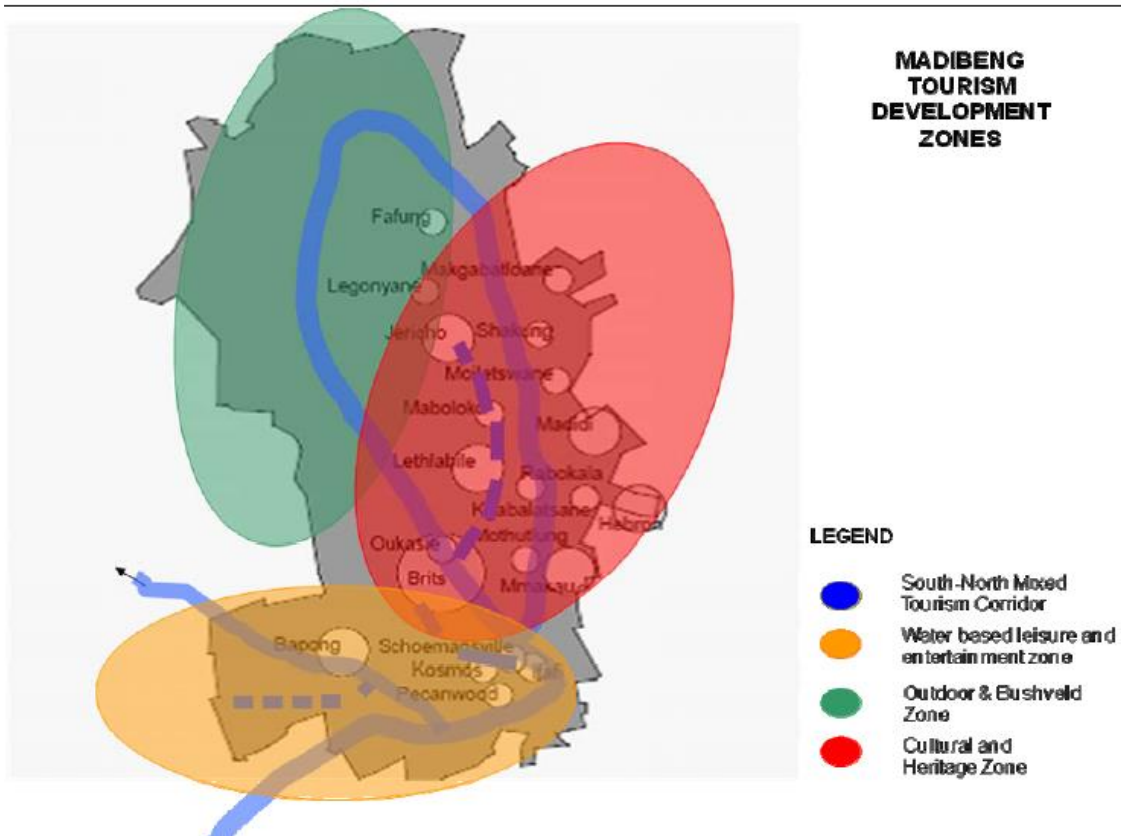
Table 5.4: Multi-year Implementation Plan

Project Ref	Project Description	Ward	Project Type	No. of units (remaining)	Start Year	Remaining Budget (current projects)	Budget Estimate (proposed new projects)	2014/2015		2015/2016		2016/2017		2017/2018		2018/2019		After 2019/2020		
								Units	Budget	Units	Budget	Units	Budget	Units	Budget	Units	Budget	Units	Budget	
	Beating			15	14/15		R 1 200 000	15	R 1 200 000											
	Moderate/low informal upgrading	21	Informal Upgrading	300	19/14	R 2 131 200														
	Medium/low informal settlement upgrade	27	Informal Upgrading	4000	19/14		R 24 774 200	15	R 1 470 000											
	Beating Informal	29	Informal Upgrading	800	19/19		R 24 412 200			R 2 280 000	400	R 2 280 000	1000	R 2 280 000	1000	R 50 000 000	2400	R 20 514 500		
	Medium/Low Informal	30	Informal Upgrading	200	19/19		R 1 500 000													
	Medium/Low Informal	38	Informal Upgrading	700	19/17		R 44 110 700			R 1 250 000	25	R 1 250 000	250	R 1 250 000	250	R 1 544 100	250	R 17 807 500	400	R 23 604 100
DCP/10001	Madibeng/100 (Glenhazel)	30	Project Linked	12	14/15		R 2 630 000			12	R 2 630 000									
DCP/10001	Madibeng/100 (Glenhazel)	30	Informal Upgrading	800	14/15		R 38 900 000			800	R 38 900 000									
DCP/10001	Glenhazel	30	Project Linked	100	19/19		R 24 480 000			100	R 24 480 000									
DCP/10001	Glenhazel Informal	30	Informal Upgrading	700	19/19		R 26 000 000			700	R 26 000 000									
	Maitika & Schiemenwalle	35	RDIP	250	19/16		R 14 700 000													
	West 20 Informal Settlements Upgrading	30	Informal Upgrading	1000	19/17		R 50 000 000													
DCP/10002	Sturkman & Nares Panchohra	25	Project Linked & Informal Upgrading	1400	19/16		R 80 220 212			300	R 18 220 212	910	R 30 000 700	780	R 48 000 500					
DCP/10002	Cubaia (C1 & Phase 2)	13, 21, 28	Project Linked	1200	19/17		R 70 000 000													
	Cubaia Informal	20	Informal Upgrading	1000	14/15		R 77 000 000	500	R 38 900 000	900	R 38 900 000									
	Cubaia	20	Informal Upgrading	Transferring into absence	14/15															
	Matshulu 1/2	05	Informal Upgrading	05	14/15		R 8 000 000	05	R 8 000 000											
	Demarcate Informal	21	Informal Upgrading	800	19/19		R 24 412 200													
	East	20	RDIP	200	14/15		R 14 700 000													
	Maitika, Naresgul & East New Town, Informal	17	RDIP	100	19/19		R 9 470 000			R 400 000	100	R 4 000 000	40	R 2 200 000	100	R 4 941 500				
	Group Informal	25	Informal Upgrading	371	19/17		R 7 700 700													
	Demarcate	20	Project Linked	300	19/19		R 24 412 200													
	Cubaia (East) upgrading pilot project	13, 21, 22	P T Upgrading	200	17/19		R 307 000													
	Water Main	18	RDIP	100	19/19		R 20 412 200													
DCP/10003	Lafabisa P1P	6, 11, 12	RDIP	20	14/15		R 804 100	20	R 804 100											
	Lafabisa Block C	6	Project Linked	100	14/15		R 6 411 000	100	R 6 411 000											
	Lafabisa Block D	10	Project Linked	100	14/15		R 1 611 370	100	R 1 611 370											
	Lafabisa Block E	7	Project Linked	122	14/15		R 7 704 000	122	R 7 704 000											
	Lafabisa Block F	11	Project Linked	70	14/15		R 4 226 400	70	R 4 226 400											
	Glenhazel	10, 38	RDIP/Link	800	19/19		R 24 412 200													
	Informal Upgrade (eg. Maitika, Block E, and Demark 1/2)	10, 18	Informal Upgrading	1000	19/19		R 50 000 000													
	Cubaia Informal	20	Informal Upgrading	800	19/17		R 1 470 000													
	Maitika & Ennesdal	16	RDIP/Link	800	17/19		R 20 412 200													
	Lafabisa	24	RDIP/Link	800	17/19		R 37 000 000													
	Maitika	5	RDIP	100	14/15		R 2 000 000	100	R 2 000 000	40	R 1 600 000									
DCP/10	Project A, National Transport Corridor, Johannesburg	01	RDIP	800	14/15		R 50 412 000	100	R 10 000 000	100	R 10 412 000									
	Project Informal	6, 24 & 28	Informal Upgrading	2000	14/15		R 140 000 000	200	R 60 000 000	700	R 50 000 000	500	R 30 000 000							
	Project A and C	6, 24, 28	RDIP	4700	14/15		R 201 000 000													
	Madibeng/1000, Glenhazel, De-Robertson	24	RDIP	100	19/19		R 10 000 000													
	Madibeng, Balagard, Maitika/Ennesdal	24	RDIP	100	19/19		R 10 000 000													
	Madibeng, Balagard, Maitika/Ennesdal, Glenhazel, De-Robertson	24	RDIP	100	19/19		R 10 000 000													
DCP/10	De-Robertson	14	RDIP/Link	40	19/19		R 2 700 000													
DCP/10	Madibeng Phase 2	4, 6, 8, 9	RDIP/Link	100	19/19		R 10 000 000													
DCP/10	Ennesdal	1	RDIP	100	19/19		R 10 000 000													
DCP/10	Joubert	1	RDIP	10	14/15		R 710 400	10	R 710 400											
DCP/10	De-Robertson	1	RDIP	6	14/15		R 400 000	6	R 400 000											
DCP/10	De-Robertson	1	RDIP	1	07/09		R 50 000	1	R 50 000											
DCP/10	De-Robertson	1	RDIP	100	17/19		R 10 000 000													
DCP/10	Informal settlement upgrading	All Wards	Informal Upgrading	800	19/17		R 1 700 700													
DCP/10	RDIP Partnership Project	10/16	RDIP	300	17/19		R 400 100													
	<b>GRAND TOTAL</b>			<b>23792</b>			<b>R 1 103 690 000</b>	<b>2700</b>	<b>R 196 018 643.50</b>	<b>3458</b>	<b>R 212 782 985.25</b>	<b>5211</b>	<b>R 302 034 977 7077</b>	<b>R 418 789 826.25</b>	<b>4555</b>	<b>R 256 431 423.38</b>	<b>5685</b>	<b>R 311 261 087.18</b>		
	Current Projects																			
	Proposed new projects																			
	Informal upgrading																			
	subject to detailed feasibility to determine suitability for informal upgrading or whether it will have to form part of an RDIP project																			

**Development ‘Zones’**

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

**Madibeng Tourism Development Zones**



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

- **South-North Mixed Tourism Corridor**

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

This route entails linking up with the existing Magalies Meander route as well as the Cradle of Human Kind in the South and luring tourists to the Northern region where there is a great potential for cultural, nature based and township tourism developments. The Skeerpoort and Magaliesberg areas on the Magalies meander, boast historic and archaeological sites, such as the Stone Age Rock Painting, tobacco forts and sheds.

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

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

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

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

- **Water based leisure and entertainment zone**

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

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

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

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

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

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

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

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

- **Outdoor and bushveld zone**

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

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

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

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

Development of alternative accommodation in this zone is ideal, such as survival boot camps, lodges in the Elandsberg Mountain, Borakalalo Nature Reserve; this type of accommodation is aimed at attracting the backpackers market, adventure and eco-tourists and nature enthusiasts. Development of activities such as

Canoeing, horseback riding, crossbow hunting and maybe a possibility of fly-fishing will attract visitors to the region.

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

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

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

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

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

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

- **Cultural and heritage zone**

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

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

## 8.31. Interim Water Service Development Plan

### Introduction

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

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

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

In order to ensure alignment- and full integration with the IDP-process, a WSDP providing for the next planning period (FY2017 to FY2021) should be established as an integral part of the next IDP planning cycle. The purpose of this document, is to serve as an interim WSDP output that provides the essential water services strategies to be incorporated in the FY2016 IDP review process and which makes provision for the comprehensive review of the WSDP for ensuring alignment with the next IDP planning cycle.

### Service Levels

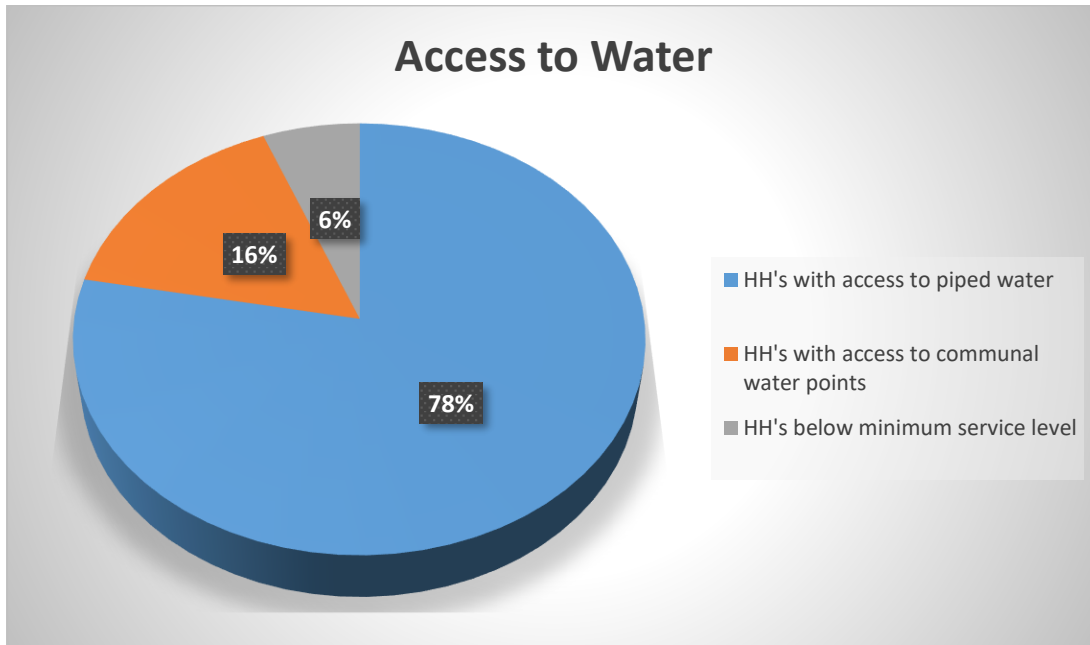
The residential water services delivery access profile for the Local Municipality of Madibeng has been aligned with the Census 2011 definitions. **It is emphasized that the access profile as presented herein does not consider the quality- or adequacy of services.** The past year water services access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

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

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

- The sanitation access profiles to all other communities have been based on the Census 2011 outcomes, but adjusted in line with sanitation projects implemented by Madibeng- and others, on behalf of Madibeng.

**Household water access profile**





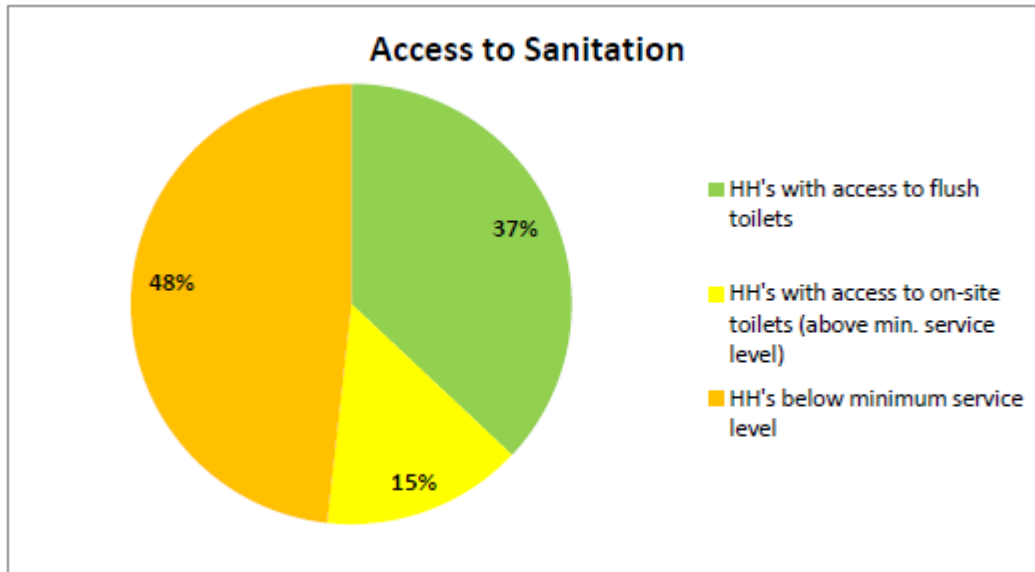
*\*Means access to 25 liters of potable water per day supplied within 200m of a household and with a minimum flow of 10 liters per minute*

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

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

1. Adequacy as presented in the table below does not translate directly to the degree of 'access' provided but incorporates any and all water resources-, operations and maintenance-, and infrastructure challenges experienced in a specific settlement and which reduces the quality of service being rendered to these communities;
2. A specific settlement or area serviced by the municipality, may have more than one need and hence, provision is made for double counting of households where such duplicate needs have been identified;
3. Due to the fact that the municipality does not render a municipal water service to farming areas, residents residing on farms have been explicitly excluded from the adequacy profile;
4. Even though the municipality does not render a municipal water service to many of the rural scattered residents, residing on private land, these areas have been included in the adequacy profile, however, the water services to these residents have been assumed to be adequate, as confirmed to some extent in Census 2011;
5. The adequacy of sanitation services rural scattered residents residing on private land, has been aligned with the Census 2011 view only, as the municipality does not render a sanitation service to residents residing in these areas and therefore does not have updated knowledge with respect to the adequacy of sanitation services in these areas.

#### Household access to sanitation profile



#### Water Services Infrastructure Management (Infrastructure)

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

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

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

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

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

- **Hartbeespoort (Schoemansville) Water Supply Scheme:** supplying water to the urban settlements

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

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

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

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

- **West Water Scheme (West ODI 2):** the rural dense settlements to the south west of Madibeng is serviced from the historic ODI 2 water scheme which was transferred to the Local Municipality of Madibeng in 2004. Bulk water is however supplied from the Rand Water Marikana System to approximately 15 800 households. It should be noted that initially, Bapong, Modderspruit and Majakaneng was also supplied from the Rand Water Marikana System, however as of 2004/2005 infrastructure has been established to supply bulk water from the Brits Water Supply Scheme.
- **16 off Rural Water Supply Schemes:** several of Madibeng's rural settlements are serviced through localized community borehole schemes, including:
  - Kwarriekraal
  - Klipvoor
  - Ga-Rasai
  - Mankgekgetha & Jonathan
  - Fafung
  - Sephai
  - Makgabetlwane
  - Legonyane
  - Ga-Tshefoqe
  - Ga-Moti
  - Ga-Rantlapane
  - Kgomo-Kgomo (Rooival)
  - Shakung
  - Madinyane
  - Ga-Tsogwe

- Mmakaunyane

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

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

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

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

- Sonop
- Moinooi
- Pelindaba
- Losperfontein
- Mines
- Private developments

### **Water services Infrastructure Management (O&M)**

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

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

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

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

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

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

## **Water Resources**

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

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

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

## **Conservation and Demand Management**

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

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

It should be highlighted that funding support has been received from the Department: Water and Sanitation through its ACIP programme in FY2014 and FY2015 to implement certain water conservation and demand management initiatives including the establishment of zonal bulk water meters in the Brits- and Schoemansville (Hartbeespoort) Water Supply Schemes as well as funding to repair leaks and to replace customer meters in Majakaneng.

## **State of Water Services Planning**

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

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

As part of the development of this document, the Local Municipality of Madibeng, with the support of the Department, has again reviewed and interpreted its current water services function and established an Existing Needs Perspective, whilst also developing the proposed Water Services Strategies to be implemented in support

of the water services function. It is therefore considered that the outputs of this process as presented in this document, comprises an interim WSDP to be adopted by Council and incorporated into the IDP. A WSDP which is fully aligned with the next IDP planning cycle will follow from this process.

### **Water Services Existing Needs Perspective**

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

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

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

## Integrated Waste Management Plan

### Introduction

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

The second phase comprised the compilation of the IWMP.

### Integrated Waste Management Plan Strategies

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

Dissemination of Information / Communication	<b>Objective 3:</b> Build Community Awareness.	Build awareness through flyers, newspaper notices and road shows.
Management of Illegal Activities	<b>Objective 1:</b> Develop Co-operation Strategies to Prevent Illegal Activities.	Amend Bylaws
		Establish Community Watch
		Introduce Incentive schemes for Clean Neighbourhoods.
		Provide Skips throughout Town for Refuse Dumping
Waste Minimisation	<b>Objective 1:</b> Encourage Recycling Activities	Provide recycling containers throughout town
	<b>Objective 2:</b> Encourage Waste Minimisation	Incentive Schemes for in House Recycling
	<b>Objective 3:</b> Develop Garden Refuse Strategy	Develop Garden Refuse Strategy and In-vestigate Feasibility to Establish Composting Facility.



## Conclusion

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

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

## 8.32. Madibeng State of the Environment Report

### Introduction

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

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

### Project scope

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

### Health Services Analysis

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

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

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

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

#### Madibeng HIV Prevalence

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

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

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

### **Energy Status Analysis**

The combustion of fossil fuels for energy releases into the atmosphere approximately 80% of human induced greenhouse gas emissions. Electricity generation emissions from coal and oil refining to produce petroleum product, coal mining and gas extraction, wood burning and the burning of coal and oil to produce heat for industrial and other purposes, are the largest source of carbon dioxide (CO<sub>2</sub>) and sulphur dioxide (SO<sub>2</sub>) emission in SA. The main consumers of energy in SA are industry, the domestic/residential and transport sectors. The LMM has four electricity distribution points which are located in Lethabile, Brits Industrial Area, Brits Town, and Hartbeespoort.

### **Water**

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

### **Sanitation**

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

### **Waste**

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

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

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

### **Spatial Development**

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

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

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

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

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

### 8.33. Madibeng Integrated Economic Growth Strategy

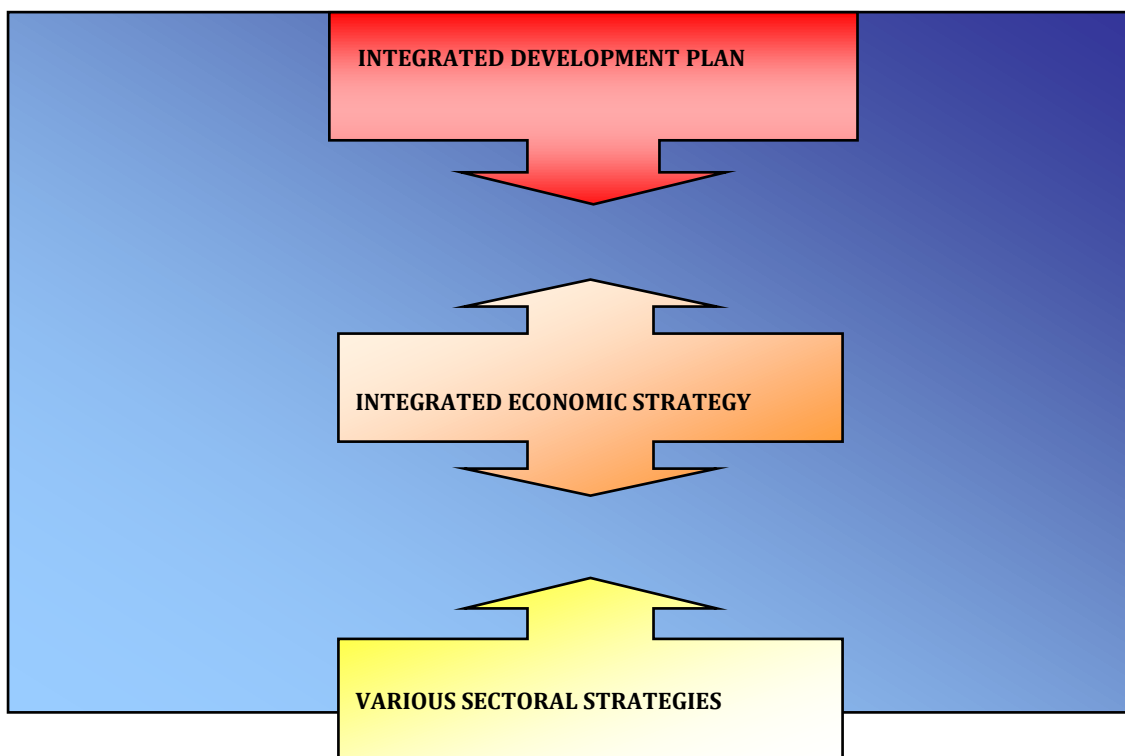
#### Purpose of the Study

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

#### Status of this document

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

*Diagram 1.1* gives an illustration of the **Document Hierarchy**.



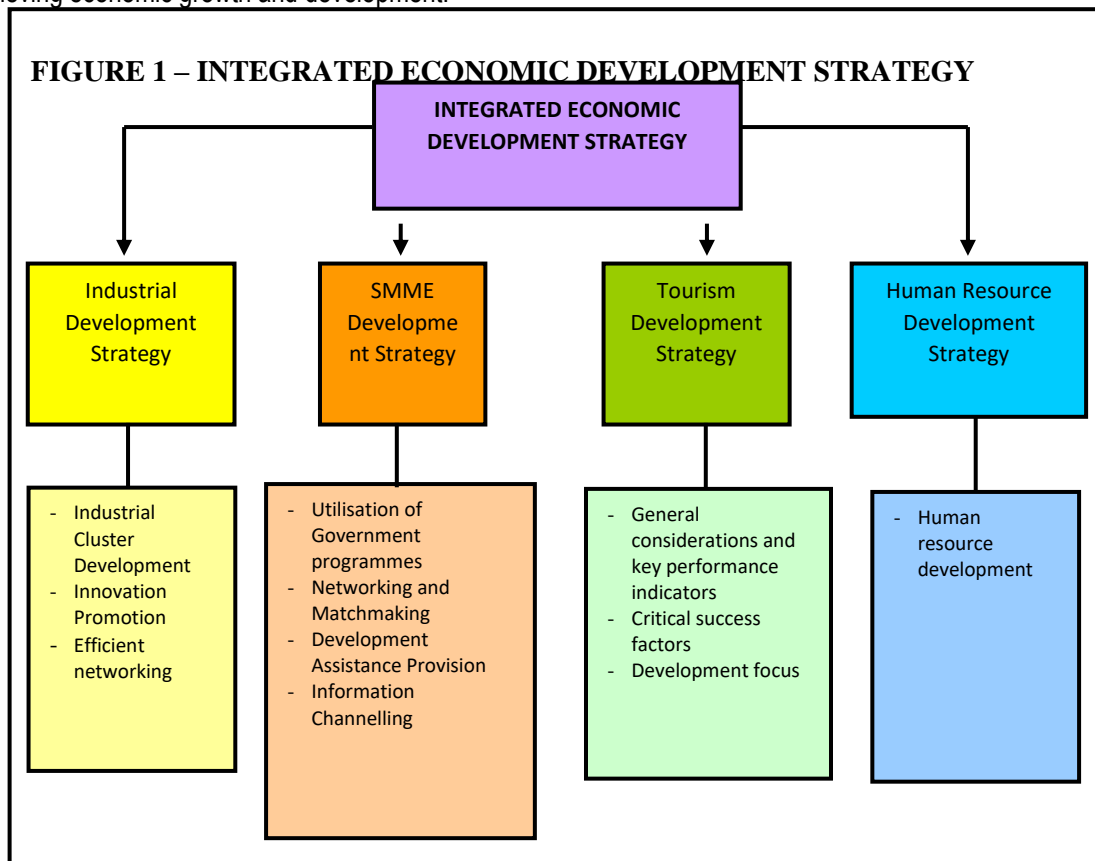
## Study Goals and Objectives

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

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

## 8.34. Integrated Economic Development Strategy

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



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

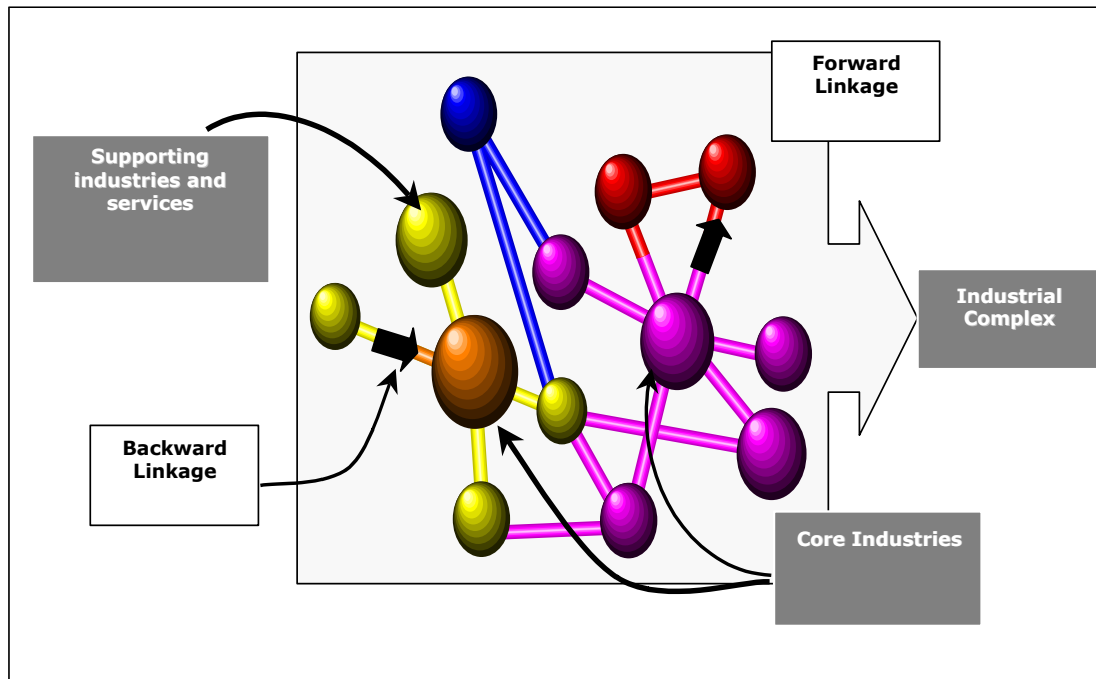
- Industrial development
- SMME development
- Tourism development
- Human Resource

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

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

### 8.35. Industrial Development Strategy

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



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

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

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

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



## ◆ Industrial Cluster Development Programme

### Industrial Opportunities and Projects

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

- Agriculture
- Mining
- Manufacturing

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

- Anchor projects
- Supportive projects
- Catalyst projects

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

### Detailed Information Sources

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

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

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

### **Opportunities and Projects**

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

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

### **Detailed Information Sources**

Supportive role players include sources such as:

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

### **Initiate Efficient Industrial Networking**

#### **Opportunities and Projects**

The supportive projects associated with this programme include:

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

## Detailed Information Sources

Experts on this programme and its projects include:

- ✓ Local businesses
- ✓ Researchers which can provide information on suppliers and international sourcing opportunities
- ✓ Industry-specific experts
- ✓ Department of Trade and Industry
- ✓ Potential suppliers and other service providers (commercial banks, transport companies, etc)
- ✓ Madibeng Industrialists Association
- ✓ Greater Brits Investment Group (GBIG)
- ✓ Brits Chamber of Business

### 8.36. SMME Development Strategy

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

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

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

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

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

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

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

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

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

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

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

To become prosperous business entities, SMMEs need:

- ✓ *Opportunity*, which can be created by a more favourable business environment, establishing viable business support facilities, effective networking and the nurturing of an entrepreneurial culture.
- ✓ *Knowledge* of opportunity through information chancing networking, service outreach and networking.
- ✓ The *ability* to perform, which can be enhanced through proper training, business advice, finance, high quality business infrastructure and acceptable business structures.

## 8.37. Utilisation of Government Programmes

### Opportunities and Projects

More, specifically, the following tasks should be addressed:

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

## 8.38. Networking and Matchmaking

### Opportunities and Projects

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

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

The required activities can be summarised as follows:

- ✓ Conduct surveys to update the municipal database of all SMMEs in the local economies;
- ✓ Identify existing networks and their needs;

- ✓ Identify network brokers that can establish and coordinate the activities of new networks, &
- ✓ Lobby with large business groups to join forces through the networks

### 8.39. Development Assistance Provision (High Level)

#### Programme Description

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

More specifically, assistance should include:

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

These are discussed below.

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

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

#### 8.40. Information Channelling

##### Opportunities and Projects

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

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

- The impact of IT and other service provision on SMME viability
  - Financing patterns and requirements, etc.
- ✓ An interactive database need also be created on the service providers in the local areas and their nature, known funding sources and skills.

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

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

#### **8.41. Tourism Development Strategy**

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

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



- ✓ Implementation guidelines.

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

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

## General Considerations and Key Performance Indicators

The general considerations and key performance indicators include the following:

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

- ✓ *Educational value, integrity and uniqueness* – this plays an important role in the success of a heritage tourism development. The heritage site should have educational value whether through educational programmes or through the presentation of the content and artifacts.
- ✓ *Level of co-operation* – this is necessary between the tourism bodies in order to provide a sustainable platform for the heritage site.
- ✓ The *management* and operation of the heritage site should be guided by an integrated development framework and marketing strategy to avoid random and uncoordinated efforts.
- ✓ *Accessibility* – the accessibility of a tourism site and the associated tourism products to the public is also important success factors.
- ✓ *Flexible development approach* – this provides for an incremental development approach where new heritage or cultural facilities can be added to the development over time

### **Critical Success Factors**

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

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

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

### **General Implementation Guidelines**

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

#### **i) Infrastructure**

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

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

Priority infrastructure requirements include:

- ✓ The provision of adequate signage
- ✓ Maintaining of roads

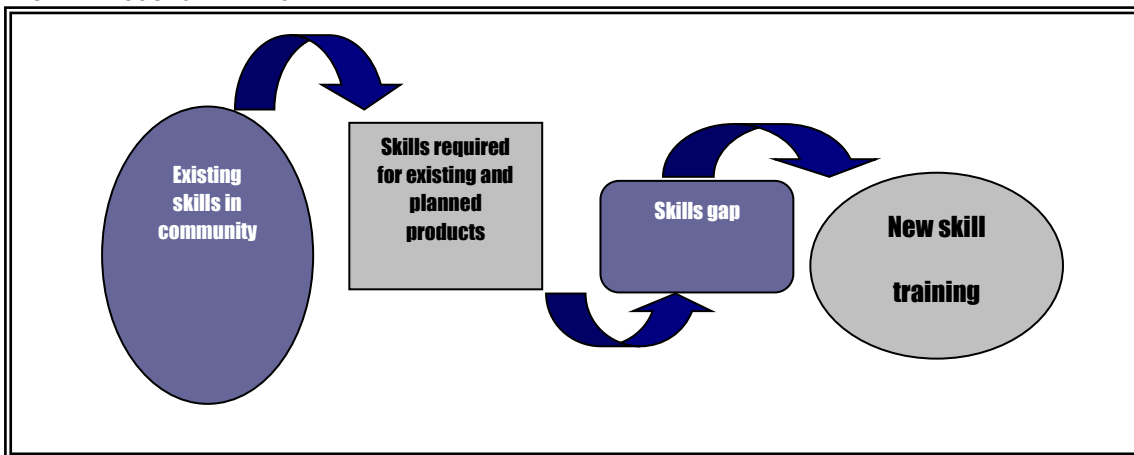
- ✓ Engage in the public transport (taxi) industry.

## ii) Human Resource Development

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

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

### HUMAN RESOURCE DEVELOPMENT



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

## iii) Marketing

*There are two different types of tourism marketing and promotion:*

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

*General guidelines to enhance marketing and induce public awareness*

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

- ✓ A database needs to be compiled of all public and private sector role-players in the tourism industry of Madibeng area, in order to determine the roles and functions thereof.

- ✓ A series of press releases should be issued to the media, using mass –circulation media and specialised, tourism-orientated media directed at specific target market segments, in order to attract the necessary tourism mass to ensure viability.
- ✓ A brochure should be developed to give guidance on how to participate in and benefit from the tourism products and services.
- ✓ Feedback on successes and failures in the local tourism system should be actively gathered from local tourism organisations / products / activities and distributed between members. In order to be flexible and to adapt to the changes in the tourism market.

#### **(iv) Specific Marketing Guidelines**

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

*A comprehensive marketing plan for the tourism projects:*

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

Marketing should be done by means of the following measures:

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

#### **Potential Tourism Development Projects**

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

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

## 8.42. Human Resource Development Strategy

### Strategy Description

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

### Vision, Core Strategy, Principles and Objectives

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

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

The **objectives** of the strategy are:

- ✓ To facilitate a general increase in the skills profile of the population, through accredited high quality education and training linked to the National Qualifications Framework
- ✓ To increase the quality and quantity of intermediate level skills in Madibeng
- ✓ To facilitate, through uplifting applied competency levels, more efficient social and infrastructure delivery
- ✓ To raise the quality, relevance and cost-effectiveness of skills development throughout Madibeng in order that the area achieves rising competency levels which promote economic and employment growth and social development.

### Core Components of the New Strategy

There are six core components in the proposed strategy:

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

### Opportunities and Projects

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

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

Table 5.3 – Human Resource Development Strategy		
Sector	Anchor Projects	Supportive Projects
TOURISM	Tourism incubator	Identification of required tourism skills, techniques and practises

### 8.43. Investment Incentives

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

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

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

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

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

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

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

### **Development Considerations**

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

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

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

## 8.44. Incentive Packages

The various incentive packages are discussed in the subsequent paragraph.

### a) Land and Buildings

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



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

### b) Municipal Service Charges

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

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

Reduced Tariffs On New Investments (Based On Current Tariffs)			
Engineering Service	0-25 Jobs Created	26-100 Jobs Created	100+ Jobs Created
Property Tax	Less 2%	Less 5%	Less 10%
Water (Connection Fee)	Free	Free	Free
Water (Tariff)	Less 2%	Less 5%	Less 10%
Water (Deposit)	Less 15%	Less 20%	Less 25%
Electricity (Basic)	Less 25%	Less 25%	Less 25%
Electricity (Tariff)	Less 15%	Less 20%	Less 25%
Sewerage	Less 2%	Less 5%	Less 10%
Refuse (Hire & Removal)	Less 2%	Less 5%	Less 10%

### c) Infrastructure Provision

In terms of infrastructure incentives, the following are proposed:

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

### d) Approval Process

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

## Marketing

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

### Focused Marketing Strategy

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

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

- Trade
- Agriculture (agro-processing)
- Mining

### **Vital Issues**

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

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

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

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

### **Linkages**

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

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

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

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

### **Development Impact**

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

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

### **Facilitation / Implementation Plan**

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

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

- ✓ Promote and market Madibeng on an ongoing basis.

### **Communication Process**

The communication process consists of three distinct albeit related aspects:

**Community Launch** at a general community function to be held with the following presentation:

- ✓ Video of the Madibeng projects and the concepts (to introduce community up-liftment)
- ✓ Leaflets
- ✓ Speakers (including Provincial Government; community representation, union leaders, representatives of big business)
- ✓ Questions and Answers
- ✓ Launch of a privately sponsored community business initiative (e.g. small business of the year award).

### **Focused Marketing**

- ✓ Focused matchmaking, i.e. bringing together identified investment opportunities with potential entrepreneurs.
- ✓ Initiate the formation of joint ventures, especially Public Private Partnerships.

### **Focused Media Programme**

- ✓ To generate publicity around the corridor programme that will peak simultaneously with the launch programme
- ✓ Issues to be focused on will be identified through foregoing process.
- ✓ Media Training Programme for spokespeople involved in the process

Other issues such as the design, layout and production of marketing related items should also be planned by the unit. These aspects may include:

- |                                   |                                       |
|-----------------------------------|---------------------------------------|
| ✓ Advertisements                  | ✓ Presentations                       |
| ✓ Newsletters                     | ✓ Exhibitions                         |
| ✓ Brochures, pamphlets, booklets. | ✓ Business meetings                   |
| ✓ Electronic Advertisements       | ✓ Workshops, seminars and conferences |

### **Ongoing Process**

The marketing strategy would involve continued support with respect to:

- ✓ An ongoing media programme - to maintain a pro-active approach to communicating with the media
- ✓ The launch and management of a quarterly investor newsletter that will report on progress, as well as promote major investment opportunities - hardcopy and website
- ✓ Conduct regular community meetings to discuss progress.

### **Institutional Arrangements**

It is critically important that a dedicated unit is created to implement the various projects proposed in this report.

### **Funding Mechanisms**

A range of institutions has been identified which could possibly be utilised as potential funding sources. Each of the institutions mentioned is categorised according to the type of economic support for which they could provide funding for. The list of potential national funders is illustrated in the table below:

LIST OF POTENTIAL NATIONAL FUNDERS		
TYPE OF SUPPORT	POTENTIAL FUNDERS	COMMENTS
Skills development & support	Department of Labour	Skills support programmes (SSP)
Community Economic Development	National Productivity Institute Department of Labour	Social Plan programme
	Local Government	Consolidated Municipal Infrastructure Programme (CMIP)
	Department of Water Affairs	Working for water programme
	National Government (all departments)	Poverty relief programmes
	Independent Development Trust	Development of the local capacity of the communities and business ventures.
SMME development and support	Department of Trade and Industry	Incentive packages for SM and micro enterprise development Khula provides loans and guarantees to re-duce risk and collateral deficiencies in the SME sector. Small and Medium Enterprise Dev. Programme
	Ntsika	Support and funding
SMME development and support	Department of Provincial and Local Government	Social Plan Fund
	ARTPAC	Financial capacity support for small contractors & artisans
	Business Partners	Providing support services to small businesses
	NAMAC	Small Enterprise Development Fund, Business Referral & Information Network & Franchise Advice & Info Network
	Industrial Development Corp.	Financial incentives to encourage exports
Technological support	Department of Arts, Culture, Science and Technology	GODISA, which strives to create economic growth & long term employment opportunities through the enhancement of technological innovation, improvement of productivity, sustainability and international competitiveness of SMMEs
	Department of Trade & Industry	The Support Programme of Industrial Innovation
	Department of Communications	Bridging the Digital Divide programme
	Small Business Project	Private Sector Initiative
Tourism Promotion	Department of Environmental Affairs and Tourism	Tourism related activity benefit.
	Airport Company South Africa	Extension of the existing runway
	DTI	Tourism Development Finance for the development & expansion of the tourism industry
	Business Partners	Providing support services to SMEs
Manufacturing Development	National Research Foundation	Funding Programme
	NAMAC	Coordinates, facilitates, monitors & evaluates the activities of Manufacturing Advisory Centres
	Coega Development Corp.	Job creation community based projects.
	Council for Scientific and Industrial Research	Conducts research, development and implementation activities
	DTI	Sector Partnership Fund, Support Program for Industrial Innovation Competitiveness Fund, Technology & Human Resources for Industry Program, Competition Policy. Procurement Reform Finance for textile, clothing, leather & footwear industries.
	IDC	Low interest Loans
	Development Bank South Africa	Donor funding
Agricultural Development	Agricultural Research Council	Research
	DTI	Agro Industry Development Fund for the development & expansion of the agricultural food & marine sectors.
Local Economic Dev. promotion	DPLG	LED fund for job creation
	Khula Enterprises	Equity Fund, Emerging Entrepreneur Fund

LIST OF POTENTIAL NATIONAL FUNDERS		
TYPE OF SUPPORT	POTENTIAL FUNDERS	COMMENTS
Investment Promotion	Department of Provincial and Local Government	Consolidated Municipal Infrastructure Programme

Potential International Funders	
Multilateral Investment Guarantee Agency	European Investment Bank
International Finance Corporation	Africa Development Bank
Africa Project Development Facility	World Bank
British Investment in South Africa	Commonwealth Africa Investment Ltd
Danish/South African Business-To-Business Program	Hands-On Training Scheme
UK Department of International Development	Southern Africa Enterprise Development Fund
GTZ	Foreign Investors including Anglo Gold, Investec, etc
<u>Donor agencies:</u> <ul style="list-style-type: none"> <li>• USAID</li> <li>• United Nations</li> <li>• EU</li> <li>• DANIDA</li> <li>• DFID</li> </ul>	

It is advisable to seek detailed information on their application criteria and financial limits, etc. A list of provincial and local sources aiming specifically at any activity or project of economic development is provided below:

- ✓ Provincial Government
- ✓ Invest North West
- ✓ Provincial SMME Desk
- ✓ North West Development Cooperation

### Recommendations

Based on the formulation of the strategy with the numerous potential products and projects, the following is recommended to achieve optimal sustainable local economic development, employment creation, increase in living conditions and standards, and human resource development:

- ✓ Kick-start development through the implementation of the most crucial and/or smaller most important projects.
- ✓ Focus on the sectors with the highest development potential, followed by those with less potential
- ✓ Ensure balanced stimulation of growth and development within all sectors, do not focus solely on one sector
- ✓ Make sure that adequate funding sources and management options are in place before commencing with the implementation of specific projects
- ✓ Begin the implementation of the strategy through implementing projects with the highest potential for stimulating economic growth and development
- ✓ Pay special attention to the projects stimulating economic growth and ensure there are no adverse effects on the environment or human living conditions in the area
- ✓ Set reasonable time frames for implementation and ensure effective and continuous monitoring of project progress and effects

## Preliminary Actions

<b>Madibeng Economic Strategy Preliminary Actions</b>	
<b>Action</b>	<b>Responsible Party(ies)</b>
Establish a sustainable economic development, implementation and monitoring body within the local municipality (Economic Generator Body)	Departments of Economic Development, Tourism and Job creation within Madibeng in association with the Chamber of Business, Industrialists Association, Chamber of Mines, and all other representative bodies of the various economic sectors
Identify projects to be implemented	Departments within Madibeng together with the EGB
Prioritise projects	Departments within Madibeng together with the EGB
Obtain funding for the implementation of the projects	Economic Generator Body (EGB)
Launch public participation workshops to ensure maximum participation in and awareness of strategy and its benefits	Departments within Madibeng together with the EGB
Recruit needed experts to help with implementation, i.e. Consultants	Departments within Madibeng together with the EGB
Prepare work programmes	Departments within Madibeng together with the EGB

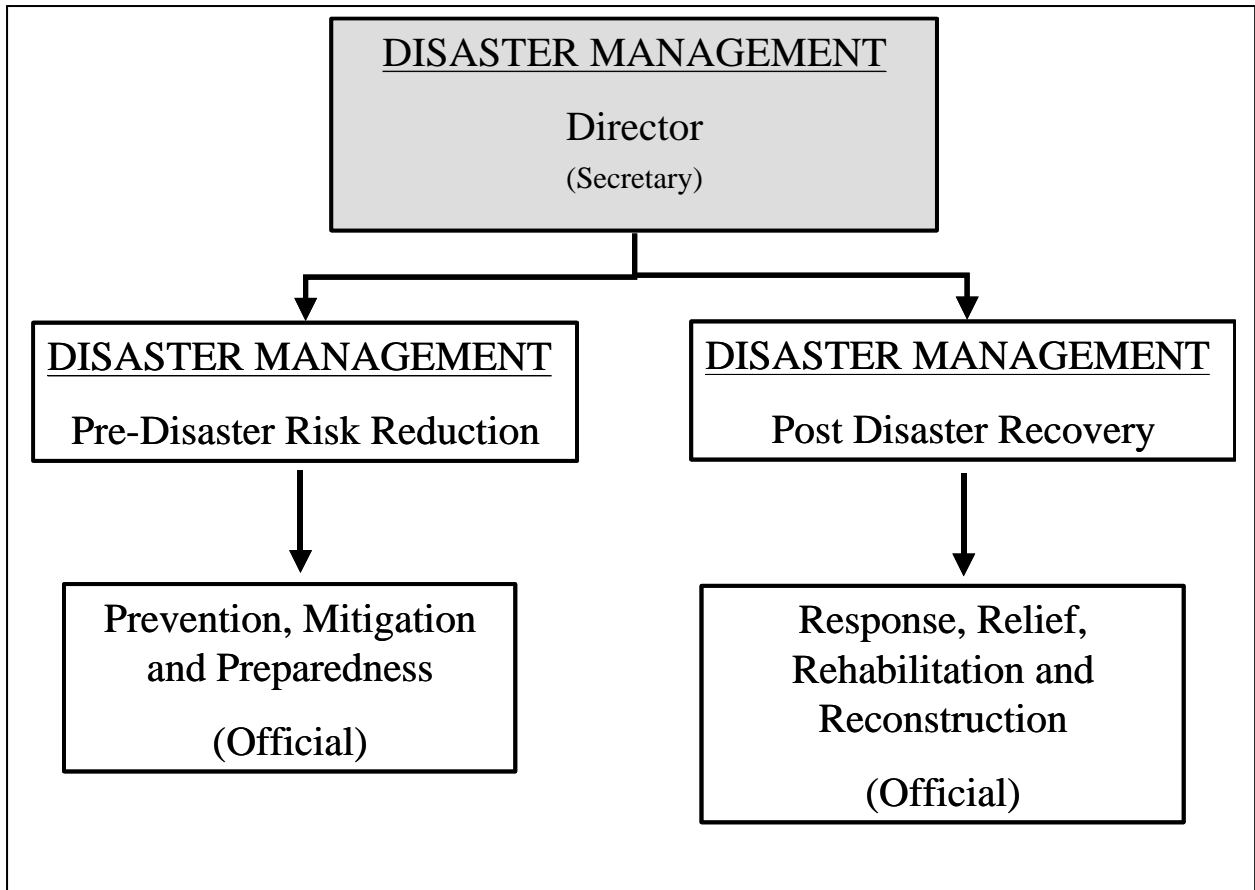


**Mission, Objectives and Policy Statement**

The proposed mission for the Disaster Management division of Madibeng Municipality is:

*“To reduce the risk of hazards affecting, Madibeng, its people and economic infrastructure, through effective all inclusive disaster management planning.”*

The following diagram is a proposed Disaster Management Structure for Madibeng Municipality.



**Hazard, Vulnerability and Risk Assessments**

The following potential hazards were identified, which may and/or could cause a potential threat to communities in Madibeng<sup>4</sup>

- **Natural and Human made Hazards**
  - Floods
  - Hail
  - Fire

<sup>4</sup> In the case of crime and illegal immigrants it is only listed to identify high hazardous and problem areas which may cause a threat to community, rather to list is as a day to day event.

- Deforestation
  - Desertification
  - Drought
  - Tornados and Cyclones
- **Chemical Hazards caused by mines;**
- Hemic Ferrochrome
  - Krokodilrivier
  - African Chrome
  - Eastern Platinum
  - Vametco minerals
  - Rhombus Vanadium
- **Chemical Hazards caused by Industries;**
- Sonop Riool
  - Novartes Chemicals
  - Brits Leathers
  - Ortos Chemicals
  - Color & Resins
- **Biological Hazards**
- Intrusive Plants: Sekelbos, Lontana, Swarthaak, Water Hiasinth, Nagblom, Bugweed, Poplar, Bloekom, Sering
  - Dangerous Plants: Gifblaar, Amoronthus, Sering, Kasterolie, Gansies/Kapokbos
- **Diseases (that could lead to disasters if left unattended)**
- Animal diseases: foot and mouth disease (feeding lot)
  - Human diseases: e.g. HIV/AIDS, T.B.
- **Other (potential hazards that could reach disaster proportions)**
- Road accidents
  - Aircraft accidents
  - Train accidents
  - Crime (only those of high risk which could reach disaster proportions)
  - Water quality and availability in Madibeng
  - Public Unrest
  - Insufficient sewerage systems (35 sewer pump stations, which are problematic during floods).
  - Poverty
  - Illegal Immigrants (see detailed discussions)

For discussion purposes, the communities at risk will also be identified for each potential hazardous event in Madibeng Municipality. The following most important findings can be summarised as follows

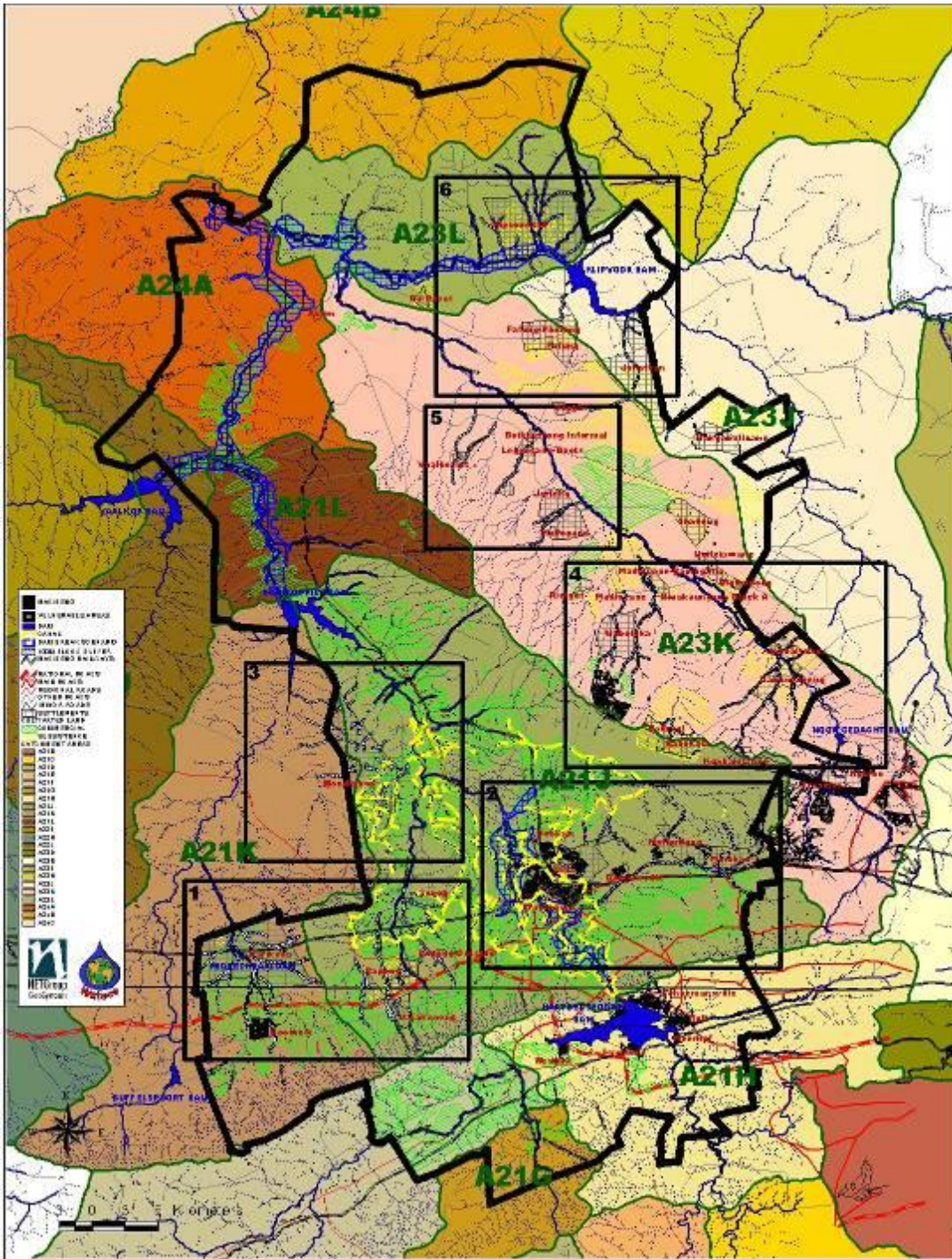
- **Tornados**

The Consortium acknowledges the fact that Tornados do occur in Madibeng Municipality and that the Disaster Management Manager has to plan for such an event. It is therefore recommended that appropriate SOPs, contingency plans and aid memoirs be developed and formulated by the Disaster Management Centre of Madibeng.

## - Floods

A significant amount of major and minor river courses flows through the Madibeng Municipality area, which affects several communities and infrastructure. Three dams have been classified as high risk dams (according to the Department of Water Affairs and Forestry), namely the Hartbeespoort-, Klipvoor and Rooikoppies Dam.

- Marikana and Mooinooi
- Sonop
- Bapong and Majakaneng
- Brits, Primindia and Oukasie (These three communities are threaten by the Krokodil River with the Hartbeespoort Dam upstream. They are the first priority to plan for, mainly because it would be effected by the Hartbeespoort Dam, dam break scenario.
- Damonsville, Mothutlung and Mmakau
- Wonderkop Mine
- Erasmus and Hebron These two villages are effected by the Nooitgedacht Dam (outside the boundary of Madibeng)
- Kgalalatsane, Jakkalsdans and Makanyaneng
- Oskraal and Rabokaje
- Maboloka
- Madinyane-Ramogatla Dipompong, Moiletswane Jericho and Mabopne
- Fafung-Phefong, Jonathan and Klipvoorstad and Makgabatoane

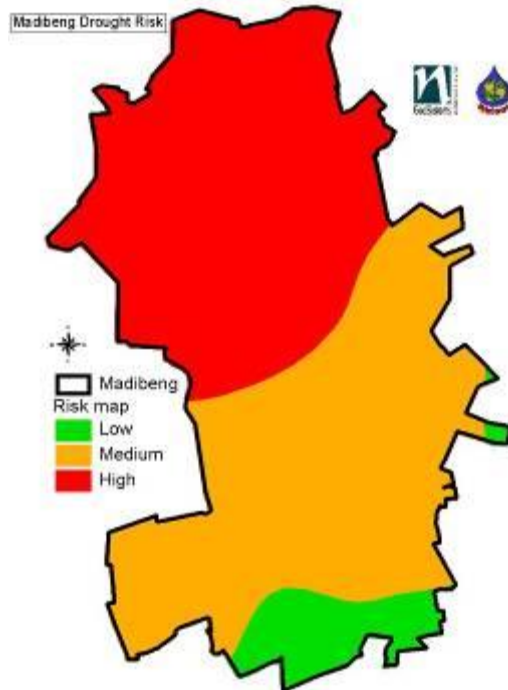


**- Drought**

Agriculture is one of the most important primary sources of income as well as the main source of subsistence for many households. Due to the unpredictability and variability of climate, many potential negative effects can influence production

It is of utmost importance to update information such as rainfall, temperature, land use, infrastructure (availability of roads, processing units, markets, etc), number of livestock, etc. The current situation is an

important input into future outlooks, forecasts and projections to ensure more accurate assessments of future scenarios. For example, accurate crop estimates is only possible if the soil water status is known. The dominant effect of rainfall shows that areas with below average rainfall which although have above average soil depth are most susceptible to drought incidence. These areas comprising mainly the northern part of the district fall under the high-risk area. On the other hand, the southern part with above average rainfall but with low soil depth is classified as low drought risk area (see Map 2).



**Map 2: Drought risk map for Madibeng District based on rainfall and soil depth**

The figure shows that nearly 40 per cent of the district has a high risk for drought on the basis of the soil depth and the rainfall. Another 40 percent falls under medium risk while less than 20 per cent is classified as having low risk for drought.

From Map 2 it is clear that communities from the centre of Madibeng towards the north are more vulnerable to drought, when compare communities from the centre to the south in Madibeng Municipality.

The following possible projects can be recommended to improve drought management in Madibeng

**- Rainfall measuring network**

Identify farmers or other co-workers to measure rainfall regularly and to gather it at a central point that could form part of the national network.

**- Other climate data**

The addition of at least two automatic weather stations in the area could benefit irrigation scheduling to

optimise water use but also to serve for crop estimates.

**- Risk analysis**

Risk can only be determined per farming entity. A project to identify suitable crops for the area in terms of production as well as marketing risk is very important.

**- Regular support information**

Regular updates of information like crop estimates, best planting dates, rainfall outlooks, frost dates, flood warnings, drought warnings, etc.

**- Land use and infrastructure**

It is important to identify geographically land use patterns for decision making and planning. Processing units like mills, abattoirs as well as other infrastructure resources is important in planning.

**- Soil identification**

A better and more detailed soil survey is necessary to identify suitable areas for production. Soil depth and clay content are the important characteristics.

**- Irrigation scheduling**

A project to educate and introduce irrigation scheduling in order to optimize water use and production.

**- Input costs**

Important to get an idea of input costs per farming enterprise.

**- Effect of climate change**

It is important to identify if climate change already is taking place and the effect on production and risk.

**- Veld Fires**

The following procedures were followed to generate a veld fire hazard map for Madibeng Municipality.

**Categories of different land cover (fuel loads) and the topography in Madibeng.**

Land Cover (Fuel)	Category	Slope	Risk
Built up- industrial Built up-residential Mines and quarries Built up commercial	1	Steep Medium Flat	M M L
Grass Natural Grassland <i>Subsistence farming</i>	2	Steep Medium Flat	H H M
Bare rock and eroded land Degraded land	3	Steep Medium Flat	M L L
Plantations Indigenous forest Thicket Bush land Woodland	4	Steep Medium Flat	H M L

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

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

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

- The following industries were identified that could, because of either the type of operation or production process, cause a potential threat to society;

- Syngeta
- A.T.C.
- Auto Cast
- Color X.
- Natural Extraction.

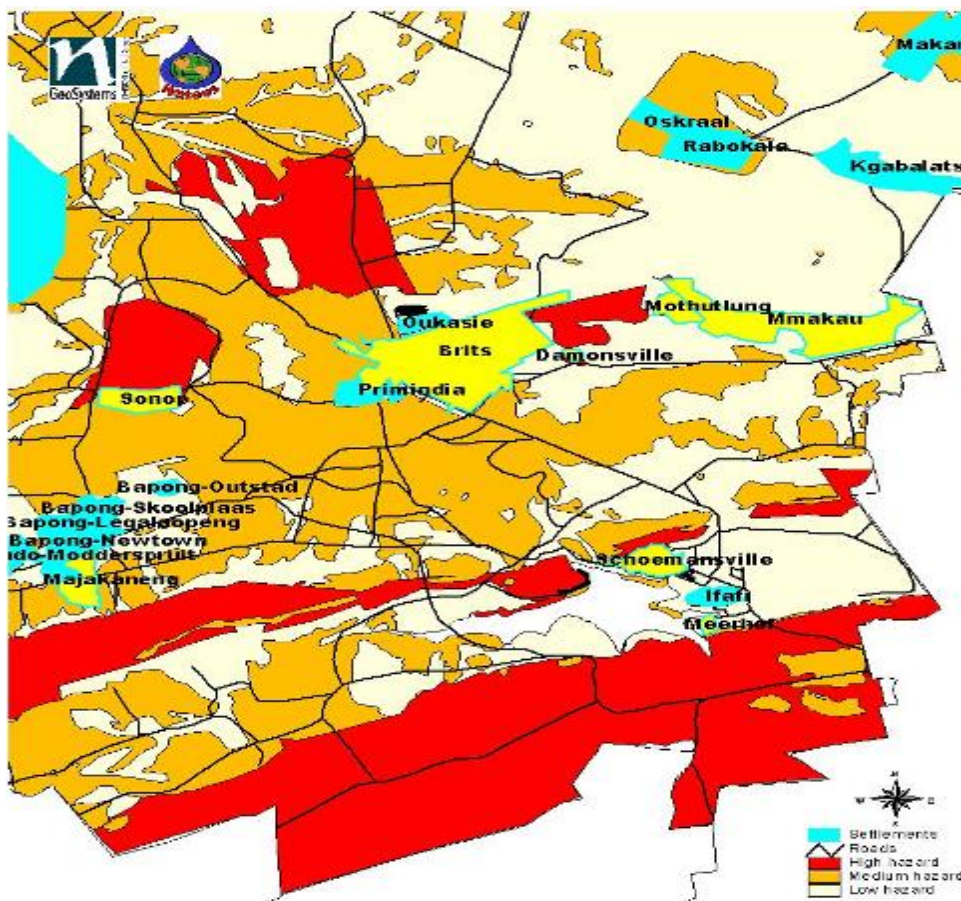
- Lumex

When overlaying above-mentioned industries with other land-uses, the following vulnerable areas are identified (see map for detail location in report);

Filling stations in Madibeng are within hundreds of meters from an old age home, which may be problematic when an explosion occurs at these filling stations.

- Some filling stations are in close proximity to one another and also nearby some medical facilities. These include clinics and/or hospitals, hence leaving disable people vulnerable during a hazardous event.
- The same argument can be made in the case of Syngeta, where A.T.C. and Colour X are within Syngeta's 500 meter fire buffer. It means that these high hazard sites are vulnerable to each other, as a disaster at one site could spread to other potential hazardous sites. The Rabboni School is also situated within the 500m fire buffer of Syngeta.

The NECSA facility in the South of Madibeng is also a highly hazardous location. A 5km buffer (according to CSIR standards) was drawn around NECSA to indicate the possible extent of an explosion and/or other hazardous event at the site.

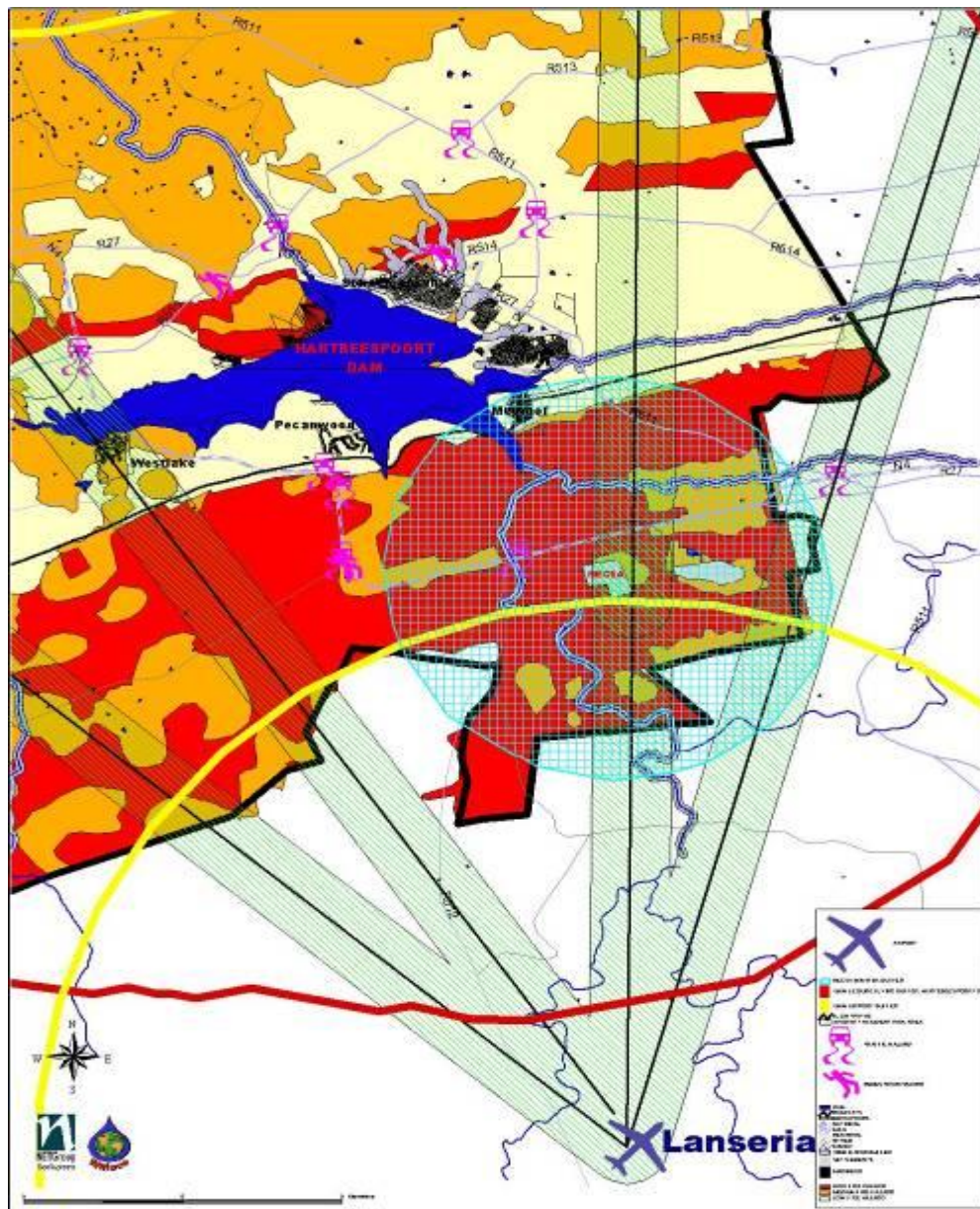


Map 3: The dry months fire hazard and vulnerability map for Madibeng

## Environmental degradation

When an environmental scan is conducted, it results more than just an investigation on the environment itself. It was therefore decided to use the scientific framework to discuss environmental issues, which consist out of;

- The existing environment
- Mining
- Farming
- Industries
- Water
- Socio-economics environment
- Transportation
- Population
- Health





#### **Map 4: NECSA hazard and vulnerability map for Madibeng, 2002**

##### **- Mining**

The following industries are identified as high to medium risk industries, which may contribute to the degradation of the environment (see detailed discussion in report);

- Buffelsfontein Chrome
- Eastern Platinum
- Elandskraal Chrome
- Hemic Mines
- Krokodilrivier Mines
- Pandora
- PPC
- Rhombus
- Vametco
- Western Platinum

##### **- Farming**

Mining activities definitely influence the agricultural sector, but on the under hand agriculture may also have a negative influence on the environment if chemical weed control is not controlled. Furthermore, agriculture may also contribute to environmental degradation if livestock farming is not managed effectively

The possibility of introducing new developed water harvesting/conservation technology by the ARC and UFS in rural areas must also be investigated.

##### **- Water**

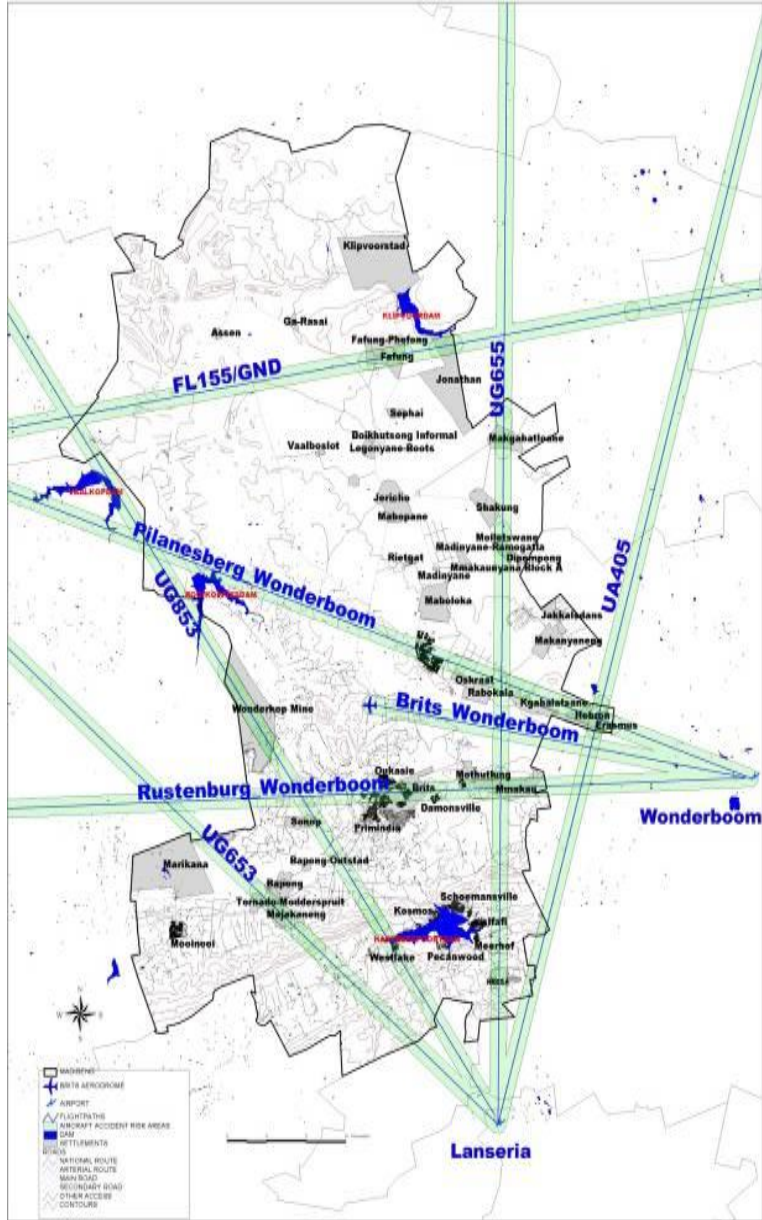
It is recommended that the Water Services Master Plan urgently address the water shortage and water contamination problem in Madibeng. The Consultancy responsible for the Water Services Master Plan also needs to take cognises of the integration of water demand and supply management principles and not only look at demand management principles. The latter will still lead to seriously water shortage problems. The Consortium also emphasises public participation programmes when investigating solutions for rural and \*informal settlements.

##### **- Transportation**

The aviation industry also has some significant impact in the area. The Madibeng area serves as the route that most airplanes take as they enter and leave Johannesburg. The noise and fumes from the planes are major externalities on the inhabitants of the area. Depending on the concentration i.e. parts per unit area, the fumes might over a long- term, precipitate some respiratory problems.

In this regard the Consortium compiled an aeronautical hazard and vulnerability map for Madibeng Municipality (Map 5).

**Map 5: Aeronautical hazard and vulnerability map of Madibeng**



According to Map 5, the following communities can be identified to be at risk;

- Bapong and Majakaneng
- Mmakau
- Wonderkop
- Hebron and Erasmus
- Moiletswane and Depompong
- Makgabotloane

- Jonathan
- Fafung

Apart from these communities; one fly path is directed over NECSA. An airplane accident at NECSA can result in a seriously disaster and it is recommended that the Disaster Management Centre consults with the Air Traffic Control Authorities of SAA in this regard (see detailed discussion in the report).

It is also recommended that the Disaster Management Centre developed and compile appropriate SOPs, contingency plans and aid memoirs to response to a possible air accident

Danger of respiratory problem is posed by the road transport industry. In the case of road transport, the road network in the district provides the routes for which trucks and tankers transporting chemicals take to their different destinations. These fumes are potential health hazards for the inhabitants of the area.

#### - **Population**

Human social and economic activities have tended to increase the incidence and spread of communicable disease such as tuberculosis and more especially the sexually transmitted ones such as HIV/AIDS. An appropriate sanitation and waste management system is currently lacking in most Wards in Madibeng, which lead to problems discussed above. The potential high risks posed by practises of illegal immigrants could contribute further to this problem, and needs serious attention.

#### - **Health**

The health infrastructure needs to be documented in relation to their number, distribution and sufficiency in catering for the health care delivery of the people.. The wealth status of the people has some correlation to the environment as some diseases are more prevalent in poverty stricken areas than in the wealthy areas or more rampant in rural than in urban areas and vice versa. Water borne diseases such as diarrhea, dysentery, filariasis, typhoid etc are usually linked to poverty and environmental degradation.

Hazard assessment involves the identification and description of the hazard and the properties of the hazard itself. The following health related hazards are important for Madibeng:

#### - **Air Pollution emanating from:**

- Platinum mines
- Chrome mines
- Industrial processes

#### - **Sexually Transmitted Infections including:**

##### ➤ Sexually transmitted diseases

- ✓ Most of the clinics in the Madibeng municipality report that a large proportion of those visiting health facilities are seeking treatment for sexually transmitted diseases.
- ✓ The prevalence of HIV/ AIDS is not clearly known as many sufferers visit health facilities for the treated of various HIV/ AIDS related illness.

#### - **Trauma related events**

##### ➤ Motor vehicle accidents

- ✓ Road accidents can lead to loss of life and injuries

- **Industrial accidents**

- The health care system needs to be equipped to deal with industrial accidents of various kinds. In some cases such accidents may be caused the machinery and equipment in use in the local industries, and at times they may involve hazardous chemicals.

- **Poor Sanitary conditions**

- Lack of sewerage system
- Some communities within the Madibeng municipal area are under serviced with sanitary facilities such as a properly functioning sewerage system and toilets. Such conditions may lead to the spread of diseases and the attendant demand on the health care system.

- **Lack of clean drinking water/ contaminated water sources**

- A number of communities in the municipality do not have access to clean drinking water and as a result households in these communities rely on open and unsafe sources of water for domestic use.
- Lack of waste disposal and handling services

- **Weather related events**

During the occurrence of natural disaster, such as flood and droughts, amongst others, aspects like a lack of clean water or the contamination of water supplies that may result can lead to emergence and spread of diseases such as diarrhea. During a very dry period, poor rains can adversely affect the ability of households to produce enough food for themselves and their ability to earn an income. Not only does a drought directly under-nutrition and associated problems, it also exposes the weakened population to opportunistic infections.

It is recommended that the Disaster Management Centre compile appropriate SOPs, contingency plans and aid memoirs with line functionaries to effectively response to such events.

The following activities are identified by the Consortium to improve the Health Department in Madibeng; which can ultimately help with planning for Disaster Management in the future;

- Information management. A project in which the different departments that deal with health issues can be helped to develop health quantities of interest so that they can be collected by the system e.g. hospitals and clinics. It's not a suggestion for a new information gathering mechanism, but that the current mechanisms can be helped to collect quantities that are informative and are of interest.
- Population distribution and the distribution of health facilities suggest that many wards are not serviced, or residents have to travel far to access a service.
- Improvements in the way disease information is handled, for example, in the case of HIV/AIDS to allow for better planning to combat the scourge of the disease

**Primary and Secondary Roles of Identified Service Providers/NGO's.**

The following departments primary and secondary roles were identified (see details in report);

- Health

- Emergency Services
- Economic Development
- Tourism
- Sanitation: Solid Waste Management
- Sanitation: Waste Water Management
- Disaster Management
- Housing, Planning and Infrastructure Services
- Rural Development, Land, Agriculture and Environment
- Water and Electricity
- Parks and Sports Maintenance
- Development of Arts, Culture, Sports and Recreation and organising of events
- Community Safety, Transport and Traffic
- Finance and Tender

### **Key Contact Lists**

A key contact list format is also submitted for;

- Identified role players within the Madibeng area.
- Role players outside of the Madibeng area.

For more details see the final report.

### **Copies of Checklists for general aspects that may have to be implemented due to the consequences of an event.**

In this section the suitable location and establishment of the following centres were identified;

- Emergency housing centre.
- An emergency feeding centre.
- A forward command post.
- A casualty clearing station.
- Request for disaster relief aid.
- Disaster damage assessment and impact.
- A holding area for relief teams, equipment and vehicles.
- Trauma/ stress handling of relief workers.
- Trauma/stress handling of those affected by the disaster.
- Assembly point for evacuees.

### **Checklists and key information for specific occurring disasters or Emergencies.**

***It is further necessary to compile checklists and key information in the event of the following disasters and/or emergencies;***

- Flood.
- Tornado.
- Major rural fire.
- Major urban fire.
- Release of poisonous gasses.
- Aircraft disaster.
- Rail disaster.
- Dam failure.
- Drought.

- Epidemics. (one for each; e.g. cholera, typhoid, HIV/Aids)
- Major disruption in power supply.
- Major disruption in water supply.
- Major disruption in solid waste removal.
- Major disruption in waste water services.

Several of the above have been completed, as examples and the disaster management centre should in conjunction with the relevant role players, complete the exercise, to ensure that standard operating procedures in a user friendly format, will be available, at all times.

### **Resource information**

Resource supplies should be logically grouped in accordance with Madibeng's most suitable format. Each line function department must compile its own resource information, after having determined all possible (additional) requirements on the re-active and pro-active side of disaster management implementation, as it pertains to their identified functions..

### **Updated Summary of Volunteer Contingent**

Lastly, a Performa to summarise a volunteer contingent has also been compiled and can be used as a guideline.

### **Conclusion**

The information gathered and documentation submitted, has placed Madibeng in the forefront with the compilation and implementation of disaster management plans as required by the new Disaster Management Legislations. Information gathered from some other municipal entities is that they are envious of the proactive and dynamic outlook displayed by Madibeng. The completed contract, will undoubtedly allow the Disaster Management Centre, to meaningfully accept and implement the challenges that lay ahead. The reader will have concluded from the index for the all inclusive disaster management plan, that it will ultimately include key background information, to speed up the process of daily activities and ensure that all impacting legislation and projects are centrally available, for anyone to refer to.

### **Recommendations**

The proposed and comprehensive index for a disaster management plan (Appendix A) consist of various aspects that the Disaster Management Centre still has to address in order to fully implement a comprehensive disaster management plan for Madibeng according to the new Disaster Management Legislations.

#### **- Negotiating and finalizing of mutual aid agreements.**

It would be more costly and result in avoidable duplication, if all the different authorities, decided to "go it alone" either as a result of a disaster, or on proactive measures being implemented. It cannot be realistically expected that every municipal entity must have the manpower, equipment and expertise to address all possible issues pertaining to disaster management. Sharing and using others expertise and the like, depending on circumstances, would in most if not all cases result in greater efficiency and a more cost effective operation, with less possible frustration and other negative issues.

It is therefore recommended that formal mutual aid agreements be developed, compiled and concluded between the different role players and institutions.

#### **- Public awareness and preparedness programmes.**

Notwithstanding the fact that the Ward Councillors have contribute in the development and compiling of the Disaster Management Plan of Madibeng, it is also recommended that formal public awareness and

preparedness programmes be developed and implemented. For such an event, special skills will also be necessary.

In order to minimise duplication, it is recommended that the WATEES Consortium take the initiative in the co-ordination of proposed public awareness and preparedness programmes in the Madibeng Municipal area, which could include the developing of user-friendly handouts for communities to make them aware of all identified hazards. If sufficient funds are allocated for this event, specific handouts can also be designed to prepare and train communities in prevention and mitigation strategies, e.g. hygiene to prevent the spreading of communicable disease such as tuberculosis and sexually transmitted diseases such as HIV/AIDS and also sanitation related disease, such as cholera or typhoid epidemic because of the pollution of the surface water.

Communities have to be informed and be made aware of potential hazards and disaster, which can affect them. Appropriate public and awareness programmes are therefore a necessity and is also required by the new Disaster Management Legislation.

- **Possible solutions as a result of the existing vulnerability and risk assessments.**

The Disaster Management Centre of Madibeng Municipality has to be prepared if any hazard and/or disaster occurs in future. To empower the Centre to react to the identified hazards, it is necessary that appropriate SOPs, contingency plans and aid memoirs been developed and implemented for all possible scenarios. According to the new Disaster Management Legislation, the Disaster Management Centre has to develop and implement prevention and mitigation strategies.

- **Disaster Management Decision Support Tool**

It is recommended that an appropriate, user-friendly and cost-effective DMDST for Madibeng Disaster Management Centre be developed. It is highly recommended that an Integrated Munic system for Disaster Management be compiled. The Integrated Munic system entails a user-friendly decision support tool for municipalities, which enables users in different departments to do their daily activities by using Internet facilities. Such a decision support tool caters for a centralised GIS-database and can be implemented cost effectively.

- **Early warning systems.**

Details on what should be considered and why, for each identified community at risk, could be investigated and submitted for implementation.

- **Media liaison plan.**

The complete media liaison plan can be compiled including having this networked with those involved before acceptance.

## **8.46. Draft Disaster Risk Reduction Plan**

### **1. PURPOSE**

- 1.1 The Disaster Risk Reduction Plan address risk and vulnerability associated with identified projects within Municipal Integrated Development Plan (IDP).
- 1.2 The plan ensure that hazards and vulnerability are addressed before project implementation

### **2. BACKGROUND**

This Disaster Risk Reduction Plan is in line with the District, Provincial and National Disaster Management Frameworks and addresses disaster risks through four key performance areas (KPA) and three Enablers:

KPA 1: Integrated Institutional Capacity for Disaster Management

KPA 2: Disaster Risk Assessment

KPA 3: Disaster Risk Reduction

KPA 4: Response and Recovery

Enabler 1: Information Management and Communication

Enabler 2: Education, Training, Public Awareness and Research

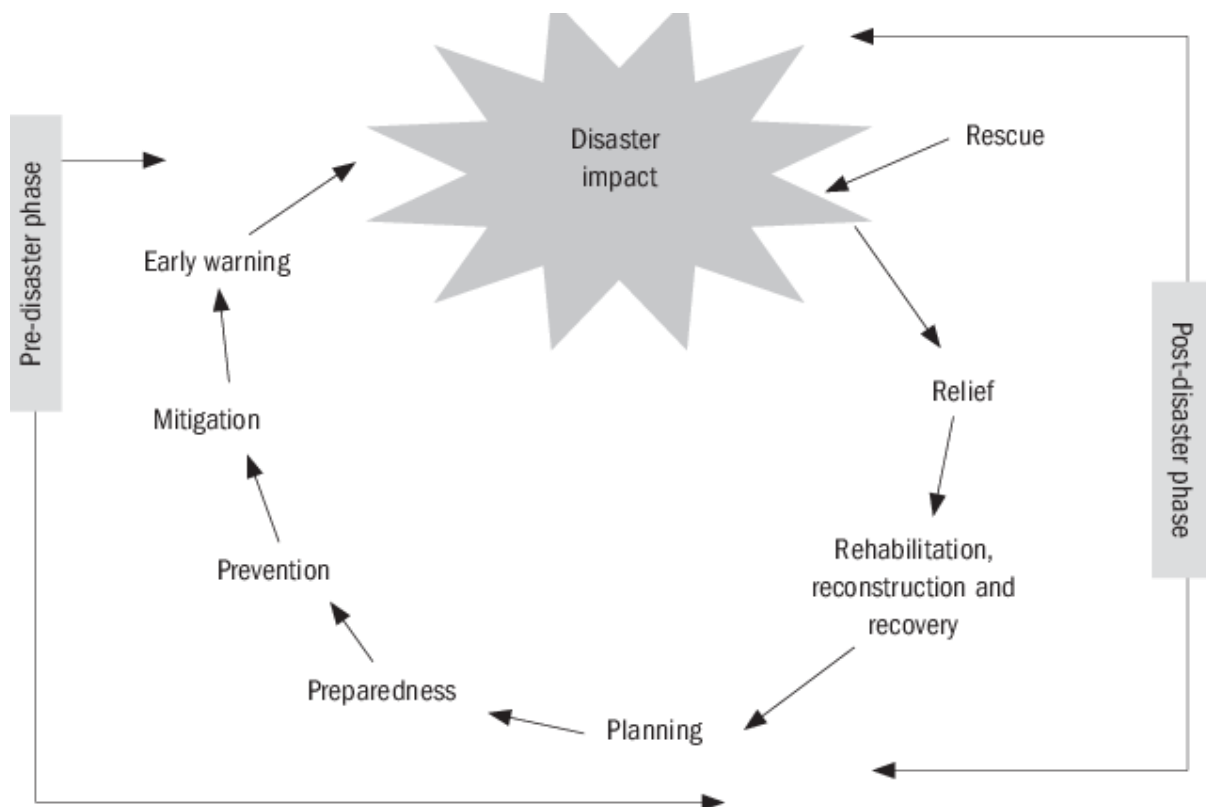
Enabler 3: Funding arrangements for Disaster Management

### **3. LEGISLATIVE MANDATES**

- *Schedule 4 Part A of the Constitution of the RSA (Act No 108 of 1996)*
- *Section 152 (d) of the Constitution*
- *Chapter 5 of the Disaster Management Act (Act No 57 of 2002)*
- *Section 26(g) of the Local Government: Municipal Systems Act (Act No 32 of 2002)*
- *Spatial Planning and Land use Management Act*
- *District and Provincial Disaster Management Frameworks*

### **4. DISASTER MANAGEMENT CONTINUUM**





**Table 1**

Table 1 illustrates the continuum- it should be noted that Disaster Management is not only reactive but also involves the actions aimed at preventing disasters or mitigating the impact of disasters. Different line functions and departments must contribute in varying degrees in disaster management in the various phases of the Disaster Management Continuum. The needs identified in the disaster management plan will indicate where the line functions and departments must contribute. These contributions will then be included in the line function and departmental disaster management plans. Disaster Management covers the whole disaster management continuum and must address actions before, during and after disasters.

## **5. RISK ASSESSMENT AND VULNERABILITY ASSESSMENT**

This Section describes risk and vulnerability of the Municipality. The following disaster risks were identified as priority disaster risk reduction:

- Fires
- Drought
- Floods
- Transport Accident (road and rail)
- Hazmat
- Dysfunctional infrastructure/service delivery (sewerage, toilets, grey water, electricity)
- Wetland/Dolomite/ sinkholes
- Environmental pollution, water, air
- Severe Weather conditions

## **6. DISASTER RISK REDUCTION**

Assessment of disaster risk and vulnerability on Integrated Development Plans projects for 2021/22  
Financial Year:

Area/Ward	Project description	Type of infrastructure	Risk Reduction measures or action taken (prevention/mitigation)	Funding allocation
<b>Lebaleng Ex 5</b>	Construct 500 RDP units	Low cost houses	Infrastructure to decrease vulnerable communities	Dep Human Settlement-R35m
<b>Mothutlong</b>	Upgrading and rehabilitation of storm water infrastructure	Storm water drainage systems	Upgrading old infrastructure to decrease risk of floods	MIG/Municipality
<b>EXT</b>	Construction of fire break at strategic points	Farms, roads, electrical power lines and agricultural infrastructures	Prevention of veld fires	Public Works, Eskom, DARD, Farmers
	Refurbishment of pump station	Water Supply	Address water shortage challenges	Municipality
	Upgrading water treatment works	Water treatment works	Improved water treatment plant	Municipality
	Construction of a mini fire station	Mini Fire Station	Effective and efficient response to Emergencies	Municipality

As this document is in draft format – comments from the relevant departments are still outstanding.

**7. REVIEW OF THE PLAN**

The Municipality will annually review and update the plan in line with the Municipal IDP as required by Section 48 of the Disaster Management Act 20002 (Act No 57 of 2002) as amended.

## 8.47. Madibeng HIV/ AIDS Policy/ Strategy

### Introduction

Madibeng Local Municipality continues to be engaged in the process of growth and development while striving to ensure that all its inhabitants receives excellent services. The Municipality, like most other areas in the North West, South Africa, is not immune to the effects of HIV and AIDS on its inhabitants.

The Municipality, being concerned about the HIV and AIDS pandemic, found it necessary to engage on a policy and strategy development process for HIV and AIDS in order to ensure that the disease and its effects are properly planned for, and well managed.

This document seeks to provide a Municipality HIV and AIDS Management approach relevant to the Madibeng Local Municipality, to provide an integrated and coordinated approach with services relating to HIV and AIDS. The document also serves as a guideline to influence budgeting towards dealing with the pandemic.

Furthermore, the document sets out the strategic plan that will guide activities that seeks to mitigate the impact of HIV an AIDS and its effects on the people of Madibeng Local Municipality. It highlights the results of the HIV and AIDS investigation conducted within the municipality and lays a platform to deal with the challenges, and critical focal areas that requires special attention. It further indicates the activities that should be undertaken in a prioritized manner, that are key elements in the set programs for focal areas.

The strategy considers limitations and forms extensions to other legislative papers. The strategy was developed in consideration to the Madibeng Local Municipality IDP review 2006/07 with the emphasis on the findings of the preliminary investigation conducted by regarding the state of the pandemic within the municipality.

### The Foundation of the Policy, Strategy on HIV and AIDS for the Municipality

#### The Municipality Vision

***“To develop and upgrade the services to a standard of excellence through a combined “united” effort by all stakeholders and thereby the municipality becomes a leader in its own right”.***

The Madibeng Local Municipality Vision forms the basis for the development and implementation of the HIV and AIDS Strategy for the Municipality.

**Outcome:** The expected outcome of the HIV and AIDS Management strategy is the implementation of a comprehensive, efficient, effective, quality HIV and AIDS management programme.

### Values and Principles for the HIV and AIDS Management Strategy

#### Values

The values and ethos for HIV and AIDS Management Strategy are derived from the Batho Pele principles as set out in the White Paper for the Transformation of the Public Service.

**The following values and ethos have been identified for the Madibeng Local Municipality HIV and AIDS Management Strategy:**

The people we serve come first in performing our duties

We will ensure equity and freedom from discrimination and harassment in the communities and in the services provided by our Municipality

We will work in partnership with the people we serve and with other stakeholders

We will use the resources entrusted to us, to deliver on the Municipalities' priorities in the most efficient, effective and innovative ways

We will be transparent and accountable for our decisions, actions and performance

We will share our knowledge and expertise with other stakeholders and the broader communities and learn from them

In performing our duties, we will uphold the Constitution of the Republic of South Africa, the laws governing the public service and the Code of Conduct for the Public Service

### **Principles**

There are important elements that are regarded as key principles for a good developmental approach relevant to the South African context. These are:

**Participation:** People should be fully engaged in their own process of learning, growth and change, starting from where they are and moving at their own pace.

**Self Reliance:** People should be connected to each other in ways that make them more effective in their collective efforts and more self-reliant, including development of leadership, decision-making, planning etc.

**Empowerment:** Power relations should be shifted towards people achieving greater control and influence over decisions and resources that impact on the quality of their lives through increasingly inter-dependent relationships.

**Universal Access:** HIV and AIDS related services will be available to all vulnerable groups. No individual or group is denied access either because of lack of resources or lack of knowledge of how to access services.

**Equity:** Disbursement resources based on need, priorities and historical imbalances.

**Transparency:** Access to information, openness of administrative and management procedures.

**Accountability:** Compliance with all legislative, policy and financial regulations.

**Accessibility:** Accessibility in terms of physical, geographical conditions, time, language and need.

**Efficiency and Effectiveness:** Achievement of objectives in a most cost effective manner.

**Partnership:** A collective responsibility of municipality, civil society and other stakeholders.

**These principles underpin the delivery of HIV and AIDS related services in the Municipality and should be observed and complied with**

## 8.48. The Madibeng Local Municipality HIV and AIDS Policy

### Preamble

#### The Municipality:

- Acknowledges the seriousness of the HIV and AIDS epidemic;
- Seeks to minimize the social, economic and developmental consequences to the Municipality and its people; and
- Commits itself to providing resources and leadership to implement an HIV, AIDS and STD programme.

### Principles

#### The Municipality affirms that:

- People living with HIV and AIDS have the same rights and obligations as all people;
- People living with HIV and AIDS shall be protected against discrimination;
- People infected and affected by HIV and AIDS shall be cared for, and HIV positive people within the prescribes stipulation of Department of Health, shall have access to treatment;
- HIV status shall not constitute a reason to preclude any person from access to services ;
- Confidentiality regarding the HIV status of any individual shall be maintained at all times.

### HIV and AIDS intervention programme Co-ordination and implementation

#### Municipality Shall:

- Communicate the policy and strategy to all people;
- Implement, monitor and evaluate the Municipality's HIV and AIDS Programme;
- Advise the community regarding programme implementation and progress;
- Liaise with local AIDS service organisations and other resources in the community; and
- Review the strategy every three years.

### Management of infected people Programme components:

The HIV and AIDS programme of the **Municipality shall** provide all people access to:

- Information, education and communication activities, including media materials and peer education;
- Prevention methods (male, **female** condoms and PMTCT, etc.); Health services for the appropriate management of STDs;
- Treatment of opportunistic infections for infected people, along with testing and counseling services;
- Treatment for people living with HIV and AIDS below the stipulated viral load in collaboration with the Department of Health at accredited ARV centres
- Personal protective equipment for people who may potentially be exposed to blood or blood products; and
- Care and support for both infected and affected people, including orphans.
- Committed leadership involvement and support at 'grassroots' level

### Planning

The Municipality shall conduct regular impact analyses in order to understand the evolving epidemic and how it will impact on the future of the Municipality, its structure, operations and functions.

### Budget

The Municipality shall allocate an adequate budget to implement every aspect of the HIV and AIDS Management Strategy.

**Interactions with civil society**

The Municipality shall endeavour to utilize all opportunities in which it interacts with civil society to contribute to the mission and objectives of the National HIV, AIDS and STD Programme, and its own HIV and AIDS Management Strategy

**Interactions with government**

The Municipality shall serve on the Inter-Municipality Committee and the National/Provincial/ Regional AIDS Council to ensure a uniform and concerted response by Government to the epidemic.

The given policy will serve as a basis for the determination of appropriate norms and standards for dealing with the pandemic.

## 8.49. Background to the HIV/AIDS Strategy

Madibeng Local Municipality, though being involved in the fight against HIV and AIDS, did not have a comprehensive policy and strategy in place to be able to have a sense of coordinated direction with clear objectives guided by the state of the epidemic in the municipality.

With the increasing rate of infections and deaths related to HIV and AIDS, especially in Sub Saharan Africa, and as Part of the objectives of the Millennium Development Goals, Madibeng as a Local Municipality is bound by the adopted Declaration to Develop a response by municipal leaders to HIV and AIDS. (AMICAALL- African Mayors Initiative for Community Action on AIDS at the Local Level.

The declaration recognizes municipalities and councilors are closest to people and the expectations bulleted were seen as the role of local government, mayors and councilors. SALGA's role was to provide support to implementation of AMICAALL resolutions in South Africa.

Each municipality, in line with the National Aids Council, is expected to:

- Bring together key stakeholders in civil society and local government
- Ensure that there is a coherent HIV strategy in place for the area
- Provide cohesive structure to help coordinate the delivery of services to those most affected
- Avoid duplication
- Mobilise volunteers to provide care.

Against this backdrop, Madibeng Local Municipality engaged in the process of developing a strategy for intervention.

### Strategy Development Process

The process comprised of the following elements:

- Investigation on the pandemic within the Municipality making use of readily available information obtained from the following institutions (District Health Information Office, the Social Services Information Office, and Brits ARV Clinic at Brits Hospital). This information was verified to ensure correctness with the relevant stakeholders.
- Consultative workshop with stakeholders which consisted of the following stakeholders: The Municipality( Councilors),Business, Local AIDS Council, Department of Community Safety , Social and Health Services, School Representatives, Sports, Cultural and recreation organizations, Religious Leaders and Traditional Health Practitioners, Community Based Organisations, Local Welfare Organisations and NGO's.

### Findings of our Investigation of the Pandemic within the Municipality

A general investigations of the pandemic within the Municipality was carried out, this investigation was conducted using data from the 1 hospital, 22 clinics and 5 mobile clinics within the Madibeng Local Municipality. The following are high-level findings of our investigation:

- Teenage pregnancy very high (**1021 cases in top 10 Highest rated areas**)
- VCT rates are low at Fafung, Moiletswane, Refentse, Madidi and Sonop
- High infection and death rate on the youth ( 18-35) in all wards
- More females infected and are dying as compared to men
- Backlog in ART disbursement at all clinics due to the fact that there is only one accredited ARV site
- Men are reluctant to test

Using: Number of Tests, number of HIV positive cases, teenage pregnancy rates, positive males, positive females and number of new infections.

The following Areas were rated as the Highest Rated Areas (ranked in logical order)

Lethabile, Ikhutseng, Bapong, Maboloka, Hoekfontein, Hebron, Broederstroom, Jericho, Oukasie and Oukasie Maternity Clinic

The Above Given were based on the Statistics that follows:

**Grouping of Areas are as Follows:**

Areas 1	Areas 2	Areas 3	Areas 4	Mobiles
Bapong	Mothutlong	Lethabile	Fafung	Haartebees
Maiakaneng	Damonsville	Hebron	Moiletswane	Lethabile
Madibeng	Broederstroom	Rabokala	Refentse	Bapong
Segwelane	Haartebees	Kgabalatsane	Madidi	Mothutlong
Sonop	Hoekfontein	Maboloka	Ikhutseng	Jericho
	Oukasie		Jericho	
	Maternity-Oukasie			

**Conclusions Drawn**

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

**Consultative Workshop with Stakeholders**

A consultative workshop was held with stakeholders where the observations of the pandemic investigations were presented, and the strategy was formulated around the comments, suggestions and needs as highlighted by the participants.

**Focus Areas of Intervention**

The following focus Areas were identified for HIV and AIDS intervention programmes

1. Prevention
2. De-stigmatization and openness
3. Treatment and Care
4. Care and Support for orphans
5. Voluntary Counselling and Testing



### **Target Groups**

Different target groups were identified with regards to the focus areas which were related to issues that are relevant to particular places. They are:

- Women
- Youth
- Orphans and Vulnerable Children
- People living with HIV and AIDS
- Men

## 8.50. Madibeng Agriculture Strategic Development Plan

### Purpose

The purpose of this Model is to provide a framework for support to agricultural co-operatives to ensure that they become viable enterprises capable of creating jobs and contribute to the mainstream economy.

### Objectives of the model

The objective of the Model is to achieve the following:

- The formation of farmer organizations such as Self Help Groups and co-operatives along commodity lines
- Mobilize all commodity groups established into a secondary agricultural co-operative (structure) at a municipal level
- The secondary structure to act as a one stop shop
- Promote savings among members
- Establishment of financial services organization of members
- Coordinate government programmes such as Mafisa, Casp etc.
- Facilitate access to Markets and Agro-processing opportunities.
- Facilitate training and capacity for members

### Executive Summary

Recommendations made in the strategy with regard to the management of natural resources:

- Rotational grazing
- Livestock stocking rates must be equivalent to the carrying capacities of the grazing lands.
- Rotational cropping considering slopes to control erosion.
- Promote use of land lying fallow through agrarian reforms.
- Promote small scale irrigation and other rain water harvesting methods.
- Capacity and skills transfer with regard to resource management.
- Limit mining activities near or close to the farming areas to prevent pollution.
- Link all strategies with the IDP strategy.

Apart from the abovementioned recommendations, the Agriculture and Nature Conservation Unit further suggested the following strategies for 2010/11:

- Extensive land care awareness campaigns for the farming community.
- Sale of irrigation water rights.
- Strengthening inter-governmental, and inter-Departmental relations with regard to the enforcement of Conservation and Environmental Acts. Currently law enforcement to implement the Conservation of Agricultural Resources lies in the hands of the Provincial Department of Agriculture, Conservation, and Rural Development. (e.g. transfer or relocation of game permits; livestock movement needs Veterinary permits etc.) Water usage licences and bore hole drilling permits are obtained from the National Department of Water and Environmental Affairs. The Local Municipality does not have the entire impact on the management of natural resources, but can assist in influencing decisions
- Active participation in the Hartebeespoort Metsi- a –me Dam Remediation project

## 9. KPA 3: LOCAL ECONOMIC DEVELOPMENT

### 9.1. Background

Hartbeespoort Dam was filled for the first time in 1925 and gave the town a massive boost, as water from the dam could be used for irrigation. A variety of crops were planted including tobacco, citrus, wheat, vegetables and table grapes.

Given challenges of water scarcity, due to the drought experienced nationally and the water quality resulting from hyacinth infestation, comparatively the dam no longer serves to produce needed water to irrigate, thus negatively affect the sector in its capacity to contribute to the economic growth.

The transformation initiative effected for water use through Water Act 1998 (1956) opened an opportunity to have Water Boards that accommodate previously disadvantaged farmers.

Though there are gapping gaps and grey areas in the Water Act 1998, it is a surest intervention mechanism for inclusion and irrigation water equity distribution to boost crop industry in Brits and areas in the neighbourhood. Historically, Madibeng Local Municipality is characterized by various economic activities, including vibrant agriculture, mining, and manufacturing, as well as tourism sectors. These sectors at present, contribute a huge percentage to the total Gross Domestic Product (GDP). They are sectors capable to drive economic growth and development only if the Municipality could pursue potent policies or strategies despite manufacturing being dominant sector in Brits town industrial area.

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

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

Madibeng is the world's third largest chrome producer and includes the richest Platinum Group Metals Reserve (situated on the Merensky Reef). The mining of granite stones is also prevalent around Brits – Oukasie, Sonop, Kareepoort, Geluk and Mmakau areas.

Mining houses are closing down and or down scaling workers en masse, resulting in high unemployment in the mining communities resulting in burden to government.

The limitations in the MPRDA, limits the role of municipality in the mining sector. Some limitations include inability to assist local business especially in mining communities to engage in procurement opportunities in the mines.

The act only recognises that municipality should involve with SLP/IDP alignment and engage during down-scaling of workers.

The initiative by COGTA National through MISA, to appoint SIYATHEMBANA to conduct thorough investigation on efficacy of mining SLP alignment processes and the role municipalities with regard monitoring and review in the their implementation.

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

The Presidential flagship program to resuscitate distressed mining towns serve as one strategic initiative to revive and rekindle economy of the municipality.

Through 3 key objectives of Brits CBD Regeneration which include: create enabling economic environment, transform town for investment and safety and security, the municipality could partially ameliorate challenges resulting from economic distress of the municipality.

The infrastructure development out of the Brits CBD Regeneration will create jobs and revamp engineering services required to stimulate local economy.

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

Outdoor advertising has been dormant for some time. The sector has never transformed to accommodate other nationalities historically excluded, but through proper and strategic changes it has capacity to reactivate economy also generate revenue for the municipality.

Business licensing as another wing and stream in the department, has been contributing to some extent has been transferred to the province through NW Business Licencing Act, whilst, the Act abrogated licensing authority from all municipalities, there is some level of licensing the municipality do.

The tourism sector could be booming with the newly declared National Heritage site near Hartbeespoort dam, Magaliesberg, but due to poor infrastructure very little impact has been reported, but there are probabilities of future growth and positive impact to economic growth.

Agricultural sectors creates more job opportunities, but with the lowest wage levels. This results in such jobs occupation by foreigners out of desperation. This does not make any meaningful impact to local community.

Large-scale beef production is booming in the eastern part of the municipality because of Jericho Feedlot build through the national Agriparks program. The upgraded feedlot facilities created rare opportunities for cattle farmers.

The other booming Sector is Citrus with three black female farmers from Sand drift, Mooinooi and Kleinfontein who have secured permits to export oranges to Europe.

### **Local Economic Development Strategy**

The delegated strategic objective of the department is anchored on the following key areas:

- Phased in implementation of the Small-Town Regeneration projects by 2024.
- Provision of infrastructure to support and develop informal traders in Brits town.
- Develop systems to maintain LED facilities for better and effective service provision.
- Develop SMME's incubation hub for support and growth of SMME's by 2024.
- Establish effective and efficient agricultural produce market platforms by 2024.
- Facilitate the development of tourism projects like Hiking Trails, game farms by 2024.
- Implement the integrated contractor development strategy as support mechanism to local black owned small contractors.
- Regulate and transform Outdoor Advertising and monitor income generated by 2022.
- Raise EPWP jobs created by 100 on annual basis to reach the targeted 700 by 2024, those from grant funds, and 1000 on those from Municipal projects.
- Ensure effective implementation and reporting of a minimum of two SLP projects on annual basis.

- Attract investors with potential to create a minimum of 50 jobs bi-annually through vigorous investment marketing events / exhibitions.
- Train and develop skills in a minimum of 50 SMME's on annual basis.
- Market opportunities and strengths of local economic development to ensure access and information dissemination to all.

## **9.2. The Vision And Mission Statement Of Economic Development, Agriculture And Tourism Of Madibeng Local Municipality**

### **9.3. Vision**

*“Vibrant local economy, with special focus on jobs creation and improved quality of life for all”.*

### **9.4. Mission**

*“The creation of a diversified local economy, focused on the creation of jobs, improved quality of life and deliberate economic interventions. Inspiring economic initiatives that are pro-development, pro-poor, balanced and integrated”.*

### **9.5. Primary Sector**

#### **Agriculture**

Agriculture is one of the largest contributor the Madibeng income accounting for 17.7% of the economic activity. There are four different types of agriculture which can be identified in the area:

#### **Intensive agriculture**

Intensive agriculture is the one that is environmentally controlled, where winter can be created in summer, or summer in winter. This is done through tunnel production system, and livestock production intensive houses. In Madibeng most vegetables are produced both intensively and extensively (cucumbers, tomatoes, and butternuts).

Intensive livestock involves pigs and poultry (broilers / chicken production and eggs). Beef produced intensively is under feedlot systems which are slowly growing.

#### **Extensive agriculture**

Extensive agriculture in animal production is dominated by communal livestock production, with high stocking rates and little grazing capacity in villages. The grazing areas are compromised by illegal land invasion by informal settlements.

Under plant production there is both dry land and irrigation systems production. Commodities dominating the crop production sector is barley, wheat, soya-beans, green mealies, sorghum, and sunflower. Groundnuts are produced to a smaller extent because of the soil quality requirements. Dominant fruit in Madibeng is Citrus. (Lemons, Oranges and naartjies)

Madibeng is the land of vegetables. The Municipality boasts exportation of vegetables to the Free-State, Northern Cape and Gauteng Provinces. All kinds of vegetables are produced both intensively (nets and tunnels) and extensively. Sweet potatoes, butternuts, carrots, cabbage, spinach, lettuce. The only struggling commodity is potatoes because of the heavy clay soils. However, the Agricultural Research Council is assisting with production of a new potato variety to suit the environment. This has been done in the past production seasons of 2019 and 2020.

## Game farming

These areas are located in the north-western quadrant of the Municipality in Ward 1, flanked by Rooikoppies Dam and the Elandsberg mountains. The location makes it accessible to tourists as well as visitors to the game-farming region.

However the Southern side boasts tourism game sanctuaries. The Elephant, Monkey Sanctuary and the Snake-Park also serve as tourism attraction areas

Furthermore, approval of funding for the establishment of Letlhabile Game Farm remains key tourism initiative intended to ensure local economic development in areas around.

## Subsistence agriculture

Subsistence farming is well covered below in the Household food security section

The Madibeng farming community is classified into three categories with different development needs:

- Commercial sector farmers,
- Emerging / Up-coming farmers and
- Household food security producers.

### Commercial Farming Sector

It is dominated by well established farmers who have knowledge, experience and the means to produce. They serve as the pride of Madibeng because they contribute to the economic development through food production at a close range, as well as jobs creation. The agricultural plant products include vegetables, fruit, field crops and flowers. The animal products are broilers (chicken), dairy products and beef. Pork and egg production are lesser scales in Madibeng. Technical Support is from the Government Development Sectors. Most of the Commercial producers are linked to markets all over the country and some even export their produce. The current booming sector is goat farming, beef and citrus with ability to export to SADC and even to European Countries.

### Emerging / Upcoming Farmers Sector

These include the new Land Reform beneficiaries as well as the farmers in the communal areas of Madibeng. Cognizance must be paid to the fact that Madibeng is dominated by resource poor rural villages. Agricultural production is limited to small scale production of environmentally controlled projects. These include chickens, small scale vegetable gardens and pigs for income generation. However, culturally livestock like cattle, sheep, goats, horses and donkeys are kept and also need some care. These generate income in limited levels. They need water, grazing and medication. All of these get technical support from Government Development Sectors.

Communal farming in Madibeng villages is threatened by the invasion of informal settlements. Grazing camps and arable lands are so reduced resulting in non-viable businesses. Farmers are forced to reduce stocking rates, or even to stop farming; crop production has to be changed to horticulture. This is a serious economic slump, and it is very risky to the general socio-economy to practice farming very far from the households in attempts to secure larger farming spaces.

Currently the beef production farmers have engaged in the Agri-Park mode of feedlotting and are producing beef on large scale basis. Feeding their weaner calves to required masses and selling at the local auctioneers on the R511 road.

## Household Food Security

These projects are supported mostly by the Department of Social Services and technically by all agricultural development sectors. They are meant to produce food just in small quantities to address the household needs or for poverty alleviation. That is small food-plots in the back yards, few layers for breakfast eggs and some cows for milk production. All of these need financial support for sustainability. All government sectors have a responsibility to address this for a balanced community diet

### Nature Conservation in Madibeng

Agricultural production depends on sustainable natural resource management. The National Department of Environmental Affairs (Natural Resource Management Division) started the following processes in Madibeng as a nature conservation practice. The processes will run for  $\pm 5$  years:

- Eradication of alien plants and invader species.
- Reclamation of dongas
- Control bush encroachment
- Control soil erosion
- Preservation of indigenous plants

## Mining

The mining sector is the highest employment creators. On the North Western part of Brits town there is a mining activity. The location is few kilometres from Bakwena Platinum High way and therefore offers opportunities for the integration of mining activities and products with other economic sectors.

There are also small scales mining activities scattered throughout the Madibeng Local Municipality. Within the past few years the area witnessed new open-cast mines. Products comprises of Platinum Group Metals, Chromium, intensive granite and sand mining. Other mining products include ferrochrome, stone and granite quarries, silica sand and vanadium pentoxide. Some of the world's richest platinum deposits and the largest chromate reserves are found in Madibeng Local Municipality.

The Municipality then launched a Mining Forum where all relevant stakeholders can engage with the Mining Houses in 2014. The Forum sits on quarterly basis.

The current list of Mining Houses who are members of Madibeng Mining Forum is as follows:

- Eland Platinum Mine
- Dikwena Samancor
- Lesedi Samancor
- Kelly Granite
- Kudu Granite
- African National Granite
- Buffelsfontein Chrome
- Eastern Platinum
- Elandskraal Chrome
- Mangwe
- PPC
- Protea Granite
- Sibanye Stillwater
- Vametco Bushveld and
- Western Samancor Platinum
- Eastplats
- Platchro
- Jubilee
- Lenong Granite
- Afplats – (Impala)

## 9.6. Secondary Sector

### Manufacturing

There are few companies invested at Madibeng and creating jobs for the community of Madibeng. Some of these companies were awarded land through the Investment Incentive Scheme. Global financial crisis decline of auto industry threatens jobs. Migration of Industries to Tshwane Municipality also threatens the economy. The following companies create jobs in Madibeng:

- Motor industry/ Auto motive dominates the industrial scene: e.g. Afmit Tools; Bosch; Bridgestone Firestone
- Granite processing industries: granite cleansing, and manufacturing tombstones.
- Auto cable, e.g. CBI.
- Agri-processing, e.g. animal feed and juice.
- Agri-equipment and trailers.
- Plastic containers.
- Industrial gas supplier.
- Concrete roof tiles and roof trusses.
- Packaging material: International bag buyers.

### Enterprise Support

The Small, Medium and Micro Enterprises including informal businesses within the Municipal area contributes to the Local Economy of the municipality and community members benefits enormously. Due to high unemployment rate, the community seeks for opportunities within all sectors: retail, agriculture, services and manufacturing.

There is a serious need for business infrastructure in townships and rural areas as funding institutions do not cater for building facilities. Small Industries need to be prioritized.

Entrance and growth within the business sector is challenged by government red tape especially when it comes to the following main aspects:

- Access to business land,
- Funding,
- Compliance processes (e.g. EIA),
- Access to markets, etc.

This results in limited growth, and stagnant or dropping economy.

The Municipality, Government Departments, Agencies, Private Sector and NGO's provide support to local enterprises including the Informal sector.

117 SMMEs received training and skills as empowerment to run local businesses and to create more jobs.

### Business Licensing

The North West Provincial Department of DEDECT is in the process of taking over the Business Licensing authority of businesses within the Province. The Business Licensing regulations are completed and will be implemented in the near future.



The new Business Licensing Act encompasses all types of businesses whilst, the Municipal Business Licensing Policy catered only for perishable food stores, renewable on annual basis.

Awareness campaigns will be embarked on to introduce new business licensing regulations that are about to be implemented in the North West Province.

### Social Economic Empowerment

Coordination and Facilitation of Jobs Creation as at 2020/2021 Financial Years:

Community Works Program of COGTA	1 050
Tolwane River Rehabilitation	166
Human Settlement and Planning	231
Bojanala Platinum District Municipality	10
EPWP - Public Works Grant	81
MIG Projects	78
<b>Total</b>	<b>1 616</b>

## 9.7. Tertiary Sector

### Tourism

The Madibeng Local Municipality has three major tourism attractions situated in its area of jurisdiction. The Magaliesberg Mountain ranges extends in the east-west direction across the southern half of Madibeng. It was proclaimed Protected Environmental Area due to its ecological importance and therefore, development on this area must be done bearing in mind that there is least impact on the natural environment.

Hartbeespoort Dam is located in the southern part of Madibeng and is fed by Crocodile River. With regard to tourism, Hartbeespoort Dam is the major open space within Madibeng. The Magaliesberg Mountain Range, Hartbeespoort Dam as well as its shores is preferred by most people for residential purpose as well as weekend-tourist attraction.

Historical and Archaeological Sites are located in the Magaliesberg and Witwatersberg surroundings. Situated on the south of Witwatersberg is the Cradle of Humankind which is proclaimed as a World Heritage Site. There are also farm buildings dating back to the 20th century which are proclaimed National Monuments as well as archaeological site on these mountain ranges of Magaliesberg and Witwatersberg. Also historic elements such as old forts and fortifications of historic battlefields including categorizations of prehistoric farming, mining, metal production as well as village building in Africa.

Madibeng is rich in culture and heritage, and to increase the length of stay of tourists in the area a list of things to do and places of interest are listed below:

Arts & Culture: at Damdoryn offers, amongst others, a wide variety of handmade curio and other interesting items. Currently the area needs a lot of renovation to enhance its vibe.

Science & Nature: Natural attractions of the town include the 40,000ha Vaalkop Dam Nature Reserve where bird-watchers can spot over 340 species. The De Wildt Cheetah Research Centre, which specialises in breeding cheetah and other endangered species. The owl rescue centre at Hartbeespoort Dam

Entertainment: Famous herbalist Margaret Roberts has her wonderful herb garden in Brits, and visitors can view the garden and buy herbal products. Hartbeespoort is also the home of the Welwitchia Country market, Harties aerial cableway, monkey- and elephant sanctuary, crocodile farm, as well as snake and animal park mentioned

earlier under game farming.

Sport: The well known Hartbeespoort Dam is extremely popular for its water sports, i.e. fishing, sailing, boating and water-skiing. The adventurers can enjoy, amongst others, river rafting and absailing. There is also a zip-line tour where tourists can have an air adventure, moving in the air near Broederstroom, at Amazingwe and it is called Amazwingzwing. There are also a number of excellent golf courses in the Madibeng area.

Tourism has great potential for growth and contribution to the local economy. That can be realized with more government. Law and order are great enhancers of tourism. Enforcement of Municipal by-laws to regulate tourism economic activities as required by applicable legislation.

#### Compliance:

- Re-zoning processes through Municipal Departments for new businesses. e.g. Town planning Division
- Monitoring of businesses by law enforcement officers including penalties
- Affiliation to the tourism associations (compulsory)
- Assistance with accessing and grading processes through partnerships (grading made compulsory)
- Tourism road signs e.g. Municipal roads
- Tourism signage
- Tour Guides
- Tour Operators

#### Tourism Associations

The Tourism industry took a dip due to Covid 19, and it also collapsed the Tourism Associations. Less revenue and lack of affiliation fees. There is a need to revive both the emerging and established Tourism product owners associations across the entire Municipality.

## 10. KPA 4: FINANCIAL VIABILITY

### 10.1. Financial Analysis

The financial strategies of a municipality should recognize the Constitutional and legislative mandate of local government in respect of developmental local governance (budget alignment to IDP priorities), as well as various financial reforms applicable to local government (viz. implementation of MFMA, GAMAP/GRAP etc.) – which now forces a paradigm shift in respect of municipal financial planning and management.

Madibeng Local Municipality is phasing a rapid development or growth, which essentially means that whilst there is infrastructure that requires continued maintenance and/or rehabilitation, there is a huge demand for new infrastructure to cater specifically for backlogs and previously under-serviced areas. This obviously requires significant resources, and as such Madibeng financial strategy has been determined based on the financial management reforms principles

### 10.2. The Council's Support to Indigent Households

The Council has a policy whereby household with monthly income of not more than two state pensioners allowance for the proceeding three consecutive months shall be receive subsidy from date of registration. Services are subsidized in terms of the approved policy.

The number of households subsidized in the previous financial year:

Free Basic Services	Number of Households
Registered indigent	3 752
Free basic electricity (50 kwh) from Eskom	14 297
<b>TOTAL</b>	<b>18 049</b>

### 10.3. Total Budget

National Treasury has set out the requirements for funding the budget and producing a credible budget. Attention was given to Section 18(1) of the MFMA, which states that an annual budget may only be funded from:

- Realistically anticipated revenues to be collected;
- Cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and
- Borrowed funds, but only for the capital budget referred to in section 17(2).

Achievement of this requirement in totality effectively means that a Council has „balanced“ its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows.

The 2020/21 MTREF has been compiled taking into account:

- GDP growth rate is forecasted to increase by 1.3 per cent in 2021 and to improve moderately over the medium term with to 2 percent and 2.2 percent in 2022 and 2023 respectively.
- NERSA allowed tariff increase of 6.22 percent
- Rand Water tariff increase of 6.6. percent
- City of Tshwane tariff increase of 6 percent
- The Macro-Economic Performance and Projections such as headline inflation forecast. The inflation forecast is estimated to be as follows:

Fiscal Year	2021/22	2021/22	2022/23	2023/24	2024/25
	Actual	Estimate	Forecast		
Consumer Price Inflation (CPI)	2.9%	4.5%	4.8%	4.4%	4.5%

#### 10.4. Overview of the adjusted budget

The proposed budget adjustment of Madibeng Local Municipality amount to R2.8 billion, comprising of R2.53 billion for Operating Expenditure and R361.9 million for Capital Expenditure. The total budget has decreased by 53.4 million or -2% when compared with the 2021/22 Original Budget and has increased by R20.5 million or 1% compared with the 2021/22 Adjustment Budget. The deficit has decreased by 371.9 million or 78% when compared with the 2021/22 Original Budget and has decreased by 232.7 million or 49% when compared with the 2021/22 Adjustment Budget.

Description	Budget Year 2021/22		Budget Year +1 2022/23	Budget Year +2 2023/24	Budget Year +3 2024/25
	Original Budget (R)	Adjusted Budget (R)	Adjusted Budget (R)	Adjusted Budget (R)	Adjusted Budget (R)
Total Revenue	2 155 760 000,00	2 170 958 000,00	2 422 623 000,00	2 584 178 000,00	2 759 922 000,00
Total Expenditure	2 635 090 000,00	2 547 171 000,00	2 529 973 000,00	2 641 293 000,00	2 759 656 000,00
<b>Surplus/(Deficit)</b>	<b>- 479 330 000,00</b>	<b>- 376 146 000,00</b>	<b>- 107 350 000,00</b>	<b>- 57 114 000,00</b>	<b>266 000,00</b>
Capital Expenditure	310 285 000,00	360 285 000,00	361 908 000,00	356 702 000,00	374 096 000,00
<b>Total Budget</b>	<b>2 945 375 000,00</b>	<b>2 907 456 000,00</b>	<b>2 891 881 000,00</b>	<b>2 997 995 000,00</b>	<b>3 133 752 000,00</b>

The revenue budget increased from R2 155 760 063 to R2 170 957 851 which make the total increase of R15 197 788. Increase on revenue is due to material increase in revenue of property rates taxes during the past 6 months due to implementation of financial plan, credit control policy and revenue enhancement strategies. The 2021/22 budget was prepared with the forecast of 75%. Due to implementation of revenue enhancement strategies the collection rate is currently above 80.43%:

Period	Billing (R)	Receipt (R)	Variance (R)	Payment Rate (R)	Prepaid Electricity Sales (R)
Jul-21	125 509 107,00	122 609 593,00	2 899 514,00	97,69%	9 122 448,00
Aug-21	122 121 103,00	104 032 859,00	18 088 244,00	85,19%	8 541 691,00
Sep-21	125 904 521,00	88 098 369,00	37 806 152,00	69,97%	7 769 902,00
Oct-21	125 578 753,00	92 144 332,00	33 760 189,00	73,38%	7 768 933,00
Nov-21	143 275 110,00	116 495 975,00	26 779 135,00	81,31%	7 841 928,00
Dec-21	120 454 504,00	90 403 593,00	30 050 911,00	75,05%	8 014 237,00
Jan-22	116 432 495,00	85 198 750,00	31 233 745,00	73,17%	8 023 350,00
Feb-22	110 697 939,00	81 010 644,00	29 687 295,00	73,18%	7 354 235,00
<b>Total</b>	<b>990 299 299,00</b>	<b>779 994 116,00</b>	<b>210 305 183,00</b>	<b>78,76%</b>	<b>64 436 724,00</b>

## 10.5. Revenues

The revenue budget increased from R2 155 760 063 to R2 170 957 851 which make the total increase of R15 198 000 or 1% of the original budget. Increase on revenue is due to material increase in revenue of property taxes during the past 6 months.

Description	Budget Year 2021/22			Budget Year +1 2022/23	Budget Year +2 2023/24	Budget Year +3 2024/25
	Original Budget (R '000)	Total Adjustments (R'000)	Adjusted Budget (R'000)	Adjusted Budget (R'000)	Adjusted Budget (R'000)	Adjusted Budget (R'000)
<b>Revenue by source</b>						
Property Rates	265 602,00	10 398,00	276 000,00	372 547,00	388 939,00	406 441,00
Service Charges - Electricity Revenue	600 156,00	-	600 156,00	618 729,00	645 953,00	675 021,00
Service Charges - Water Revenue	195 194,00	-	195 194,00	195 369,00	203 965,00	213 143,00
Service Charges - Sanitation Revenue	64 630,00	-	64 630,00	58 851,00	61 441,00	64 206,00
Service Charges - Refuse Revenue	57 878,00	-	57 878,00	65 757,00	68 650,00	71 739,00
Rental of facilities and equipment	7 008,00	5 000,00	2 008,00	1 735,00	1 811,00	1 892,00
Interest earned - External Investments	4 801,00	1 000,00	5 801,00	6 376,00	6 656,00	6 956,00
Interest earned - Outstanding Debtors	109 425,00	10 000,00	119 425,00	131 166,00	136 938,00	143 100,00
Fines, Penalties and Forfeits	2,00	-	2,00	2,00	2,00	2,00
Licenses and Permits	549,00	-	549,00	611,00	2 542,00	2 656,00
Agency Services	12 000,00	-	12 000,00	12 000,00	12 528,00	13 902,00
Transfers and Subsidies	831 904,00	-	831 904,00	953 450,00	1 048 458,00	1 155 094,00
Other Revenue	6 611,00	1 200,00	5 411,00	6 031,00	6 296,00	6 580,00
Gains	-	-	-	-	-	-
<b>Total Revenue (excluding Capital Transfers and Contributions)</b>	<b>2 155 760,00</b>	<b>15 198,00</b>	<b>2 170 958,00</b>	<b>2 422 623,00</b>	<b>2 584 178,00</b>	<b>2 759 922,00</b>

## 10.6. Expenditure

The expenditure budget decreased from R2 635 090 000 to R1 856 104 000 which makes the total decrease of R135 326 000. A major part of the budget adjustment will be virement on votes where proposed spending will not happen, thus the saving on those votes is shifted to the votes where most spending is anticipated within the remaining six months:

Description	Budget Year 2021/22			Budget Year +1 2022/23	Budget Year +2 2023/24	Budget Year +3 2024/25
	Original Budget (R '000)	Total Adjustments (R'000)	Adjusted Budget (R'000)	Adjusted Budget (R'000)	Adjusted Budget (R'000)	Adjusted Budget (R'000)
<b>Expenditure by Type</b>						
Employee related Costs	605 234,00	31 540,00	636 774,00	690 491,00	720 872,00	753 312,00
Remuneration of Councillors	33 425,00	-	33 425,00	35 362,00	36 918,00	38 580,00
Debt Impairment	220 000,00	-	220 000,00	220 000,00	229 680,00	240 016,00
Depreciation and Assets Impairment	435 000,00	-	435 000,00	350 000,00	365 400,00	381 843,00
Finance Charges	150 010,00	-71 500,00	78 510,00	66 000,00	68 904,00	72 005,00
Bulk Purchases - Electricity	580 000,00	-29 000,00	551 000,00	580 000,00	605 520,00	632 768,00
Inventory Consumed	159 302,00	-	159 302,00	166 083,00	173 391,00	180 699,00
Contracted Services	250 455,00	4 741,00	255 196,00	260 486,00	271 947,00	284 185,00
Transfers and Subsidies	4 700,00	-	4 650,00	7 000,00	7 308,00	7 637,00
Other Expenditure	196 964,00	-23 650,00	173 314,00	154 551,00	161 352,00	168 612,00
Losses	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>2 635 090,00</b>	<b>-87 919,00</b>	<b>2 547 171,00</b>	<b>2 529 973,00</b>	<b>2 641 293,00</b>	<b>2 759 656,00</b>

## 10.7. Capital Expenditure

### Final Capital Budget 2022/23 - 2024/25 Financial Year

DESCRIPTION	WARDS	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	Funding Source
KLIPGAT EXTENTION WATER SUPPLY	24,8,36,37	6 000 000,00	15 000 000,00	-	MIG
HEBRON/ KGABALATSANE/ ROCKVILLE/ITSOSENG/ WATER	10,15,16,41	12 000 000,00	35 000 000,00	25 000 000,00	MIG
KLIPGAT SANITATION ( RETICULATION )	24,8,36,37	9 500 000,00	20 000 000,00	55 000 000,00	MIG
WARD 1 VIP TOILETS	1,2	16 000 000,00	35 000 000,00	38 000 000,00	MIG
VIP TOILETS	34	-	8 000 000,00	10 000 000,00	MIG
VIP TOILETS	27	-	-	22 000 000,00	MIG
MOTHOTLUNG OUTFALL SEWER (RE- ROUTE)	20	42 000 000,00	12 000 000,00	-	MIG
HIGH MASS LIGHT ENERGISING	1,2	1 500 000,00	-	-	MIG
HIGH MASS LIGHT (Solar energy) Phase 1	1,2,3,4,6,7,25,27,30,33,32,31,34,35,27,40	35 000 000,00	-	-	MIG
HIGH MASS LIGHT (Solar energy) Phase 2	10,14,15,16,17,18,19,26,28,29,41	-	25 000 000,00	-	MIG
HIGH MASS LIGHT (Solar energy) Phase 3	5,8,9,11,12,13,20,21,22,23,24,30,37,38,39	-	-	25 000 000,00	MIG
BAPONG CONNECTOR ROAD	28	7 550 000,00	-	-	MIG
UPGRADING OF MOTHOTLUNG ROMAN CHURCH SECTION INTERNAL ROAD	20	7 250 000,00	-	-	MIG
UPGRADING OF ITSOSENG INTERNAL ROADS: CEMETERY ROAD	16	7 550 000,00	-	-	MIG
UPGRADING OF KGABALATSANE INTERNAL ROAD: FREEDOM ROAD	10	14 853 933,73	-	-	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 5 ( MAPANTSOLENG ROAD)	11	11 000 000,00	-	-	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 4 (Madibeng Hills Ext of Taxi Road)	3,8,24,36,37	8 000 000,00	-	-	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 6 ( Jericho Taxi Road))	1,2	7 550 000,00	-	-	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 6 ( Legonyane taxi route)	1	-	12 000 000,00	-	MIG
LETHABONG INTERNAL TAXI ROUTE	5	10 860 000,00	-	-	MIG
MMAKAU WARD 17 POLONIA INTERNAL ROAD	17	12 330 000,00	-	-	MIG
REHABILITATION AND RESEALING OF TAXI ROUTE- LETLHABILE	9,11,12,38	8 000 000,00	8 000 000,00	8 000 000,00	MIG
REHABILITATION AND RESEALING OF TAXI ROUTE- MOTHOTLUNG	20,21	8 000 000,00	8 000 000,00	8 000 000,00	MIG
REHABILITATION AND RESEALING OF TAXI ROUTE- OUKASIE	13,14,22	8 000 000,00	8 000 000,00	8 000 000,00	MIG
REHABILITATION AND RESEALING OF TAXI ROUTE- DAMONSVILLE	21	1 500 000,00	-	-	MIG
REHABILITATION AND RESEALING OF TAXI ROUTE- BRITS	23	3 500 000,00	-	-	MIG
MMAKAU LIBRARY - continuation	17,18,19	3 000 000,00	-	-	MIG
OUKASIE TAXI RANK - Continuation	13,14,39;22	1 500 000,00	-	-	MIG
MADIBENG SMME DEVELOPMENT HUB- BRITS- continuation	ALL WARDS	4 000 000,00	-	-	MIG
MADIBENG SPECIALIESED VEHICLES FOR WASTE MANAGEMENT- phase 2	25,29	8 500 000,00	-	-	MIG
KLIPGAT FIRE STATION	3,8,24,36	15 000 000,00	-	-	MIG

UPGRADING OF VUKA INTERNAL ROADS IN OUKASIE	39	1 500 000,00	16 898 956,63	-	MIG
UPGRADING OF KL TO CHECKERS ROAD MABOLOKA	6	14 113 078,88	-	-	MIG
Upgrading of Maboloka tarred access road (BP to Circle)	4	-	15 000 000,00	-	MIG
MMAKAU WARD 18 CLINIC ROAD	18	-	8 180 000,00	-	MIG
MMAKAU WARD 19 ROAD ( FROM CHIPPA TO MAUMONG STORE RING ROAD)	19	-	-	7 720 000,00	MIG
FORMALISATION OF HEBRON STREAM AND STORMWATER	15;16	1 800 000,00	32 000 000,00	-	MIG
UPGRADING OF MOTHOTLUNG PHASE 2 ROAD ( Ext 2 TO THARI)	20,21	-	15 000 000,00	9 500 000,00	MIG
OUKASIE PHASE 5 ROAD	13,14,22	8 000 000,00	-	-	MIG
LEGONYANE INTERNAL ROAD	1	-	-	7 550 000,00	MIG
Masters sport ground road upgrade	28	-	12 000 000,00	-	MIG
Wonderkop Luthren road upgrade	26	-	5 000 000,00	8 000 000,00	MIG
Block B Thhoafalo Primary School Road upgrade	9	-	5 000 000,00	8 000 000,00	MIG
Refentse Access road	30	-	1 200 000,00	7 000 000,00	MIG
Damonsville ext. 2 internal street	21	-	-	7 000 000,00	MIG
Block E cemetery road	41	8 000 000,00	5 000 000,00	-	MIG
Hebron old cemetery road upgrade	15	-	-	9 000 000,00	MIG
DLTC UPGRADE	23	-	-	1 500 000,00	MIG
UPGRADING OF BRITS FIRE STATION	23	11 258 370,00	-	-	MIG
BRITS FRESH PRODUCE MARKET	23	-	1 500 000,00	12 000 000,00	MIG
MABOLOKA SPORTS FACILITY PHASE 2	5	-	1 800 000,00	20 000 000,00	MIG
UPGRADING OF LETLHABILE SPORTS FACILITY	3,11,12	-	5 000 000,00	10 000 000,00	MIG
UPGRADING OF MOTHOTLUNG SPORTS FACILITY	20;21	-	5 000 000,00	10 000 000,00	MIG
<b>TOTAL MIG BEFORE PMU OPERATION MANAGEMENT</b>		<b>314 615 382,61</b>	<b>314 578 956,63</b>	<b>316 270 000,00</b>	
PMU OPERATION MANAGEMENT		9 464 066,27	10 409 964,49	10 703 000,00	MIG
<b>TOTAL MIG</b>		<b>324 079 448,88</b>	<b>324 988 921,12</b>	<b>326 973 000,00</b>	
LETLHABILE ELECTRICITY SUBSTATION	9,11,12,38	45 500 000,00	25 000 000,00	26 123 000,00	INEP
LETLHABILE BLOCK H ELECTRIFICATION	38	2 000 000,00	33 000 000,00	-	INEP
DAMONSVILLE UPGRADE OF ELECTRICITY SUPPLY LINE	21	3 000 000,00	-	-	Internal
MELODIE UPGRADE OF ELECTRICITY SUPPLY LINE	30	3 500 000,00	-	-	Internal
REHABILITATION AND RESEALING OF TAXI ROUTE- HARTEBESPOORT	30	1 500 000,00	-	-	Internal
UPGRADING OF RIETFontein WASTE WATER TREATMENT PLANT	30	15 000 000,00	-	-	WSIG
UPGRADING OF BRITS WASTE WATER TREATMENT PLANT	22,24,25	13 300 000,00	-	-	WSIG
UPGRADING OF LETLHABILE WASTE WATER TREATMENT PLANT	9,11,12,38	12 500 000,00	-	-	WSIG
REPLACEMENT OF ASBESTOS WATER RETICULATION	30	-	-	15 000 000,00	DBSA
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase 1	1, 2,3,4,5,6,18,24,34,35	15 000 000,00	-	-	Internal
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase2	10,41,17,19	-	15 000 000,00	-	Internal
<b>TOTAL CAPITAL EXPENDITURE</b>		<b>435 379 448,88</b>	<b>397 988 921,12</b>	<b>368 096 000,00</b>	



## 10.8. Financial Plan

A financial plan is a comprehensive picture of municipality's current finances, financial goals and any strategies the municipality set to achieve these goals. The financial plan of the municipality include details about cash flow, savings, debt, investments, insurance and any other elements of municipal financial affairs.

## 10.9. Purpose of the financial plan

- The Financial plan is aimed at securing the municipality's ability to meet its obligations to provide basic services and its financial commitments.
- Identify the key fiscal and service delivery problems of the municipality.
- Be designed to place the municipality in a sound and sustainable financial position.
- Develop strategies for reducing unnecessary expenditure and increasing revenue collection.
- Identify the human and financial resources needed to assist in resolving financial and service delivery problems

## 10.10. Revenue Enhancement Implementation Plan

Priority Area	Focus Area	Activity	Time Frame (Start & End)	Responsible Person	Costs (& Source Of Funding)	Outcome	Expected Inflow	Progress
Revenue Management	Electricity	Replacement of faulty/tempered prepaid electricity meters  21/22 7000 x 400kwh per month x 9 month = R61.4m	November 2021 To June 2022	Director: Infrastructure and Technical Services, Manager: Electricity	R 4500per meter. R 31.5m  Labour R1200per meter included in the contracted services budget  Meter box R 3700which houses 4metrs 12.2m  Internal revenue R54.2m	Reduction of distribution losses, Reduced estimated readings, Completeness of Revenue Increased Revenue  Improved Cash Flow	R17.7m	In progress  Currently we are procuring lockable kiosk/ boxes that houses meters to prevent meter tempering

		22/23 – 10000 =117.1m 7000 = 81.9m	July 2022 To June 2023	Director: Infrastructure and Technical Services, Manager: Electricity			144.8m	
		23/24 – 10000 =117.1m 1000 = 117.1m 7000 = 81.9m	July 2023 To June 2024		R54.2		261,8m	
		Install capacitor Bank at the Brits substation to reduced re-active power	November 2021 To June 2022	Director: Infrastructure and Technical Services, Manager: Electricity	R 3.5m	Reduction of distribution losses.		
		Meter all Municipal Buildings  Introduction of seasonal tariff charge for electricity	July 2022		R 4500 per meter			

	<b>Water and sanitation</b>	<p>Replacement of faulty/tempered prepaid electricity meters</p> <p>2021 700 x R236.4(11kl per month) x 9 moths = R 1.4m</p> <p>21/22 – 1000 = R4.8m</p> <p>23/24 – 1000 = R7.6m</p>	November 2021 To June 2022	Director: Infrastructure and Technical Services, Manager: Water	<p>average price of R1650</p> <p>R 1155000m</p> <p>R1650000m</p> <p>R1650000m</p> <p>Own Revenue</p>	<p>Reduction of distribution losses, Reduced estimated readings, Completeness of Revenue Increased Revenue</p>	<p>R R300000</p> <p>R3m</p> <p>R6m</p>	<p>We have replaced: Brits - 148 Industrial - 2 Harties - 130 Elandsrand – 30</p> <p>All this replacement started in December 2021, therefore we have not quantified the revenue impact</p>
	<b>Collection of Outstanding Debts</b>	<p>Handing over to appointed debt collectors</p> <p>Communication notices and letters to be sent. Payment Arrangement with affected Councilors and Staff</p>	<p>October 2021 to June 2022</p> <p>Continuous (Reviewable quarterly)</p>	CFO, Manager: Revenue, Manager: Expenditure	<p>Debt collectors rate is 9% R10.8m</p> <p>R16,2m</p> <p>N/A</p>	<p>Increased Payment Rate, Reduction of Long Outstanding Debt</p>	<p>R109m</p> <p>R163.8m</p> <p>R400 000</p> <p>R2.7m</p>	<p>R133m has been handed to debt collectors</p> <p>The balance for councillors will change since most councillors did not return as councillors.</p> <p>The municipality will peruse the outstanding accounts through credit control process.</p>
		<p>Business – R 400m Target is 30% = 120m</p> <p>Households – R 1,8m Target is 10% = 180m</p> <p>Councilors debt R 838 548 Target is 50% = Employees Debts R 9 301 665</p>						

	Target is 30% =							
<b>Major Government Accounts as at 31 August 2021</b> NATIONAL PUBLIC WORKS – R 7.8m Target is to collect R4m PROVINCIAL PUBLIC WORKS – R 6m Target is to collect R6m RURAL DEVELOPMENT – R 86m Target is to collect R5m DEPARTMENT OF HEALTH – R 32m Target is to collect R30m DEPARTMENT OF EDUCATION – R 10m Target is to collect R1m	Implement Credit control and debt collection measures on all government accounts in arrears for more than 30 days.  Request intervention by the Revenue support team in the Provincial Treasury	On-going	CFO, Manager: Revenue	N/A	Improved Cash Flow	R 46 million	On-going  A request will be submitted to Provincial Treasury to intervene on the collection of outstanding debts of the departments before the financial year end	

		<p>Install capacitor Bank at the Brits substation to reduced re-active power</p> <p>Meter all Municipal Buildings</p> <p>Introduction of seasonal tariff charge for electricity</p>	October 2021 To June 2021	Director: Infrastructure and Technical Services, Manager: Electricity	<p>R 3.5m</p> <p>R 4500 per meter</p>	Reduction of distribution losses.		<p>Not yet started</p> <p>An amendment to the policy will be submitted to Council with draft budget</p>
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### 10.11. Operating Expenditure – Cost Cutting Measure

Priority Area	Focus Area	Activity	Time Frame (Start & End)	Responsible Person	Costs (& Source Of Funding)	Outcome	Expected Saving	Progress
Expenditure Management	Contracted Services	Savings from reduction of use of consultant	July 2021 to June 2022	CFO Manager: SCM	Municipality will be using the current staff	Improved Cash Flow	R15 million	No service provider has been appointed for AFS
		Savings from lapsing of fleet contract and municipality purchasing its own vanilla fleet	July 2021 to June 2022	Director: Public Safety, Fleet and Facilities Management Municipal Manager	Lease costed the municipality R9.5 a month and cost of vanilla fleet is currently is at R64m	Improved Cash Flow	R35 million	A total of 110 vehicles have been purchased and delivered
	Other Expenditure	Prioritization of electricity and water expenditure aligned to repairs and maintenance,  Implementation of cost containment policy and circular	October 2021 to June 2022	Director: Infrastructure and Technical Services Manager: Electricity Manager: Water Manager: Roads	N/A	Improved Cash Flow		

## 10.12. Impact of the above financial plan on budgeted cash flow

Description	2021/22 Medium Term Revenue and Expenditure Framework				
	Original Budget	Adjusted Budget Year 2021/22	Budget Year+1 2022/23	Budget Year+2 2023/24	Budget Year+3 2024/25
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>					
<b>Receipts</b>					
Property rates	207 170 000,00	218 040 000,00	283 136 000,00	312 695 000,00	345 372 000,00
Service charges	694 794 000,00	694 794 000,00	713 416 000,00	787 897 000,00	870 232 000,00
Other revenue	108 230 000,00	109 230 000,00	20 378 000,00	22 506 000,00	24 858 000,00
Transfers and Subsidies - Operational	831 904 000,00	881 904 000,00	953 450 000,00	1 048 458 000,00	1 155 094 000,00
Transfers and Subsidies - Capital	310 285 000,00	310 285 000,00	361 908 000,00	356 702 000,00	374 096 000,00
Interest	-	-	37 542 000,00	51 902 000,00	67 775 000,00
Dividends	-	-	-	-	-
<b>Payments</b>					
Suppliers and employees	- 1 840 090 000,00	-1 840 090 000,00	-1 892 510 000,00	-2 082 791 000,00	-2 292 275 000,00
Finance charges	-	-	-66 000 000,00	-72 890 000,00	-80 507 000,00
Transfers and Grants	-	-	-	-	-
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>312 293 000,00</b>	<b>374 163 000,00</b>	<b>411 320 000,00</b>	<b>425 478 000,00</b>	<b>464 645 000,00</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
<b>Receipts</b>					
Proceeds on disposal of PPE	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-
Decrease (increase) in non-current investments	11 203 000,00	-	-	-	-



<b>Payments</b>					
Capital assets	- 310 285 000,00	-459 036 000,00	-361 908 000,00	-356 702 000,00	374 096 000,00
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>299 082 000,00</b>	<b>-459 036 000,00</b>	<b>-361 908 000,00</b>	<b>-356 702 000,00</b>	<b>-374 096 000,00</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
<b>Receipts</b>					
Short term loans	-	-	-	-	-
Borrowing long term/ refinancing	-	-	-	-	-
Increase (decrease) in consumer deposits	40 298 000,00	-	-	-	-
<b>Payments</b>					
Repayment of borrowing	-	-	-	-	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>53 508 000,00</b>	<b>-84 873 000,00</b>	<b>49 412 000,00</b>	<b>68 776 000,00</b>	<b>90 549 000,00</b>
Cash/cash equivalents at the beginning of the year	140 000 000,00	140 000 000,00	3 839 000,00	53 251 000,00	122 028 000,00
Cash/cash equivalents at the end of the year	193 508 000,00	55 127 000,00	53 251 000,00	122 028 000,00	212 576 000,00

If the municipality adheres to the proposed activities, the net cash held will be R55.1m (2021/22 financial year), R53.2m (2022/23 financial year), R122.0m (2023/24 financial year) and R212.6m (2024/25 financial year).

There will be gradual improvement on the cash flow due to collection of arrear debtors e.g. government debts and replacement of both water and electricity meters.

From the projected available funds, the municipality will reduce long outstanding creditors

## 10.13. Budget Funding

Description	2021/22 Medium Term Revenue and Expenditure Framework				
	Original Budget	Adjusted Budget Year 2021/22	Budget Year+1 2022/23	Budget Year+2 2023/24	Budget Year+3 2024/25
<b>Cash and investments available</b>					
Cash and cash equivalents at the end of the year	193 508 000,00	55 127 000,00	53 251 000,00	122 028 000,00	212 576 000,00
Other current investments >90 days	-56 457 000,00	-141 282 000,00	-	-	-
Non-current assets - Investments	12 800 000,00	12 800 000,00	1 588 000,00	1 588 000,00	1 588 000,00
<b>Cash and investments available:</b>	<b>149 851 000,00</b>	<b>-73 356 000,00</b>	<b>54 839 000,00</b>	<b>123 616 000,00</b>	<b>214 164 000,00</b>
<b>Application of cash and investments</b>					
Unspent conditional transfers	1 142 189 000,00	1 142 189 000,00	346 049 000,00	353 394 000,00	364 739 000,00
Unspent borrowing	-	-	-	-	-
Statutory requirements					
Other working capital requirements	-518 443 000,00	-510 902 000,00	-289 061 000,00	-390 280 000,00	-470 280 000,00
Other provisions					
Long term investments committed	-	-	-	-	-
Reserves to be backed by cash/ investments	-	-	-	-	-
<b>Total application of cash and investments</b>	<b>623 746 000,00</b>	<b>631 287 000,00</b>	<b>56 988 000,00</b>	<b>-36 886 000,00</b>	<b>-105 541 000,00</b>
<b>Surplus/ (Shortfall)</b>	<b>-473 895 000,00</b>	<b>-704 642 000,00</b>	<b>-2 149 000,00</b>	<b>160 502 000,00</b>	<b>319 705 000,00</b>

**10.14. Creditors age analysis as at February 2022**

NW372 Madibeng - Supporting Table SC3 Monthly Budget Statement - aged debtors - M02 August							
Description	Budget Year 2021/22						Total
	0 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days – 1 year	Over 1 year	
<b>Total creditors as at 28 February 2022</b>	169 262,00	63 998,00	26 386,00	16 234,00	46 978,00	157 374,00	480 231,00

*Rounding off differences*

## 10.15. Financial Management Policies

Section 62 of Municipal Finance Management Act stipulates that municipalities are responsible for managing the finances, by ensuring effective, efficient and economic use of resources. Therefore proper financial management policies and procedures that can able financial planning, effective implementation of budget, reporting of actual expenditure and revenue and early introduction of necessary intervention measures will be critical in ensuring complete compliance with this legislative requirements.

The following financial management policies are forming part of the Budget and IDP Review:

- Budget Policy
- Rates Policy
- Credit Control and Debt Collection Policy
- Debt write off policy
- Cash Management and Investment Policy
- Indigent Policy
- Supply Chain Management Policy

Madibeng is currently fully reliant on grant funding to address the huge backlog in infrastructure. The taking up of loans for capital funding is also problematic due firstly to the affordability of loans given the municipality's current debt level, but also given the current collection level of the outstanding debtors. This then also impacts on Council's ability to address revenue allocation for previously unserved areas from internal resources.

### STRATEGIES PHASE

#### 11.1. Public Participation

##### **IDP & Budget Process**

In terms of Section 25(1) of Municipal Systems Act, *Adoption of integrated development plans*, “Each municipal council must, within a prescribed period after the start of its elected term, adopt a single and inclusive strategic development plan for the development of the municipality”.

In terms of Section 28(1) of Municipal Systems Act, *Adoption of process*, “Each municipal council must, within a prescribed period after the start of its elected term, adopt a process that set out in writing to guide the planning, drafting, adoption and review of its integrated plan.

In terms of Section 34 of Municipal Systems Act, *Annual review and amendment of integrated development plan*, “A municipal council:

- a) must review its integrated development plan –
  - i. annually in accordance with an assessment of its performance measurements in terms of section 41; and
  - ii. to the extent that changing circumstances so demand; and
- b) may amend its integrated development plan in accordance with a prescribed process.

##### **Background**

The 5 Year IDP (2017/21), being the 4<sup>th</sup> generation of the Municipal IDPs, was adopted by Council on 26 May 2017 as per resolution A.0157. In accordance with Section 34, the 5-year IDP plan was thereafter reviewed as follows:

2017/18 IDP Review formed part of the 5 Year IDP that was adopted on 26 May 2017;

2018/19 IDP Review was adopted on 29 May 2018.

2019/20 IDP Review was adopted on 28 May 2019

2020/21 IDP Review was adopted on 30 June 2020

2021/22 IDP Review was adopted during May 2021

##### **IDP Process Plan**

The 5 Year (2022/2027) IDP Process Plan adopted by Council on 30 August 2021 as per resolution A.0506.

##### **Purpose of the IDP Public Participation Process**

This Process Plan, amongst others, requires that the municipality embarks on the process of ward level public participation to review the ward priority needs and prioritized projects as indicated in the adopted document. Madibeng is addressing its public participation by hosting individual ward level meetings in all wards within its jurisdiction.

##### **The Process of Ward Level Public Participation**

According to the IDP and Budget Process Plan, the IDP Ward Public Participation Process successfully took place during January 2022.

The Municipality complied with the prescribed legislative requirements, whereby 2 weeks prior notice to the commencement date of the Ward Level Public Participation Process were given to the communities and

stakeholders, whereby a notice of the scheduled Ward Level Public Participation Meetings appeared in the local Newspaper Brits Pos on 02 October 2020

### Constitution of Task Teams

Ten task teams, comprising of MMCs, Directors, Managers and other officials, were nominated to attend these meetings.

### Outcome of IDP Ward Level Public Participation Process

The success rate of this exercise was 100% and the ward needs were prioritized as follows:

## 11.2. Prioritise Ward Needs And Projects

Ward 1			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Upgrading of tarred roads	All areas/ Rooival, vaalboschloot, klipvoor, kwarriekraal, mmupudung
		2. Gravelling/ paving of internal roads	All areas
		3. Stormwater drainage	All areas
		4. Upgrading of bridges and culverts	Klipvoor, Legonyane, Sephai, Rasai, Kwarriekraal
		5. Road signs and fencing	All areas
2	Water and sanitation	1. Rehabilitation of boreholes	Legonyane, Sephai, Fafung, Rasai, Klipvoor, Vaalbosch, Rooival, Mmasebolana and Kwarriekraal
		2. Maintenance of boreholes (plan)	All areas
		3. Bulk water	All areas
		4. Water borne toilets	Legonyane, Fafung, Rasai, Klipvoor, Vaalbosch, Rooival and Mmasebolana
		5. VIP toilets	All areas/ Rooival, vaalboschloot, klipvoor, kwarriekraal, mmupudung
3	Electricity	1. Extension to other areas	All areas
		2. Maintenance of apollo lights (energised)	
		3. Additional apollo lights	
		4. Post connection	
4	Land and housing	1. PHP houses	Fafung, Sephai, Rasai, Legonyane
		RDP houses	Mmasebolana, Rooival and Mmupudung
5	Social services	1. Development of clinic 24 hrs	Fafung and Legonyane
		2. Maintenance of all community halls/ schools	
		3. Development of waste disposal	
		4. Development of community halls	Rooival and Kwarriekraal
		5. Development of parks	
6	LED	1. Creation of job opportunities	
		2. SMME development	
Ward 2			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Water supply (30 years without water)	
		2. Borehole and tanks/ sewerage	
		3. Extension of water pipes	

		4. New yard pipes connection	
2	Roads and stormwater	1. Recilling - Jericho to Rashoop and Mmupudung	
		2. Paving	
		3. Internal roads	
3	Electricity	1. High mast lights	
		2. Street lights	
		3. Power station	
4	Land and housing	1. RDP housing/ houses inspection before building	
		2. Follow-up on outstanding RDP houses	
5	LED	1. Tourism	
		2. Arts and culture	
		3. Agricultural development	
		4. 12 million project of goat farming headed by woman	
		5. Sports field and multi skill cntre	100 million injection, 20 million per annum
		6. Infrastructure	
6	Social service	1. 24hrs working clinic with sufficient medication	
		2. Emergency services e.g. ambulance and fire trucks	
		3. Internship for youth at local schools	
		4. Renovation of preschools and schools	
		5. Primary schools are over crowded	
<b>Ward 3</b>			
No.	Needs	Projects	Areas
1	Water and sanitation	Water	All areas
2	Social services	Clinic 24 hours	All areas
3	Electricity	Electricity - Power	All areas
4	Roads	Roads and potholes	All areas
5	Land and housing	Houses	All areas
6	LED	Work development	All areas
<b>Ward 4</b>			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Upgrading of provincial road – From Z606 to Z608	From Corner Makeki road to Doornkop road (Z608), From Café 2000 bridge to Maboloka bar
		2. Upgrading internal road	Khothoalo road, Silomo road (The road has underground water) and Brazil road
		3. Construction of bridges	
		4. Cafe 2000 bridge stormwater channel	Phase 2
2	Water and Sanitation	1. Water supply	All areas
		2. Bulk pipeline from purification plant to Maboloka reservoir	Madinyane, Mohau
		3. VIP toilets	
		4. Boreholes	
3	Social services	1. Clinics and equipment staff	
		2. Library	
		3. Police station	

		4. Fencing of cemetery	
		5. Disability centre	
		6. Sports facilities and insurance fund for repairs of multi-purpose centre	
4	Land and housing	1. PHP and RDP	All areas
		2. PHP funds for housing	
		3. Allocation of land for agricultural activities	
5	Electricity	1. Power station and mini sub-station	
		2. Maintenance and additional high mast lights	
6	LED	1. Poverty relieve programme	
		2. Skills development centre	
		3. SMMEs/ cooperatives	
		4. Agriculture	
		5. Culture village	
Ward 5			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Upgrading of gravel and internal roads	All bus and taxi roads
		2. Tarring/ paving of bus roads	All streets
2	Water and sanitation	1. Bulk water	Maboloka
		2. Sewer connection	
		3. Boreholes	
3	Social services	1. Clinic	Bafokeng and Lethabong
		2. Old age home and orphanage home	
		3. Police station	
		4. Sports centre	
		5. Multipurpose centre	
		6. Fencing of cemeteries	
		7. Secondary school and technical school	
4	Land and housing	1. RDP houses	All sections 1, 2, 3 and 4
		2. PHP houses	Bafokeng, Lethabong and Maboloka
5	LED	1. Agriculture	Lethabong and Maboloka
6	Electricity	1. High mast lights/ street lights	Lethabong and Maboloka
Ward 6			
No.	Needs	Projects	Areas
1	Roads and Stormwater	1. Construction of tarred road from K.L to checkers	
2	Water and sanitation	1. Water connections	
		2. Sewerage	
3	Social services	1. Need 24hrs clinic	Maboloka
		2. Need police station	
		3. Multi-purpose centre	
		4. Schools (technical and agricultural)	
		5. Fencing of cemetery	
		6. Waste bins	
4	Electricity	1. High mast lights	Maboloka



		2. Extension at thambo section 3	
5	Land and housing	1. PHP housing	Maboloka
Ward 7			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Yard connection	Majakaneng
		2. Purified water	
		3. Increase water capacity	
		4. Sewerage connection	
2	Land and housing	1. Formalise informal settlements	Majakaneng
		2. Low cost housing	
		3. Affordable houses	
		4. RDP houses	
		5. Distribution of land	
3	Roads and stormwater	1. Stormwater drainage	Majakaneng
		2. Internal roads paving and backfilling	
		3. Humps in all tar roads	
		4. Paving of sidewalks	
		5. Intersection roads needs rehabilitation	
		6. Bridge need to be constructed	
4	Electricity	1. Yard connection	Majakaneng
		2. Indigent registration	
5	Social services	1. Extension of clinic and should open 24 hours	Majakaneng
		2. Police station (satellite)	
		3. Multi-purpose centre	
		4. Community creche	
		5. Development of new cemetery	
		6. Waste bins	
6	LED	1. FET College	Majakaneng
		2. Hawkers stalls	
		3. Training of SMME's	
		4. Mini industry for manufacturing	
		5. Majakaneng hiking trails	
Ward 8			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Water reticulation	All areas
		2. Yard connections	
		3. Rehabilitation of boreholes	
		4. Sewerage system and VIP toilets	
2	Electricity	1. Electrification	Klipgat C. To remove old electricity and install new one All areas
		2. High mast lights	
		3. Post connections	
		4. Upgrading of substation	
3	Roads and stormwater	1. Tarring of main roads	Pavement of madibeng hills
		2. Stormwater roads	All areas

		3. Regravelling of roads	
		4. Speedhumps	Klipgat A and C
		5. Toloane bridge	Lakalasdans
4	Land and housing	1. Expropriation of land	Ndlovu and Mshimong All areas
		2. RDP houses	
		3. Land turner	
		4. PHP houses	
5	Social services	1. Park and cemetery	All areas Klipgat C
		2. Mobile clinic	
		3. Satellite police station	
		4. Library	
		5. Upgrading of clinic	
6	LED	1. Sports facilities	
		2. Youth projects	
		3. Poverty alleviation projects	
		4. Job creation	
		5. Tourism and agricultural projects Matebeleng cultural village to be revamped	
<b>Ward 9</b>			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Paving of internal roads and side kerbs	Half paving – Block B
			Sanamarena to ZCC – Block B
			Osaletseng Road – Block C
			Post Office road – Block C
			Lucky seven road – Block B
		2. Expansion of road	Lethabile to Brits
		3. Speedhumps	Between Lethabile and Maboloka
2	Water and sanitation	1. Water purification plant	Block B, C
		2. Boreholes	Block H
		3. Water pipe supply	Block B, C
3	Land and housing	1. RDP houses (5000 - 6000 RDPs)	Block B, C and part of Block H All areas
		2. 2500 vacant stands	
		3. Formalization - Everywhere	
		4. PHP houses - 3000 houses	
		5. Affordable houses	
4	Electricity	1. Extension of house connection	Block B, C and H
		2. Additional 8 - 14 high mast lights	All sections
		3. Upgrading of substation	Block C
5	Social services	1. Clinic 24/7	
		2. Primary school	
		3. High school	
		4. Multi-purpose community and crisis centre	
		5. Sports facility	
		6. Food service school (Disabled people and slow learners)	

		7. Rehab/ crisis and development centre	
		8. Parks	
		9. Technical college	
		10. Police station	
6	LED	1. Agriculture	
		2. Sewing	
		3. Car wash	
Ward 10			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Rehabilitation of existing sewerage system 2. Yard connection	All sections Micha-view, Itireleng, Mmotong, Greenside, Magaseng, Phiring, Kgola, Kagisanong, Morolane, Phuthing, Mthimkhulu, Lagos
2	Electricity	1. House connections 2. High mast lights and energizing of the existing	All sections Micha-view, Itireleng, Mmotong, Greenside, Magaseng, Phiring, Kgola, Kagisanong, Morolane, Phuthing, Mthimkhulu, Lagos
3	Road and stormwater	1. Stormwater 2. Speedhumps 3. Regravelling and paving of internal roads 4. Stormwater drainage	All sections Micha-view, Itireleng, Mmotong, Greenside, Magaseng, Phiring, Kgola, Kagisanong, Morolane, Phuthing, Mthimkhulu, Lagos
4	Land and housing	1. PHP housing 2. Formalization of unformalized areas	All sections Micha-view, Itireleng, Mmotong, Greenside, Magaseng, Phiring, Kgola, Kagisanong, Morolane, Phuthing, Mthimkhulu, Lagos
5	Social services	1. Primary and secondary schools 2. 24 hour clinic and extension of mobile clinic 3. Library 4. Cemetery 5. Recreation park and sports facilities 6. Mobile police station 7. Scholar patrol	All sections Micha-view, Itireleng, Mmotong, Greenside, Magaseng, Phiring, Kgola, Kagisanong, Morolane, Phuthing, Mthimkhulu, Lagos
6	LED	1. Agricultural projects 2. Skills centre	All sections Micha-view, Itireleng, Mmotong, Greenside, Magaseng, Phiring, Kgola, Kagisanong, Morolane, Phuthing, Mthimkhulu, Lagos
Ward 11			
No.	Needs	Projects	Areas
1	Land and housing	1. Unfinished houses in Block I 2. RDP house that is in Oukasie instead of being in Lethabile stand no. 1804 Zone 16 (Mathe Family) 3. RDP houses occupied by foreigners doing unregistered businesses	Block I, Zone 16
2	Roads and stormwater	1. All internal roads to be fixed 2. Roads and stormwater in Block B Mapantsoleng 3. Stormwater and speedhumps in Ext. 2 4. Paving projects on hold	Block B Mapantsoleng Phase 1, 2 and 3 Extension 2
3	Social services	1. Technical college and training centre	Block C and G

		2. Primary school in Block C and G	
		3. Fire station	
		4. Community park	
		5. Public wifi	
4	Electricity	1. Sub-station to be upgraded	
5	LED	1. Flea market	
		2. Agricultural sites for employment and revenue purposes	
		3. Museum	

#### Ward 12

No.	Needs	Projects	Areas
1	Water and sanitation	1. Bulk water	All sections
		2. Replacement of water meters	
2	Roads and stormwater	1. Stormwater drainage	All sections
		2. Upgrading of internal roads	
		3. Speedhumps	
		4. Side walk paving	
		5. Expansion of provincial road	From letlhabile to brits
3	Land and housing	1. Low cost and PHP housing	All sections
		2. Development of new sites	
		3. Title deeds	
		4. Unfinished housing projects (RDPs)	
4	Social services	1. Community parks	Zone 4, 7, 8
		2. Sports field	
		3. Multi purpose centre	Zone 15
		4. FET college	
		5. Police station - structure be built	
		6. Court	
		7. Orphanage	
		8. Taxi rank	
		9. Fire station	
5	Electricity	1. House connections	All sections
		2. Additional apollo lights	
		3. Solar geyser	
6	LED	1. Skills development	Zone 15
		2. Agriculture	
		3. Tourism - Arts, culture and B&B	
		4. Flea market	

#### Ward 13

No.	Needs	Projects	Areas
1	Land and housing	1. Formalisation of informal settlements	Block 6, Phase 3 and 4
		2. Acquisition of land for community, churches and business	
		3. Allocation of empty stands	
		4. RDP houses	
2		1. Tarring/ paving of internal roads	Block 6, Phase 3 and 4

	Roads and stormwater	2. Speedhumps	
3	Social services	1. Clinic opening 24 hours	Oukasie
		2. High school	
		3. Upgrading of cemeteries	
		4. Sports facilities	
		5. Old age and disability home	
		6. Multipurpose centre	
		7. Closing of canal	
4	LED	1. Youth employment to maintain stormwater	Oukasie
		2. Agriculture	
		3. Market	
		4. Heritage site	
5	Electricity	1. High mast lights	Oukasie
		2. Service point	
<b>Ward 14</b>			
No.	Needs	Projects	Areas
1	Land and housing	1. Formalisation of informal settlement	Rankotea, Rooikopies, Lindelani, Beestekraal, Sandrift, Kleinfontein, Bushtown (Vaalkop dam)
		2. Acquisition of land for housing	
		3. RDP houses	
		4. Title deeds	
2	Electricity	1. Farm reticulation programme	Rankotea, Rooikopies, Lindelani, Beestekraal, Sandrift, Kleinfontein, Bushtown (Vaalkop dam)
		2. Apollo lights	
		3. House connections	
		4. House hold electrifications	
3	Roads and stormwater	1. Stormwater drainage	Rankotea, Rooikopies, Lindelani, Beestekraal, Sandrift, Kleinfontein, Bushtown (Vaalkop dam)
		2. Tarring and paving internal roads	
		3. Resealing of road D1195	
		4. Re-gravelling	
4	Water and sanitation	1. Construction of VIP toilets	Rankotea, Rooikopies, Lindelani, Beestekraal, Sandrift, Kleinfontein, Bushtown (Vaalkop dam)
		2. Sewer connection	
		3. House connections	
		4. Water reticulation	
		5. Boreholes	
5	Social services	1. Multipurpose centre	Rankotea, Rooikopies, Lindelani, Beestekraal, Sandrift, Kleinfontein, Bushtown (Vaalkop dam)
		2. Satellite police station	
		3. Clinic	
		4. Creche	
		5. Library	
		6. Sports centre	
		7. Primary and high schools	
		8. School transport	
6	LED	1. Agricultural land and farming	Rankotea, Rooikopies, Lindelani, Beestekraal, Sandrift, Kleinfontein, Bushtown (Vaalkop dam)
		2. Tourism site	

		3. Skills development and training centre	
		4. Chicken poultry	
7	Environment	1. Community dustbins	Rankotea, Rooikopies, Lindelani, Beestekraal, Sandrift, Kleinfontein, Bushtown (Vaalkop dam)
		2. Bush cutting	
Ward 15			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Stormwater drainage	Itsoseng phase 2
		2. Stormwater behind ZCC	Itsoseng phase 2
		3. Internal roads and drain	Motseng section (From Tribal Office to Billyboy Tarven)
		4. Paving and storm drainage	Motseng and new stand
		5. Paved road	Lesethaneng to Fanyane
		6. Storm drainage	Phase 1
		7. Internal roads	Phase 1 and 2 (From Itsoseng Community Hall to Mohole Tarven)
		8. Paved road	Royal rd and new stand and phase 2 entrance
2	Electricity	1. High mast lights	Nokeng
		2. House connection	Mmanotshi view
		3. High mast lights maintenance	All sections
		4. Reconnection of high mast lights	New stand and phase 1
		5. High mast lights connection	Moagi section
		6. House connection and high mast lights	Phase 2
3	LED	1. Skills development	Itsoseng and Hebron
		2. Business empowerment	
4	Social service	1. Clinic	Phase 1 and 2
		2. Parks	All sections
		3. Recreational facilities	
5	Land and housing	1. Formalization of rural areas	
		2. PHP housing	All section
6	Water and sanitation	1. Household connections	Mmanotshe view and Phase 2
		2. Sewerage systems	
		3. Tshwane sewerage waste	
Ward 16			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Yard connection	Phase 3, 3 extension, 4, 5 and Matshelapata
		2. Sewerage	
		3. Zoning of water network - other wards	
		4. Water paypoint	
2	Roads and stormwater	1. Paving of roads	Cemetery road, Bokaba to CPF office, Roma section to Machipisane. Mozomba to Molefe section. Matshelapata section, Tlhakoa Thamaga section.
		2. Stormwater drainage	
		3. Speedhumps	
		4. Tarred internal roads	
		5. Tarred roads	
3	Electricity	1. Upgrading od electricity	Phase 3, 3 extension, 4, 5 and Matshelapata
		2. Street lights	

		3. High mast lights		
		4. House connection		
4	Land and housing	1. Title deeds	Phase 3, 3 extension, 4, 5 and Matshelapata	
		2. Street names and house no's		
		3. PHP houses		
5	Social services	1. Clinic		
		2. Library		
		3. Cemetery		
		4. Sports ground		
		5. Police station		
		6. Community Hall - Itsoseng		
6	LED	1. EPWP/ CWP	Phase 3, 3 extension, 4, 5 and Matshelapata	
		2. SMME's		
		3. Complex/ Mall		
<b>Ward 17</b>				
No.	Needs	Projects	Areas	
1	Roads and stormwater	1. Stormwater drainage	All areas with tarred roads in Mapetla, Ramogodi, Polonia, Mangopeng, Newtown	
		2. Opening of existing culverts		
		3. Tarring of main roads		Ramogodi, Polonia
		4. Re-gravelling of access roads		Mapetla, Ramogodi, Polonia, Mangopeng, Newtown
		5. Speed humps		
2	Land and housing	1. RDP houses	Mapetla, Ramogodi, Polonia, Mangopeng, Newtown	
		2. PHP houses		
		3. Formalization of rural areas		
3	Electricity	1. High mast lights *10		
		2. House connections		
		3. Fixing of existing high mast lights		
		4. Solar geyser and solar high mast lights		
4	Water and sanitation	1. Extension of water reticulation system to Mapetla	Mapetla	
		2. Sewerage system	All areas	
5	Social services	1. Satellite - Fire station		
		2. Mobile clinic	Ramogodi	
		3. Sports facilities - clearing existing sports grounds	Mapetla, Polonia, Newtown (Blue Birds)	
		4. Disability centre	Ramogodi	
		5. Middle and high schools	Ramogodi and Mapetla	
6	LED	1. Nursery		
		2. Car wash		
		3. Pig farming and poultry		
<b>Ward 18</b>				
No.	Needs	Projects	Areas	
1	Roads and stormwater	Stormwater	All areas	
2	Water and sanitation	1. Maintenance of existing boreholes	Mmakau, Mangopeng, Selosasha, New town, Tlhopane, Block 7, Ramalong, Naledi	
		2. Bulk water supply		

		3. Paving of all access wards	
		4. Clean purified tap water	
		5. Speedhumps	
3	Electricity	1. Yard connection	
		2. High mast lights	
4	Land housing	1. RDP houses 1000	Mmakau, Mangopeng, Seloshesha, New town, Mashiapere, Block 7, Tlhopane All areas
		2. PHP houses	
		3. Formalisation of ares	
5	Social services	1. Disability centre	All areas
		2. Clinic 24 hours	
		3. Upgrading of all sports ground	
		4. Skills centre	
		5. Maintenance of recreational facilities	
6	LED	1. Skills development	
		2. Industrial park	
		3. Car wash	
		4. Industrial area	

**Ward 19**

No.	Needs	Projects	Areas
1	Water and sanitation	1. Sewerage system	All areas
		2. Toilets	
		3. Water	
2	Roads and stormwater	1. Access roads	All areas
		2. Roads and stormwater	
3	Electricity	1. High mast lights	All areas
		2. Electric connection to houses	
4	Land and housing	1. RDP houses	All areas
		2. Formalization of rural area	
5	Social services	1. Clinic	All areas
		2. Police station	
		3. Ambulance and fire vehicle	
		4. Community hall	
		5. Sports facility	
		6. Library	
6	LED	1. Industrial park	

**Ward 20**

No.	Needs	Projects	Areas
1	Roads and stormwater	1. Tarring or paving of main internal roads	Mothotlung
		2. Proper storm water drainage water network	
		3. Speedhumps	
		4. Street names	
		5. Grading, regravelling, upgrading	
2	Water and sanitation	1. Additional reservoir	Mothotlung
		2. Water installation pipe line to cemetery	



		3. Cement portable toilets at cemetery	
		4. New water and sanitation network	
		5. Ablution block at cemetery	
3	Land and housing	1. Land	Mothotlung
		2. Title deeds	
		3. Infrastructure (2500)	
		4. Land for property development site	
		5. Assessment of RDP	
4	Electricity	1. Street lights	Mothotlung
		2. Additional high mast lights	
		3. Solar geysers	
		4. Uplifting of crossing electric	
		5. Electric network upgrading	
5	Social services	1. Police station	Mothotlung
		2. Cement palisade fence at cemetery	
		3. Paving of internal roads at cemetery	
		4. Old age home	
		5. Sports grounds	
		6. Development of 24/7 clinic	
		7. Youth centre	
		8. Multi-purpose sports ground	
6	LED	1. SMME's skills development	Mothotlung
		2. Co-operatives, NGO, youth and women, free registration of SMME's	
		3. SMME SEDA training as per 6,2 (Grants available from Department of Co-operative)	
<b>Ward 21</b>			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Paving main internal roads (From Stand 863 to Stand 888) and (From Stand 567 to Stand 475) and (From Stand 847 to Stand 841)	Damonsville
		2. Pavement road [From Lebyaeng (Ext. 2) to ZCC road (White City)]	Mothotlung Ext. 2
		3. Proper stormwater drainage network	
		4. Stop sign	
2	Water and sanitation	1. Upgrading of sewerage	Damonsville, Elandsview, Tlapalawa, Nkandla, Legapane
		2. Refurbishment of leaking reservoir	
3	Land and housing	1. Formalization of informal settlements	Damonsville, Mothotlung Ext. 1 and 2, Nkandla, Tlapalawa
		2. Land	
		3. Title deeds	
		4. PHP Houses	
		5. RDP Houses	
4	Electricity	1. Additional high mast light	Mothotlung Ext. 1 and 2
		2. Yard connections	Damonsville
		3. Street light maintenance	Damonsville X2
		4. Replace underground cable with overhead line	Damonsville
		5. Network upgrading	Mothotlung Ext. 1 and 2

5	Social Services	1. Taxi Rank	Damonville, Mothotlung Ext. 1 and 2, Elandsview
		2. Upgrading of library	
		3. Primary and high schools	
		4. Clinic	
		5. CCTV Camera	
		6. Sports centre	
		7. Graveyard	
6	LED	1. Youth skills development centre	
		2. Hawkers facilities	
		3. Agricultural development	
		4. Tourism business development	
		5. Business complex	
		6. EPWP to assist at the roads	
Ward 22			
No.	Needs	Projects	Areas
1	Land and housing	1. Provide housing	Corrie sanders Siya Hlala Malerato Phase 2 informal
		2. Acquisition of land for business sites and housing	
		3. Affordable housing	
		4. Formalization of informal settlements	
		5. Title deeds for informal settlements	
		6. Land availability for cemeteries	
		7. Completion of RDP projects in Oukasie	
		8. High school	
2	Roads and stormwater	1. Paving of internal roads	All internal roads Old oukasie Siya hlala Corrie sanders Phase 2 Green site Budget section
		2. Construction of all access roads (rail roads)	
		3. Upgrading of existing roads	
		4. Speedhumps and rumble	
		5. Re-upgrading stormwater	
3	Electricity	1. High mast lights	Corrie sanders Siya Hlala Green site Oukasie Malerato Phase 2 informal settlements
		2. Replace ment of corroded electricity poles	
		3. Replacement of electric boxes	
		4. Maintenance of electricity utilities in Oukasie	
		5. Install temporary electricity in all informal settlements	
		6. Power station	
		7. Increase electricity voltage	
		8. Street lights	
4	Water and sanitation	1. Rehabilitation of existing sewerage system	Oukasie Green site Masenkeng Corrie sanders Siya hlala
		2. Yard connections	
		3. Water tanks	
		4. Sewerage pumps	
		5. Mobile toilets	
5	Social services	1. Police station and CPF centre	Oukasie Green site Masenkeng Corrie sanders
		2. Mobile clinic/ second clinic in oukasie	
		3. Rehabilitation centre	

		4. Centre for disable people	Siya hlala Phase 2
		5. NGO centre/ offices	
		6. Day care centre	
		7. Youth development centre	
		8. Development centre	
6	LED	1. Agricultural projects (puoltry farming)	Oukasie Green site North camp Masenkeng Corrie sanders Siya hlala Lindelani
		2. Cultural village	
		3. Recycling hub	
Ward 23			
No.	Needs	Projects	Areas
1	Road and stormwater	1. Robots turned into circles	Carel de wet and schute avenue Carel de wet and vleilaan
		2. Entrance and exit at pick n pay and kremetart	Pick n pay and kremetart
		3. Close stofberg exit to exner street	Stofberg and exner street
		4. Street signs	
		5. Stormwater drains	
2	Electricity	1. Street lights	Hendrick Verwoord
		2. Installing locks on meter boxes	Brits
		3. Upgrading of mini sub at Marula	Marula
3	Social services	1. Upgrade of brits clinic	Van velden street
		2. Shelter for the homeless	Brits
		3. Upgrade town hall	
		4. Upgrade sports ground	Brits
4	Water and sanitation	1. Upgrade of reservoir	Van der walt avenue
		2. Upgrade of sewerplant	Magalies
5	LED	1. Upgrade taxi rank	Next to Krishna - De Wits avenue
		2. Upgrade and refurbish hawkers	
Ward 24			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Yard connections	Sofasonke Ext 3, Ndlovu, Mashamplani
		2. Sewerage system	Sofasonke Ext 3, Ndlovu, Mashamplani
		3. Stand pipes	Lekgema, Sofasonke Ext 3
		4. Boreholes	Sofasonke Ext 3, Ndlovu, Mashamplani, Lekgema
		5. Addition of water tankers	All sections
2	Land and housing	1. Acquisition of land for tenants and formalization process and title deeds	Ndlovu, Lekgema, Mashamplani, Sofasonke, Mabena and Dikampaneng
		2. RDP houses	All areas
		3. Rural subsidy houses	All areas
		4. Industrial site	Klipgat B
3	Roads and stormwater	1. Stormwater drainage	All areas, Klipgat B, Sofasonke (Cry Tarven toward the river and From Lethabong road towards Bundi Chauke church), Phasha
		2. Bus route	Klipgat B (Mashamplani road toward Makanyaneng cemetery) and Sofasonke Ext 3

			and Lethabong near police station road, Dikampaneng bus route
		3. Construction of a bridge	Ikageng, Sofasonke, Ndlovu
		4. Tarring/ reseal of provincial road (Oskraal to Klipgat)	Sofasonke, Ndlovu, Mashamplani, Lekgema
		5. Speed humps	Ndlovu to main roads
4	Electricity	1. Yard connections	Ndlovu, Makanyane, Lekgema
5	Social services	1. Clinic	Klipgat B and C
		2. Community health centre with fence	Klipgat B
		3. Cemetery with fence	Klipgat C
		4. Building of fire station	Klipgat C
		5. Multi-purpose centre with library	Klipgat A, B, C
		6. Taxi rank	
		7. Park	
6	LED	1. Wi-Fi	
		2. Agriculture	
		3. Poverty alleviation programme and EPWP	
		4. Skills development	
		5. Car wash	
		6. Rehabilitation centre	
		7. Food parcels for orphans	

#### Ward 25

No.	Needs	Projects	Areas
1	Roads and stormwater	From main road to school	Bapong
2	Land and housing	Maintenance of cemeteries and toilets	
3	Water and sanitation	Yard connection	
4	Electricity	Street lights	Different sections
5	Social services	Police station	Bapong, Bokfontein
6	LED	Skills development centre	

#### Ward 26

No.	Needs	Projects	Areas
1	Roads and stormwater	1. Paving of internal roads	Wonderkop, extension 2, segwaelane to wonderkop primary school
		2. Stormwater drainage	
		3. Patching of potholes	
		4. Repair of roads	
2	Electricity	1. Energising apollo lights	Wonderkop and extension 2
		2. Expansion of substation	
3	Land and housing	1. RDP houses	Wonderkop and extension 2
		2. Acquisition of land	
		3. Land of churches	
4	LED	1. Skills development and training	Wonderkop and extension 2
		2. Brick making projects	
5	Water and sanitation	1. Utilising mine water system	Wonderkop and extension 2
6	Social services	1. 24 hours clinic	Wonderkop
		2. Taxi rank not completed	

		3. Library	
		4. Police station	
		5. Fencing of cemetery	
		Security in wonderkop schools	
Ward 27			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Water yard connections 2. VIP toilets	Bokamoso, Malema view, Leokeng, Mashemong, Sarah Jeff
2	Roads and stormwater	1. Paving of internal roads and side walks Sealing of potholes	Bokamoso, Leokeng, Malema view, Mooinooi All areas
3	Social services	1. Cemetery 2. Clinic 24 hrs 3. Schools 4. Library 5. Multipurpose centre 6. Parks 7. Bus shelters	All areas
4	Land and building	1. Formalization 2. Speeding up development process 3. New township	Mashemong and Malema view Leokeng Mashemong
5	Electricity	1. High mast lights 2. Street lights 3. Houses electrifications	All areas Malema view and Mashemong
6	LED	1. Skills development centre 2. Agricultural projects 3. Market shelters	All areas
Ward 28			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Tarring of bus road (Masters ground road) 2. Upgrading of internal roads with speedhumps and road signs 3. Bridge and culvert on main roads – Majakaneng Sgandaf road	Masters ground road
2	Water and sanitation	1. Water connections 2. Toilets at taxi rank	All areas
3	Land and housing	1. Land acquisition 2. Housing formalization 3. RDP houses	All areas
4	Electricity	1. High mast lights 2. House connections	All areas Bapong, Sgandaf, Mosetleng, Modikwane, Legalaopeng
5	LED	1. Job creation 2. Agricultural hub 3. SMME's 4. Youth development	Bapong, Sgandaf, Mosetleng
6	Social services	1. Multi-purpose centre	Bapong, Sgandaf, Mosetleng

		2. Sports, art and culture	
		3. Library	
Ward 29			
No.	Needs	Projects	Areas
1	Land and housing	1. Development of all near informal settlement	All areas
		2. RDP house	Shamburg, Orange farm and sangiro
		3. PHP house	Poland (CPA)
		4. Acquisition and development of land	All areas
2	Water and sanitation	1. Boreholes with tanks	All areas
		2. Upgrade of water pipes	
		3. Bulk pipes	
		4. Yard connection	
3	Electricity	1. Upgrading of current infrastructure	All areas
		2. Apollo lights	Shamburg and Poland
		3. Electricity installation	Sangiro and Orange farm
4	Social services	1. Clinic 24 hrs	All areas
		2. Multi-purpose and skills development centre	
		3. Fire station	
		4. EMS	
5	LED	1. Job creation	All areas
		2. Skills development	
		3. Cheap labour to be dealt with	
6	Roads and stormwater	1. Upgrade of road	Kommandonek, Kosmos and Poland
		2. Speedhumps	All areas
		3. Regravelling of road	Shamburg, Shangiro, Hartbeeshoek and Skeerpoort
		4. Reilling of tarred roads	Skeerpoort to Broederstroom, Kosmos
		5. Stormwater	
Ward 30			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Urgent patching of potholes	Whole ward Refentse and ten rooms R511-that Melodie and meerhof/sunway Meerhof/ ifafi road Ten rooms - public works
		2. Upgrading/ training/ sealing of all roads	
		3. Pavement of pathways for pedestrians	
		4. Speedhumps on R514	
		5. Upgrade and construction of curbing storm water drainage system and latter raps	
		6. Tarring of road (S66)	
		7. Regravelling of access roads	
2	Water and sanitation	1. Upgrading of water pipes	Whole ward Refentse, sunway village, rietfontein
		2. Upgrading of sanitation pipes	
		3. Fencing of sewerage plant	
		4. Upgrading of sewerage plant	
		5. Upgrading and install of water meters	
		6. Additional reservoir (at least 10 ml)	Meerhof
3	Electricity	1. Cut trees in town overhead tables	Meerhof, ifafi, melodie, refentse, sunway village

		2. Erecting of high mast lights	
		3. New substation and back system as per feasibility study	
		4. Electricity on R513	
		5. Upgrading of transfer station	
4	Social services	1. Upgrading of water pipes	Schoemansville, sunway village, ten rooms, refentse, sunway village, ifafi
		2. Mobile clinic	
		3. Skips for waste and weekly removal	
		4. High school	
		5. Community hall	
		6. Complete closure of canal	
		7. Erection of cameras on all outgoing roads	
		8. Traffic control after 17:00 (traffic signs)	
5	Land and housing	1. Phase 2 of sunway need to be implemented with services	Sunway village
		2. Removal and relocation of illegal squatters at 10 rooms	10 rooms
6	Road and stormwater	1. Broaden road between melodie and jasmyn	
Ward 31			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Infrastructure development	All areas
		2. House connections	
		3. Proper sewerage system	
2	Electricity	1. Infrastructure development	Nkandla and Malema view All areas
		2. House connections	
		3. High mast lights	
3	Roads and stormwater	1. Paving of main internal roads	All areas
		2. Re-graveling of internal roads	
4	Land and housing	1. Land acquisition for housing and cemetry	All areas
		2. PHP and RDP houses	
5	Social services	1. Construction of new cemetry	Modderspruit Phase 2
		2. Upgrading of sports field	
		3. Fencing of eisting cemtries	
		4. Technical high school	
		5. Community park	
		6. Multi-purpose centre	
6	LED	1. Skills development	
		2. Enterpreneurial skills	
Ward 32			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Main roads	All areas Segwaelane, Mshengu and wonderkop
		2. Paving of internal roads	
		3. South side road of the cemetry of Segwaelane	
2	Water and sanitation	1. Flushing toilets	Segwaelane and wonderkop
		2. Upgrading of reservoir	
		3. Pressure pumps	
3	Land and housing	1. Title deeds	Segwaelane and skoonplaas

		2. RDP houses	
4	Electricity	1. High mast lights 2. Connection	Segwaelane
5	Social services	1. Clinic opening 24 hours 2. Taxi rank at wonderkop 3. Police station at wonderkop	
6	LED	1. EPWP	All areas
Ward 33			
No.	Needs	Projects	Areas
1	Roads and stormwater	Internal roads be rehabilitated	
2	Water and sanitation	1. Renewal of water system 2. Upgrade of sewer plant 3. Drilling of boreholes 4. Installation of VIP toilets 5. Water tanks	Wawiel, Mahantjie, Shieling, Zandfontein, Damdoryn, Schoemansville, Part of Melodie A/H
3	Public safety	1. Road signs 2. Road markings 3. Proper traffic control at the dam 4. Upgrade of waste removal 5. Upgrade of public transport 6. Mobile police station 7. Traffic calming within road reserves 8. Daily traffic law enforcement 9. Upgrade of fire hydrants 10. Maintenance of fire hydrants	
4	LED	1. Depending of hierachy of roads within formalized townships (Dirt roads, gravel roads, tar roads) 2. Rehabilitation and reseal of all roads 3. Proper storm water drainage and curbing 4. Speed humps, warning signs and height restriction 5. Erection of new traffic signs	Wawiel, Mahantjie, Shieling, Zandfontein, Damdoryn, Schoemansville, Part of Melodie A/H
5	Electricity	1. Yard connections 2. Upgrade of network 3. High mast lights 4. Upgrade of street lights	Wawiel, Mahantjie, Shieling, Zandfontein, Damdoryn, Schoemansville, Part of Melodie A/H
6	Social services	1. Mobile/ Permanent clinic 2. Upgrade of existing clinic 3. Taxi/ Bus ranks 4. Sport facilities 5. Day care centre, Primary and high school	Wawiel, Mahantjie, Shieling, Zandfontein, Damdoryn, Schoemansville,
7	Land and housing	1. Land acquisition 2. Formalizing townships (Erven and streets) 3. Formalizing/ secure land tenure 4. Formalizing housing typology (RDP and PHP houses)	Wawiel, Mahantjie, Shieling, Zandfontein, Damdoryn, Orange farm community



Ward 34			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Tarring of roads	Road D602 Shakung, Moiletswana, Dipompong Moiletswana, Shakung, Dipompong Moiletswana and Mmulakgoro  Rietview, Letlhakaneng
		2. Upgrading and re-gravelling of internal roads	
		3. Road signs (bridge and curves)	
		4. Upgrading of provincial road	
2	Water and sanitation	1. Sanitation	Shakung, Moiletswana, Madinyane, Baika-gedi, Ramogatla, Letlhakaneng, Rietview, Dimpompong  Ramogatla, Malerato
		2. Prepaid water meter	
		3. Bulk pipe	
		4. Refurbishment boreholes	
3	Electricity	1. Apollo lights	Shakung, Madinyane, Moiletswana, Dipompong, and one at each school, Madinyane  Malerato Extension
		2. Building and upgrading of new substation	
		3. Electricity extension	
4	Land and housing	1. PHP houses	All Areas Malerato, Rietview, Dipompong, Madinyane, Shakung, Moiletswana
		2. Formalization	
		3. RDP houses	
5	Social services	1. Clinic	Letlhakaneng, Madinyane Ext, Dimpompong, Madinyane, Moiletswana, Shakung, Lethakaneng, Madinyane Ext, Dimpompong, Madinyane, Moiletswana, Shakung, Letlhakaneng, Shakung Shakung, Letlhakaneng, Moiletswana, Malerato and Rietview
		2. Upgrading of cemeteries	
		3. Hospice with VIP toilets	
		4. Post office	
		5. Schools	
		6. Community Hall - Letlhakaneng	
		7. Construction of Parks	
		9. Old Age Home	
		10. Disability Care Centre	
		6	
Ward 35			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Yard connection	All areas
		2. Boreholes	
		3. Jojo tanks	
		4. Mini reservoir	
2	Land and housing	1. Formalization of rural ares	All areas
		2. PHP houses	
		3. Land acquisition for housing and cemetry	
		4. RDP houses	
		5. Land for affordable houses	
3	Roads and stormwater	1. Upgrading of roads	All areas
		2. Stormwater drainage	
		3. re-tarring of main road	
		4. Speedhumps	
		5. Tarred link road	
4	Electricity	1. High mast lights	All areas

		2. Extensions	
		3. House connections	
		4. Solar geysers	
5	Social services	1. Clinic need upgrading and to ope 24 hours	All areas
		2. Crime prevention	
		3. Schools	
		4. Library	
		5. Creche	
		6. Youth development centre	
		7. Park/ sports ground	
		8. Hall	
6	LED	1. Vegetable gardens	All areas
		2. Cattle farming	
		3. Chicken farming	
		4. Goat farming	
		5. Tourism site	
		6. Shopping mall	
		7. Irrigation systems	
		8. Old age home	
<b>Ward 36</b>			
No.	Needs	Projects	Areas
1	Water and sanitation	1. Water supply	Klipgat
		2. Audit in all projects	
2	Electricity	1. High mast lights	Klipgat
		2. Street lights	
		3. Budget for maintenance	
3	Roads and stormwater	1. Stormwater drainage	Klipgat
		2. Construction of bridge	
		3. Pavement of internal roads	
		4. Speed humps	
4	Land and housing	1. Formalization	Klipgat
		2. Title deeds	Klipgat 1
		3. RDP houses	
5	Social services	1. Community health care (mobile clinic)	Klipgat
		2. Library access to free Wi-Fi	
		3. Fire station (meanwhile a fire tanker)	
		4. Parks	
		5. Municipal service point	
		6. Police patrol	
6	LED	1. Capacity building (skills development) and recycling	
		2. Youth projects	
		3. SMME's development - Klipgat	
		4. Agricultural projects	
		5. Heritage and museum	

		6. Hawkers pavilion	
Ward 37			
No.	Needs	Projects	Areas
1	Roads and stormwater	1. Paving of internal roads	All sections Klipgat A, newstands, fumane section, ikageng section, hillside, ikageng, extension/2010, john langa section
		2. Regravelling of roads	
		3. Stormwater roads/ drainage	
		4. Maintenance of existing stormwater	
		5. Potholes patching	
2	Water and sanitation	1. Sewer/ sanitation system	All sections Klipgat A, newstands, fumane section, ikageng section, hillside, ikageng, extension/2010, john langa section
		2. Water reticulation/ yard connections	
		3. Boreholes	
3	Electricity	1. Electrifications/ House connections	All sections Klipgat A, newstands, fumane section, ikageng section, hillside, ikageng, extension/2010, john langa section
		2. High mast lights	
		3. Maintenance of the existing high mast lights	
4	Land and housing	1. Formalization	All sections Klipgat A, newstands, fumane section, ikageng section, hillside, ikageng, extension/2010, john langa section
		2. RDP houses	
		3. PHP houses	
		4. Title deeds	
		5. Cemetery land	
5	Social services	1. Community health center	All sections Klipgat A, newstands, fumane section, ikageng section, hillside, ikageng, extension/2010, john langa section
		2. Fire station	
		3. Library	
		4. School	
		5. Sports facilities	
		6. Parks	
6	LED	1. Job creation youth programme	All sections Klipgat A, newstands, fumane section, ikageng section, hillside, ikageng, extension/2010, john langa section
		2. Agriculture projects	
		3. Skills development centre and recycling	
		4. SMME development	
		5. WIFI connections	
Ward 38			
No.	Needs	Projects	Areas
1	Electricity	1. Solar geysers	All section
		2. High mast lights	
2	Land and housing	1. Township development of plots	All section
		2. Finalizing of informal settlement	
		3. RDP houses	
		4. Affordable stands (5000 stands/ houses)	
3	Water and sanitation	1. Boreholes	Blocks H, F, E
		2. Jojo tanks	
		3. Reservoir	
4	Roads and stormwater	1. Upgrade of internal roads	All section
		2. Speed humps	
		3. Regravel roads	

5	Social service	1. High school 2. Sport facilities 3. Clinic 4. Community hall	Block E and F
6	LED	1. Creation of employment, the employment through cleaning of manhole and streets, youth projects to address drugs (Nyaope)	
Ward 39			
No.	Needs	Projects	Areas
1	Land and housing	1. RDP houses	All sections Multi plant, Ratanang, Noord kamp, Green side, De kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya, Elandsrands
		2. Formalization of informal settlement	
		3. Development and allocation of stands	
		4. Land transfer and title deeds	
		5. Allocation of church sites	
2	Water and sanitation	1. Upgrading of sewerage/ sanitation	All sections Multi plant, Ratanang, Noord kamp, Green side, De kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya, Elandsrands
		2. Supply of water	
3	Electricity	1. Legal/ overhead connections	All sections Multi plant, Ratanang, Noord kamp, Green side, De kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya, Elandsrands
		2. Replace underground cabling with overhead line	
		3. Lighting of parks	
		4. Additional lighting	
4	Roads and stormwater	1. Building of roads and sidewalks	All sections Multi plant, Ratanang, Noord kamp, Green side, De kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya, Elandsrands
		2. Regravelling and paving of internal roads	
		3. Buildings and service of stormwater drains	
		4. Upgrading of existing roads	
5	Social services	1. Secondary school	All sections Multi plant, Ratanang, Noord kamp, Green side, De kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya, Elandsrands
		2. Library	
		3. Parks with street lights	
		4. Tree felling	
6	LED	1. Youth skills development	All sections Multi plant, Ratanang, Noord kamp, Green side, De kroon, Delanco, Sheleng, Seasons, Mountain view, Vuka, Tihala mpya, Elandsrands
		2. Hawkers facilities	
		3. Agricultural activities	
Ward 40			
No.	Needs	Projects	Areas
1	Land and housing	1. RDP and PHP houses	Sonop
		2. Transfer to madibeng (Segwaelane to be excluded on the areas due to the fact that it falls under ward 32)	Regorogile, Sonop, Segwaelane, Khalamtswana
		3. Formalization of informal settlements	Khalamtswana, farm area, regorogile, pansdrift
		4. Upgrading of cemeteries	Sonop and farm area
2	Electricity	1. Household electrification	Regorogile phase 2, farm area, segwaelane, sonop
		2. High mast lights (14)	Khalamtswana
		3. House wiring	Regorogile, sonop, segwaelane, khalamtswana, sonop

3	Roads and stormwater	1. Maintenance (South of the cemetery houses are affected by rain ever since the stormwater implementation has taken place)	Sonop, segwaelane, regorogile khalamtwana, pansdrift/ rookoppies
		2. Upgrading of stormwater drainages	
		3. Traffic circle on narrow dual roads, speedhumps with area intersections and Regorogile internal roads	
		4. Regravelling and paving of internal roads	
4	Water and sanitation	1. Revamping sewer (due to overflow of new connection)	Sonop, segwaelane, regorogile khalamtwana
		2. Housing connections	
		3. Flushable toilets	
5	Social services	1. Community hall	Regorogile, Sonop 1, Segwaelane, Khalamtwana
		2. Rehabilitation centre	Sonop, Khalamtwana
		3. English medium school	Sonop
		4. Street cleaning (EPWP/ CDW)	All areas
		5. Water reticulation	
		6. Library	
		7. Waste bins	
		8. Clean empty spaces (proper landscaping)	
6	LED	1. Tourism site - legae la rona and apartheid museum	
		2. Job creation	
		3. Skills development program	
		4. Fruit and vegetable market	

**Ward 41**

No.	Needs	Projects	Areas
1	Roads and stormwater	1. Regravelling and paving of internal roads	Road to cemetery (Masakhane - Block E)
		2. Stormwater drainage	
2	Water and sanitation	1. Rehabilitation of existing sewerage system	All section Block A, E Rockville, Midas square, Moseja 1 and 2, Beverly hills and snake park
		2. Yard connections	
3	Electricity	1. Household connection	All section Block A, E Rockville, Midas square, Moseja 1 and 2, Beverly hills and snake park
		2. High mast lights (increase)	
4	Land building	1. PHP housing	All section Block A, E Rockville, Midas square, Moseja 1 and 2, Beverly hills and snake park
		2. Fencing of cemetery	
5	Social service	1. Community health centre	All section Block A, E Rockville, Midas square, Moseja 1 and 2, Beverly hills and snake park
		2. Sports facilities	
		3. Clinic	
6	LED	1. Agricultural projects	All section Block A, E Rockville, Midas square, Moseja 1 and 2, Beverly hills and snake park

### 11.3. The overall outcome

Priority No.	Municipal Wide Needs	Percentage (%)
1	Roads and Stormwater	23%
2	Water and Sanitation	22%
3	Land and Housing	18%
4	Electricity	18%
5	Social Services	12%
6	Local Economic Development	7%

## 11.4. Strategic Objectives

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT			Department
Strategic Objective	5 Year Indicators (Monitored Annually)	Quarterly and Annual Indicators (Reported quarterly and annually)	
CSS1. Improved municipal capability	N/A	CSS1.1 Percentage of a municipality's budget actually spent on implementing its workplace skills plan	CSS
	CSS.A Top Management Stability	CSS1.2 Staff vacancy rate	
		CSS1.3 Percentage of vacant posts filled within 3 months	
OMM1. Improved municipal administration	OMM.A Audit Opinion	OMM1.1 Number of repeat audit findings	OMM
		OMM1.2 Percentage of councillors who have declared their financial interests	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE			Department
Strategic Objective	5 Year Indicators (Monitored Annually)	Quarterly and Annual Indicators (Reported quarterly and annually)	
ITS1. Improved access to electricity	N/A	ITS1.1 Number of dwellings provided with connections to the mains electricity supply by the municipality	ITS
ITS2. Improved reliability of electricity service		ITS1.2 Percentage of unplanned outages that are restored to supply within industry standard timeframes	
ITS3. Improved energy sustainability		ITS.A Percentage total electricity losses	
CD1. Increased access to refuse removal	N/A	CD1.1 Percentage of known informal settlements receiving basic refuse removal services	CD
PSFFM1. Mitigated effects of fires and disasters	N/A	PSFFM1.1 Percentage compliance with the required attendance time for structural firefighting incidents	PSFFM
AA1. Increased access to and utilisation of social and community facilities	PSFFM.A Percentage utilisation rate of community halls	N/A	CD
	CD.A Average number of library visits per library		
	CD.B Percentage of municipal cemetery plots available		
ITS4. Improved quality of municipal road network	N/A	ITS1.4 Percentage of unsurfaced road graded	ITS
		ITS1.5 Percentage of surfaced municipal road lanes which has been resurfaced and resealed	
		ITS1.6 KMs of new municipal road network	
		ITS1.7 Number of public transport facilities maintained	
		ITS1.8 Percentage of Public Carrier permits processed by 30 June 2022	
		ITS1.9 Percentage of Roads Conditional Assessment conducted for maintenance of Asset Registry	
		ITS1.10 Percentage of Land survey required on adhoc basic	
ITS.B Number (in cubic metres) of potholes reported and repaired per 10kms of municipal road network	ITS1.11 Percentage of reported pothole complaints resolved within standard municipal response time		
ITS5. Improved quality of water and sanitation services	ITS.C Frequency of sewer blockages per 100 KMs of pipeline	N/A	ITS
	ITS.D Frequency of water mains failures per 100 KMs of pipeline		
	ITS.E Frequency of unplanned water service interruptions		
	N/A	ITS1.12 Percentage of callouts responded to within 24 hours (sanitation/wastewater)	
		ITS1.13 Percentage of callouts responded to within 24 hours (water)	
ITS6. Improved quality of water (incl. wastewater)	ITS.F Percentage of drinking water samples complying to SANS241	N/A	ITS
	ITS.G Percentage of wastewater samples compliant to water use license conditions		
ITS7. Improved water sustainability	ITS.H Percentage non-revenue water	N/A	ITS
	ITS.I Total water losses		
	ITS.J Percentage of water reused		
	N/A	ITS1.14 Percentage of total water connections metered	

ITS8. Improved access to sanitation	N/A	ITS1.15 Number of new sewer connections meeting minimum standards	
ITS9. Improved access to water		ITS1.16 Number of new water connections meeting minimum standards	
<b>LOCAL ECONOMIC DEVELOPMENT</b>			
Strategic Objective	5 Year Indicators (Monitored Annually)	Quarterly and Annual Indicators (Reported quarterly and annually)	Department
AA2. Growing inclusive local economies	N/A	BTO1.1 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	BTO
		LED1.1 Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	LED
		LED1.2 Number of reports on engagements made to monitor SLP projects implementation	LED
AA3. Improved levels of economic activity in municipal economic spaces	N/A	BTO1.2 Percentage of the municipality's operating budget spent on indigent relief for free basic services	BTO
		LED1.3 Number of reports on engagements made to monitor CSI projects implementation	LED
BTO1. Improved ease of doing business within the municipal area	N/A	BTO1.3 Average number of days from the point of advertising to the letter of award per 80/20 procurement process	BTO
		BTO1.4 Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	
<b>FINANCIAL VIABILITY</b>			
Strategic Objective	5 Year Indicators (Monitored Annually)	Quarterly and Annual Indicators (Reported quarterly and annually)	Department
BTO2. Enhanced municipal budgeting and budget implementation	N/A	BTO1.5 Total Capital Expenditure as a percentage of Total Capital Budget	BTO
		BTO1.6 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	
		BTO1.7 Total Operating Revenue as a percentage of Total Operating Revenue Budget	
		BTO1.8 Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	
		BTO1.9 Funded budget (Y/N) (Municipal)	
BTO3. Improved financial sustainability and liability management	BTO.C Percentage of total operating revenue to finance total debt	N/A	BTO
	BTO.D Percentage change in cash backed reserves reconciliation	BTO1.10 Cash backed reserves reconciliation at year end	
BTO4. Improved liquidity management	BTO.E Percentage change in cash and cash equivalent (short term)	BTO1.11 Cash/Cost coverage ratio	BTO
		BTO1.12 Current ratio (current assets/current liabilities)	
		BTO1.13 Trade payables to cash ratio	
		BTO1.14 Liquidity ratio	
BTO5. Improved expenditure management	BTO.F Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	BTO1.15 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	BTO
	BTO.G Percentage of total operating expenditure on remuneration	N/A	
	BTO.H Percentage of total operating expenditure on contracted services	BTO1.16 Creditors payment period	
BTO6. Improved asset management	BTO.I Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	BTO1.17 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	BTO
	BTO.J Percentage change of renewal/upgrading of existing Assets	BTO1.18 Percentage of total capital expenditure funded from capital conditional grants	
	BTO.K Percentage change of repairs and maintenance of existing infrastructure	BTO1.19 Percentage of total capital expenditure on renewal/upgrading of existing assets	
BTO7. Improved supply chain management	N/A	BTO1.20 Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	BTO
		BTO1.21 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	
		BTO1.22 Percentage of awarded tenders [over R200k], published on the municipality's website	
		BTO1.23 Percentage of tender cancellations	
		BTO1.24 Debtors payment period	



BTO8. Improved revenue and debtors management	BTO.L Percentage change in Gross Consumer Debtors' (Current and Non-current)	BTO1.25 Collection rate ratio	
	BTO.M Percentage of Revenue Growth excluding capital grants	BTO1.26 Average number of days to issue rates clearance certificate within 10 days	
	BTO.N Percentage of net operating surplus margin	BTO1.27 Net Surplus /Deficit Margin for Electricity	
		BTO1.28 Net Surplus /Deficit Margin for Water	
		BTO1.29 Net Surplus /Deficit Margin for Wastewater	
		BTO1.30 Net Surplus /Deficit Margin for Refuse	
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>			
<b>Strategic Objective</b>	<b>5 Year Indicators (Monitored Annually)</b>	<b>Quarterly and Annual Indicators (Reported quarterly and annually)</b>	<b>Department</b>
OMM2. Improved municipal responsiveness	OMM.B Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	OMM1.3 Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	OMM
	OMM1.4 Percentage of wards that have held at least one councillor-convened community meeting		
	OMM.C Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)	N/A	
	N/A	OMM1.5 Percentage of official complaints responded to through the municipal complaint management system	
OMM3. Improved council functionality	OMM.D Percentage of councillors attending council meetings	N/A	
<b>SPATIAL RATIONALE</b>			
<b>Strategic Objective</b>	<b>5 Year Indicators (Monitored Annually)</b>	<b>Quarterly and Annual Indicators (Reported quarterly and annually)</b>	<b>Department</b>
PHS1. Improved access to adequate housing	N/A	PHS1.1 Percentage of building plans approved within 30-60 days	PHS
		PHS1.2 Number of informal settlements enumerated and classified under Upgrading of Informal Settlements Programme	
		PHS1.3 Percentage of total allocation spent on housing projects	

### 11.5. Alignment

No.	National Government	North-West Province	District Development Model		Madibeng Local Municipality								
	Key Performance Areas	Eight (8) Priorities	Focus Area	Strategies	Priorities	Department	Programmes	Strategic Objectives					
1	Good governance and public participation	Show Political and administrative commitment to do the right things	Few economic infrastructure projects that require unblocking	Governance and Financial Management strategies		Office of Municipal Manager	Good Governance Programme	GG2. Improved municipal responsiveness GG4. Improved council functionality					
2	Financial viability					Budget and Treasury Office	Financial Management Programme	FM1. Enhanced municipal budgeting and budget implementation					
								FM2. Improved financial sustainability and liability management					
								FM3. Improved liquidity management					
								FM4. Improved expenditure management					
								FM5. Improved asset management					
								FM6. Improved supply chain management FM7. Improved revenue and debtors management					
3	Spatial Rationale	Conduct open, fair, and transparent procurement of goods and services anchored on localization, with special focus on youth and women	Spatial restructuring and environmental sustainability	Integrated Service Provisioning strategies	Land and Housing	Planning and Human Settlement	Planning and Human Settlement Programme	HS1. Improved access to adequate housing					
				Spatial Restructuring and Environmental strategies									
4	Local economic development	Key projects that are aimed at stimulating and diversifying the economy	Economic Positioning strategies	Local Economic Development	Economic Development, Agriculture and Tourism	Local Economic Development Programme	LED1. Growing inclusive local economies LED2. Improved levels of economic activity in municipal economic spaces LED3. Improved ease of doing business within the municipal area						
5	Basic service delivery and infrastructure						Focus on those areas of our delivery with more directly	Key catalytic projects	Infrastructure Engineering strategies	Electricity	Infrastructure and Technical Service	Basic Service Delivery Programme	EE1. Improved access to electricity EE3. Improved reliability of electricity service EE4. Improved energy sustainability

		benefits to people's daily lives					
		Clean our Towns			Social Services	Public Safety, Fleet and Facilities Management	FD1. Mitigated effects of fires and disasters
		Fix Potholes			Roads and StormWater	Community Development	HS3. Increased access to and utilisation of social and community facilities
		Provide safe drinking water			Water and Sanitation	Infrastructure and Technical Service	TR 6. Improved quality of municipal road network
		Fix our Sewer and sanitation infrastructure					WS4. Improved quality of water (incl. wastewater)
							WS5. Improved water sustainability
							WS2. Improved access to water
							WS3. Improved quality of water and sanitation services
							WS1. Improved access to sanitation
6	Municipal transformation and institutional development	Listen & Give Feedback to the people	Immediate LG stabilization and institutional strengthening actions	Demographic change and People Development		Corporate Support Services	Corporate Support Services Programme
							GG1. Improved municipal capability
							GG3. Improved municipal administration

### 11.6. Budget per priority

Key Performance Areas	Priorities	Budget (MIG)		
		2022/23	2023/24	2024/25
Municipal Transformation and Institutional Development		OPEX	OPEX	OPEX
Basic Service Delivery and Infrastructure	Roads and StormWater	153 807 012,61	151 278 956,63	87 770 000,00
	Water and Sanitation	75 500 000,00	125 000 000,00	150 000 000,00
	Electricity	36 500 000,00	25 000 000,00	25 000 000,00
	Social Services	39 258 370,00	11 800 000,00	41 500 000,00
Local Economic Development	Local Economic Development	4 000 000,00	1 500 000,00	12 000 000,00
Financial Viability		OPEX	OPEX	OPEX
Good governance and public participation		OPEX	OPEX	OPEX
Spatial Rationale	Land and Housing	OPEX	OPEX	OPEX

## 11.7. Corporate Scorecard

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

Outcome (**Annexure A**), Output (**Tabled below**), and Compliance indicators (**Annexure B**) are planned in the IDP and SDBIP in order to be reported and/ or monitored.

Baselines are established for Outcome, Output and Compliance indicators and are reflected in the IDP reviews/updates from 2022/23 onwards.

Targets for Outcome indicators have been set with a five-year horizon for local government (2026/27).

Targets for Output indicators should be set on an annual basis (2022/23, with potential quarterly targets depending on the frequency of the indicator).

NO targets are set for Compliance indicators as these are tracked for monitoring purposes only.

**OUTPUT INDICATORS** (To be reported quarterly or annually)

Ref No.	Performance indicator	Ref No. (sub)	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Medium Term Target for 2026/27
<b>OUTPUT INDICATORS FOR QUARTERLY REPORTING</b>									
CSS1.1	Percentage of a municipality's budget actually spent on implementing its workplace skills plan			100%	100%	100%	100%	100%	100%
		CSS1.1(1)	R-value of budget actually spent on implementing its workplace skills plan						
		CSS1.1(2)	R-value of budgeted expenditure on workplace skills plan						
CSS1.2	Staff vacancy rate			New	0,62	0,62	0,62	0,62	0,62
		CSS1.2(1)	((1) The number of employee posts on the approved organisational structure -						
		CSS1.2(2)	(2) The number of permanent employees in the municipality) /						
		CSS1.2(2)	(2) The number of permanent employees in the municipality						
CSS1.3	Percentage of vacant posts filled within 3 months			New	75%	75%	90%	100%	100%
		CSS1.3(1)	(1) Number of vacant posts filled within 3 months since the date of authority to proceed with filling the vacancy /						
		CSS1.3(2)	(2) Number of vacant posts that have been filled						
PSFFM1.1	Percentage compliance with the required attendance time for structural firefighting incidents			New	40%	40%	40%	40%	50%
		PSFFM1.1(1)	(1) Number of structural fire incidents where the attendance time was 14 minutes or less /						
		PSFFM1.1(2)	(2) Total number of calls for structural fire incidents received						
ITS1.1	Number of dwellings provided with connections to the mains electricity supply by the municipality			500	500	500	500	500	500
		ITS1.1(1)	(1) Number of residential supply points commissioned and energised by the municipality						

ITS1.2	Percentage of unplanned outages that are restored to supply within industry standard timeframes	New	10%	10%	10%	10%	10%
	<i>ITS1.2(1) (1) Number of unplanned outages restored within x hours (where x is based on industry standards (x=1.5, 3.5, 7.5, 24 and 168) and as per NRS 047) /</i>						
	<i>ITS1.2(2) (2) Total number of unplanned outages</i>						
ITS1.3	Percentage of planned maintenance performed	New	40%	50%	60%	70%	80%
	<i>ITS1.3(1) (1) Actual number of maintenance 'jobs' for planned or preventative maintenance /</i>						
	<i>ITS1.3(2) (2) Budgeted number of maintenance 'jobs' for planned or preventative maintenance</i>						
ITS1.5	Percentage of surfaced municipal road lanes which has been resurfaced and resealed	New	40%	50%	60%	70%	100%
	<i>ITS1.5(1) (1) Kilometres of municipal road lanes resurfaced and resealed /</i>						
	<i>ITS1.5(2) (2) Kilometres of surfaced municipal road lanes</i>						
ITS1.6	KMs of new municipal road network	New	12	16	16	18	18
	<i>ITS1.6(1) (1) Number of kilometres of surfaced road network built +</i>						
	<i>ITS1.6(2) (2) Number of kilometres unsurfaced road network built</i>						
ITS1.7	Number of public transport facilities maintained	New	38	38	38	38	38
	<i>ITS1.7(1) (1) Simple count of number of public transport facilities maintained</i>						
ITS1.8	Percentage of public carrier permits processed	New	100%	100%	100%	100%	100%
	<i>ITS1.8(1) (1) Number of public carrier permits processed/</i>						
	<i>ITS1.8(2) (2) Total number of public carrier permits applications</i>						
ITS1.9	Percentage of roads conditional assessment conducted for maintenance of Asset Registry	New	100%	100%	100%	100%	100%
	<i>ITS1.9(1) (1) Number of roads conditional assessment conducted for maintenance of asset registry/</i>						
	<i>ITS1.9(2) (2) Total number of roads conditional assessment</i>						
ITS1.10	Percentage of land survey required on adhoc basic	New	100%	100%	100%	100%	100%
	<i>ITS1.10(1) (1) Number of land survey required on adhoc basis/</i>						
	<i>ITS1.10(2) (2) Total number of land survey</i>						
ITS1.11	Percentage of reported pothole complaints resolved within standard municipal response time	New	100%	100%	100%	100%	100%
	<i>ITS1.11(1) (1) Number of pothole complaints resolved within the standard time after being reported /</i>						

	<i>ITS1.11(2)</i> (2) Number of potholes reported					
ITS1.12	Percentage of callouts responded to within 24 hours (sanitation/wastewater)	90%	95%	98%	100%	100%
	<i>ITS1.12(1)</i> (1) Number of callouts (outages logged on the municipal system) responded to within 24 hours (sanitation/wastewater) /					
	<i>ITS1.12(2)</i> (2) Total wastewater/sanitation callouts received					
ITS1.13	Percentage of callouts responded to within 24 hours (water)	90%	95%	98%	100%	100%
	<i>ITS1.13(1)</i> (1) Number of callouts responded to within 24 hours (water) /					
	<i>ITS1.13(2)</i> (2) Total water service callouts received					
ITS1.15	Number of new sewer connections meeting minimum standards	New	150	150	150	150
	<i>ITS1.15(1)</i> (1) The number of new sewer connections to consumer units +					
	<i>ITS1.15(2)</i> (2) The number of new sewer connections to communal toilet facilities					
ITS1.16	Number of new water connections meeting minimum standards	New	280	185	200	210
	<i>ITS1.16(1)</i> (1) Number of new water connections to piped (tap) water +					
	<i>ITS1.16(2)</i> (2) Number of new water connections to public/communal taps					
LED1.1	Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	1505	1330	1480	1490	1490
	<i>LED1.1(1)</i> (1) Number of work opportunities provided by the municipality through the Expanded Public Works Programme +					
	<i>LED1.1(2)</i> (2) the Number of work opportunities provided through the Community Works Programme and other related infrastructure initiatives					
LED1.2	Number of reports on engagements made to monitor SLP projects implementation	4	4	4	4	4
	<i>LED1.2(1)</i> (1) Number of reports on engagements made to monitor SLP projects implementation					
LED1.3	Number of reports on engagements made to monitor CSI projects implementation	4	2	2	2	2
	<i>LED1.3(1)</i> (1) Number of reports on engagements made to monitor CSI projects implementation					
BTO1.1	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	6%	6%	6%	6%	6%
	<i>BTO1.1(1)</i> (1) R-value of operating expenditure on contracted services within the municipal area /					



	<i>BTO1.1(2)</i>	<i>(2) Total municipal operating expenditure on contracted services</i>							
BTO1.2	Percentage of the municipality's operating budget spent on indigent relief for free basic services		0,1%	1%	1%	2%	3%	5%	
	<i>BTO1.2(1)</i>	<i>(1) R-value of operating budget expenditure on free basic services /</i>							
	<i>BTO1.2(2)</i>	<i>(2) R-value of the total operating budget</i>							
BTO1.3	Average number of days from the point of advertising to the letter of award per 80/20 procurement process		New	90	90	90	90	90	
	<i>BTO1.3(1)</i>	<i>(1) Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of the letter of award /</i>							
	<i>BTO1.3(2)</i>	<i>(2) Total number of 80/20 tenders awarded as per the procurement process</i>							
BTO1.4	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission		New	50%	60%	70%	80%	90%	
	<i>BTO1.4(1)</i>	<i>(1) Number of municipal payments within 30-days of complete invoice receipt made to service providers /</i>							
	<i>BTO1.4(2)</i>	<i>(2) Total number of complete invoices received (30 days or older)</i>							
BTO1.5	Total Capital Expenditure as a percentage of Total Capital Budget		95%	100%	100%	100%	100%	100%	
	<i>BTO1.5(1)</i>	<i>(1) Actual Capital Expenditure /</i>							
	<i>BTO1.5(2)</i>	<i>(2) Budgeted Capital Expenditure</i>							
BTO1.6	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget		95%	100%	100%	100%	100%	100%	
	<i>BTO1.6(1)</i>	<i>(1) Actual Operating Expenditure /</i>							
	<i>BTO1.6(2)</i>	<i>(2) Budgeted Operating Expenditure</i>							
BTO1.7	Total Operating Revenue as a percentage of Total Operating Revenue Budget		95%	100%	100%	100%	100%	100%	
	<i>BTO1.7(1)</i>	<i>(1) Actual Operating Revenue /</i>							
	<i>BTO1.7(2)</i>	<i>(2) Budgeted Operating Revenue</i>							
BTO1.8	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget		95%	100%	100%	100%	100%	100%	
	<i>BTO1.8(1)</i>	<i>((1) Actual Service Charges Revenue +</i>							
	<i>BTO1.8(2)</i>	<i>(2) Actual Property Rates Revenue) /</i>							
	<i>BTO1.8(3)</i>	<i>(3) Budgeted Service Charges and Property Rates Revenue</i>							
BTO1.9	Funded budget (Y/N) (Municipal)		New			Yes		Yes	

	BTO1.9(1)	(1) Municipal funded budget self-assessment outcome: Yes/No							
BTO1.11	Cash/Cost coverage ratio		0,25	0,25	0,25	0,25	0,25	0,25	0,25
	BTO1.11(1)	((1)Cash and Cash Equivalents -							
	BTO1.11(2)	(2) Unspent Conditional Grants -							
	BTO1.11(3)	(3) Overdraft) +							
	BTO1.11(4)	(4) Short Term Investment) /							
	BTO1.11(5)	(5) Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)							
BTO1.13	Trade payables to cash ratio		25%	25%	25%	25%	25%	25%	25%
	BTO1.13(1)	(1) Cash and cash equivalents /							
	BTO1.13(2)	(2) Trade payables							
BTO1.14	Liquidity ratio		0,25	0,25	0,25	0,25	0,25	0,25	0,25
	BTO1.14(1)	(1) Cash and cash equivalents /							
	BTO1.14(2)	(2) Current liabilities							
BTO1.16	Creditors payment period		30	30	30	30	30	30	30
	BTO1.16(1)	((1) Trade Creditors Outstanding /							
	BTO1.16(2)	(2) Credit purchases (operating and capital) X 365							
BTO1.17	Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)		0%	0%	0%	0%	0%	0%	0%
	BTO1.17(1)	Own Funded Capital Expenditure ((1) Internally Generated Funds +							
	BTO1.17(2)	(2) Borrowings) /							
	BTO1.17(3)	(3) Total Capital Expenditure							
BTO1.22	Percentage of awarded tenders [over R200k], published on the municipality's website		100%	100%	100%	100%	100%	100%	100%
	BTO1.22(1)	(1) Number of awarded tenders published on the municipality's website /							
	BTO1.22(2)	(2) Number of awarded tenders							
BTO1.23	Percentage of tender cancellations		New	10%	10%	10%	10%	10%	10%
	BTO1.23(1)	(1) Number of tenders cancelled /							
	BTO1.23(2)	(2) Total number of tenders advertised and closed							

BTO1.24	Debtors payment period <i>BTO1.24(1)</i> ((1) Gross Debtors - <i>BTO1.24(2)</i> (2) Bad Debt Provision) / <i>BTO1.24(3)</i> (3) Billed Revenue) × 365	New	30	30	30	30	30
BTO1.25	Collection rate ratio <i>BTO1.25(1)</i> ((1) Gross Debtors Opening Balance + <i>BTO1.25(2)</i> (2) Billed Revenue – <i>BTO1.25(3)</i> (3) Gross Debtors Closing Balance - <i>BTO1.25(4)</i> (4) Bad Debts Written Off) / <i>BTO1.25(2)</i> (2) Billed Revenue	100%	100%	100%	100%	100%	100%
BTO1.26	Number of rates clearance certificate issued within ten working days <i>BTO1.26(1)</i> (1) Simple count of the number of rates clearance certificate issued within ten working days	New	100	100	200	300	400
OMM1.3	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor) <i>OMM1.3(1)</i> ((1) The number of ward committees with 6 or more members) / <i>OMM1.3(2)</i> (2) Total number of wards)	100%	100%	100%	100%	100%	100%
OMM1.4	Percentage of wards that have held at least one councillor-convened community meeting <i>OMM1.4(1)</i> (1) Total number of councillor convened ward community meetings / <i>OMM1.4(2)</i> (2) Number of wards in the municipality	100%	100%	100%	100%	100%	100%
OMM1.5	Percentage of official complaints responded to through the municipal complaint management system <i>OMM1.5(1)</i> ((1) Number of official complaints responded to according to municipal norms and standards / <i>OMM1.5(2)</i> (2) Number of official complaints received)	New	50%	75%	100%	100%	100%
PHS1.1	Percentage of building plans approved within 30-60 days <i>PHS1.1(1)</i> (1) Number of building plans approved within 30-60 days <i>PHS1.1(2)</i> (2) Number of building plans applications within 30-60 days	100%	100%	100%	100%	100%	100%
PHS1.2	Number of informal settlements enumerated and classified under Upgrading of Informal Settlements Programme	New	2	2	2	2	2

PHS1.2(1)	(1) Simple count of the number of informal settlements enumerated and classified under Upgrading of Informal Settlements Programme						
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Ref No.	Performance indicator	Ref No. (sub)	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Medium Term Target for 2026/27
<b>OUTPUT INDICATORS FOR ANNUAL REPORTING</b>									
OMM1.1	Number of repeat audit findings			100	50	50	40	20	10
		OMM1.1(1)	(1) Simple count of the number of "repeat" findings itemised in the Auditor-General's report of each municipality						
OMM1.2	Percentage of councillors who have declared their financial interests			85%	100%	100%	100%	100%	100%
		OMM1.2(1)	((1) Number of councillors that have declared their financial interests/						
		OMM1.2(2)	(2) Total number of municipal councillors)						
CD1.1	Percentage of known informal settlements receiving basic refuse removal services			33%	46%	60%	73%	87%	100%
		CD1.1(1)	((1) Number of informal settlements receiving waste handling services /						
		CD1.1(2)	(2) Total number of recognised informal settlements)						
ITS1.4	Percentage of unsurfaced road graded			New	50%	50%	50%	60%	70%
		ITS1.4(1)	((1) Kilometres of municipal road graded /						
		ITS1.4(2)	(2) Kilometres of unsurfaced road)						
ITS1.14	Percentage of total water connections metered			22%	26%	32%	38%	46%	55%
		ITS1.14(1)	(1) Number of water connections metered /						
		ITS1.14(1)	[(1)Number of water connections metered +						
		ITS1.14(2)	(2) Number of water connections unmetered]						
BTO1.10	Cash backed reserves reconciliation at year end			New	100%	100%	100%	100%	100%

	<i>BTO1.10(1)</i> (1) Actual Cash and Cash Equivalents +						
	<i>BTO1.10(2)</i> (2) Long Term Investment -						
	<i>BTO1.10(3)</i> (3) Unspent grants -						
	<i>BTO1.10(4)</i> (4) statutory requirement -						
	<i>BTO1.10(5)</i> (5) working capital requirements -						
	<i>BTO1.10(6)</i> (6) other provisions -						
	<i>BTO1.10(7)</i> (7) long term investment committed -						
	<i>BTO1.10(8)</i> (8) reserves to be cash backed						
BTO1.12	Current ratio (current assets/current liabilities)	1,5	1,5	1,5	1,5	1,5	1,5
	<i>BTO1.12(1)</i> (1) Current assets/						
	<i>BTO1.12(2)</i> (2) Current liabilities						
BTO1.15	Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	New	230%	180%	100%	80%	30%
	<i>BTO1.15(1)</i> ((1)Irregular +						
	<i>BTO1.15(2)</i> (2) Fruitless and Wasteful +						
	<i>BTO1.15(3)</i> (3) Unauthorised Expenditure) /						
	<i>BTO1.15(4)</i> (4) Total Operating Expenditure						
BTO1.18	Percentage of total capital expenditure funded from capital conditional grants	New	50%	50%	50%	50%	50%
	<i>BTO1.18(1)</i> (1) Total Capital Transfers (provincial and national capital conditional grants) /						
	<i>BTO1.18(2)</i> (2) Total Capital Expenditure						
BTO1.19	Percentage of total capital expenditure on renewal/upgrading of existing assets	New	25%	25%	25%	25%	25%
	<i>BTO1.19(1)</i> (1) Total costs of Renewal and Upgrading of Existing Assets /						
	<i>BTO1.19(2)</i> (2) Total Capital Expenditure						
BTO1.20	Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	27%	27%	27%	27%	27%	27%
	<i>BTO1.20(1)</i> (1) Total costs of Renewal and Upgrading of Existing Assets) /						
	<i>BTO1.20(2)</i> ((2) Depreciation +						
	<i>BTO1.20(3)</i> (3) asset impairment)						
BTO1.21	Repairs and Maintenance as a percentage of property, plant, equipment and investment property	8%	8%	8%	8%	8%	8%
	<i>BTO1.21(1)</i> (1) Total Repairs and Maintenance Expenditure /						

	<i>BTO1.21(2)</i> ((2) Property, Plant and Equipment + <i>BTO1.21(3)</i> (3) Investment Property (Carrying Value))						
BTO1.27	Net Surplus /Deficit Margin for Electricity <i>BTO1.27(1)</i> ((1) Total Electricity Revenue - <i>BTO1.27(2)</i> (2) Total Electricity Expenditure) / <i>BTO1.27(1)</i> (1) Total Electricity Revenue	0%	0%	0%	0%	0%	0%
BTO1.28	Net Surplus /Deficit Margin for Water <i>BTO1.28(1)</i> ((1) Total Water Revenue - <i>BTO1.28(2)</i> (2) Total Water Expenditure) / <i>BTO1.28(1)</i> (1) Total Water Revenue	0%	0%	0%	0%	0%	0%
BTO1.29	Net Surplus /Deficit Margin for Wastewater <i>BTO1.29(1)</i> ((1) Total Sanitation and Waste Water Revenue - <i>BTO1.29(2)</i> (2) Total Sanitation and Waste Water Expenditure) / <i>BTO1.29(1)</i> (1) Total Sanitation and Waste Water Revenue	0%	0%	0%	0%	0%	0%
BTO1.30	Net Surplus /Deficit Margin for Refuse <i>BTO1.30(1)</i> ((1) Total Refuse Revenue - <i>BTO1.30(2)</i> (2) Total Refuse Expenditure) / <i>BTO1.30(1)</i> (1) Total Refuse Revenue	0%	0%	0%	0%	0%	0%
PHS1.3	Percentage of total allocation spent on housing projects <i>PHS1.3(1)</i> (1) R-value of allocation spent on housing projects <i>PHS1.3(2)</i> (2) R-value of allocation received for housing projects	New	100%	100%	100%	100%	100%

## 11.8. Mid-Term Municipal Performance Report

The purpose of the report is to account to the public on the 2020/2021 mid-year institutional performance of Madibeng Local Municipality.

This report contains information which is based on the Service Delivery and Budget Implementation Plan (SDBIP) formulated for the financial year 2020/21 and is based on the first and second quarter performance information. It focuses on both financial and service delivery performance (non-financial) assessment.

This reporting is required through:

- Local Government: Municipal Systems Act, Act no. 32 of 2000 as amended (referred to herein as MSA)
- Local Government: Municipal Financial management Act, Act no 56 of 2003 (referred to herein as MFMA)
- Madibeng Municipality reports on the institutional performance relating to 2020/2021 financial year.
- Section 72 of the MFMA requires that the accounting officer of a municipality must by 25 January of every year assess the performance of the Municipality during the first half of the financial year, where after, the Mayor must table the report before 31 January each year.
- MFMA section 72(1) (a) (iii) requires the accounting officer to assess the performance of a municipality during the first half of the financial year, taking into account the past year's annual report and progress on resolving problems identified in the annual report.

### Outcome of Organizational Performance as at 31 January 2021

Directorate	KPIs	KPIs not applicable	Applicable KPIs	KPIs achieved	KPIs not achieved	Actual performance
Office of the Municipal Manager	30	6	24	13	11	54%
Budget and Treasury Office	27	7	20	8	12	40%
Corporate Support Services	26	2	19	10	4	54%
Infrastructure and Technical Services	30	12	18	5	13	28%
Community Development	25	8	17	15	2	88%
Public Safety, Fleet & Facilities Management	28	3	25	17	8	68%
Planning and Human Settlement	30	3	27	24	3	89%
Economic Development, Tourism and Agriculture	32	6	26	20	6	77%

Madibeng Local Municipality was placed under Administration as per Section 139(b) of the Constitution, (Act 108 of 1996) on 05 July 2019. Adv. MP Motlogelwa was appointed as Administrator for a period of six months. Mr. Paul Maseko took over as Administrator on 07 December 2020 until 31 May 2021.

The Terms of Reference of the Intervention is set out below:

**11.9. Terms of reference of intervention as per Section 139(b) of the Constitution (Act 108 of 1996)**

Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
<b>Advise on the role of the Municipal Council vis-à-vis the Administrator [the Intervention team] during the intervention [decision making processes, public participation etc]; 4.3 (f) of the TOR</b>	Dysfunctional council, and its committees including LLF  Poor Oversight on administration	Council, Mayoral Committee and other committees are functional  Audit Committee presented report to council  LLF functional	Training on roles  Sanctioning of councillors for non-attend council and PC Meetings  Targeted training of LLF  Increased oversight on Post Audit Action Plan
<b>Advise on the role of the Municipal Manager and the Administrator [with the Intervention Team] during the intervention [delegation of authority and administrative decision making processes]</b>	No clear role between administration and intervention team  No clear roles between council and Intervention team	Roles clarified  Communication and decision making protocol between Troika, Mayoral Committee and council clarified	Appointment of MM, and other directors
<b>Assess the relations between council and communities [e.g. community concerns against alleged corruption, maladministration, poor service delivery etc]</b>	Poor relations between council and Community  No structured engagements with communities  Negative perception of council	Held engagements with stakeholder groups (Farmers, BIA, business Forums, Mining Houses, Service providers)  Supported IDP consultations	Engagements with stakeholders  Resuscitation of IGR structures  Address ward committee concerns  Improve communication



<b>Effectiveness and capability of management [senior, middle, and junior management]; Supervise personnel and monitor municipal programmes</b>	<p>Lack of management capabilities</p> <p>High turnover of senior managers</p> <p>Low staff morale and ill-discipline (Ethics and Risk Survey)</p>	<p>External Acting Management appointments Effected</p> <p>Various Directorates engaged</p> <p>General Staff meeting convened</p> <p>Ethics and Risk Survey Findings presented to Council</p>	<p>Appointment of capable Senior Managers</p> <p>Directorates meetings convened regularly</p> <p>Continuous implementation of the Ethics and Risk Survey</p> <p>Conduct employee satisfaction survey</p>
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Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
<b>Compliance to policies and regulations [e.g. recruitment policies, employment equity etc];</b>  <b>Status on recruitment [structure, filling of posts etc];</b>	<p>General Non-compliance with policies and regulations, e.g. deliberate disregard of requirements of Section 56 and 57 Managers</p> <p>Un-approved Organisational Structure</p> <p>Bloated and unfunded Organisational Structure</p> <p>Irregular appointments</p> <p>High vacancy rate for critical positions</p>	<p>Review of Actions that are non-compliant to Policies and Regulations</p> <p>Implemented Risk and Ethics Management Framework</p> <p>Appointed Ethics and Risk Champions</p> <p>Continuous engagement with labour</p>	<p>Regularisation and placement of affected staff</p> <p>Re-skilling and training of affected staff to avoid further appointments</p> <p>Filling of key and critical posts (skills based)</p> <p>Conduct further training on roles and functions of Councillors and Officials on appointment of personnel</p>

<p><b>Assess the seriousness of the financial problem in the Municipality</b></p>	<p>Non-Cash Funded Budget</p> <p>Cash Flow</p> <p>UIF and W Expenditure</p> <p>Tenderisation (over-dependence on service providers) of BTO</p> <p>Abuse of Regulation 32</p> <p>Non-communication with service provided</p> <p>High expenditure on non-service delivery contracts</p>	<p>Reduction of the budget</p> <p>Compilation of UIF &amp; W Registers</p> <p>Engagement with BTO Service Providers over Value For Money</p> <p>Submitted Contract Management Register to Provincial Treasury</p> <p>No regulation 32 procurements</p> <p>Assessment of non-essential (unaffordable) contracts (Fuel, fleet and IT)</p>	<p>Reduction of the R360m deficit stability of Cash Flow</p> <p>Training on Financial Policies and Procedures</p> <p>Consequence Management on UIF &amp; W</p> <p>Capacity Building of Councillors on roles and responsibilities relating to SCM &amp; oversight responsibilities</p> <p>Review and termination of unaffordable contracts</p>
<p><b>Oversee and facilitate the development and implementation of the Financial Recovery Plan as drafted with the assistance of National Treasury</b></p>	<p>Non-compliance with directive on preparation of Financial Recovery Plan (FRP)</p>	<p>Financial Recovery Plan has been approved by Council together with Special Adjustment Budget</p> <p>Approved Financial Recovery Plan submitted to Provincial Treasury</p>	<p>Further engagement with Provincial and National Treasury on reduction/elimination on the deficit</p> <p>Continuous monitoring on the implementation of the FRP</p> <p>Quarterly reports to Council</p>

Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
<b>Improve internal control environment</b>	Poor internal control systems Inadequate Financial Policies and Procedures Poor work ethics Compromised SCM integrity Poor/non-existence records management systems Under-utilisation of IT System	Interim Internal Controls established BTO Official addressed on Integrity issues Engagement with Solar System service provider to improve functionality of the system Re-organised SCM Committees	Development of Financial Policies and Procedures Development of Standard Operating Procedures on: Contract Management Payment of Suppliers within 30 days SCM and Journals Records Management Systems
<b>Ensure all monthly reconciliations are done and cleared timeously</b>	Bank Reconciliations not done Illegal Debit Orders Creditors Reconciliations not done Debtors Reconciliations not done	Bank Reconciliation conducted but still inefficiencies identified Continuous identification of illegal debit orders	Creditors Reconciliations to be done on Weekly Basis Debtors Reconciliations to be done on Weekly Basis Continuous monitoring and reversal of illegal debit orders

<b>Recommend appropriate changes to the municipality's operations, structure; processes, policies, bylaws, budget, expenditure and revenue-raising measures;</b>	<p>High debtors book -R2b</p> <p>Ad hoc revenue enhancement and debt collection</p> <p>Councillors and officials owe municipal services</p> <p>No proper engagement/Contractual relations with bulk creditors/debtors</p>	<p>Revenue enhancement plan</p> <p>Debtors age analysis compiled</p> <p>Measures in place to raise revenue (short term strategies in place) , integration of systems to improve budgeting and expenditure</p> <p>Payment arrangement concluded with bulk creditors, i.e. Eskom, Magalies Water, and Rand Water to repay their debt</p>	<p>Implementation of revenue enhancement and Debt collection plan</p> <p>To recover debt from staff and councillors</p> <p>Adherence to payment plans commitments with bulk creditors, such as Eskom, Tshwane, Rand-Water, and Magalies Water</p> <p>Feasibility of taking over electricity reticulation from Tshwane in Hartbeespoort and surrounding areas</p>
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Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
<b>To guide and support procurement processes for service related to MIG and PIG funded projects in an efficient and effective manner within the existing legal provisions and policies of the Municipality</b>	<p>The Municipality has lost R156 million on MIG due to poor performance on project and contract management</p> <p>Late appointment of service providers</p>	<p>5 out of 6 water and sanitation project appointed for construction</p> <p>7 roads projects appointed</p> <p>Finalise all outstanding arrangement (Guaranties, Sureties, Insurance and Safety Files, Site handover and negotiations</p>	<p>Monthly Contractor performance reporting forum</p> <p>Proactive registration of projects on the MIG MIS</p> <p>Procurement plans for 2020/2021</p>
<b>To provide technical and project management support in the implementation of MIG, DWS,WSIG,INEP and PIG funded projects</b>	<p>Delay in appointment of service providers</p> <p>Litigation by service providers who were in the Panel</p> <p>Poor contract management</p> <p>Project stoppage by communities</p>	<p>Application by contractors on the panel was dismissed by Court of Law</p> <p>Functionality and effectiveness of SCM committees was addressed</p> <p>Improved coordination during project handovers with the PSC, Cllr, CLO</p>	<p>Expeditious certification by MISA and COGTA to expedite expenditure</p> <p>SCM Training</p> <p>Hold monthly contractors performance forum</p> <p>Facilitate continuous engagement with various stakeholders</p>

<b>To provide support in the management of service providers in MIG and PIG funded projects to ensure delivery</b>			
<b>To oversee and support contract management processes</b>	Poor project management Late payment of service providers Failure to pay service providers in time	Developed project register and conducted monthly review of the implementation plan  Creditors register completed	Monitoring and reporting to ensure that the projects are completed in time, budget and scope
<b>Guide and support procurement processes for services related to MIG and PIG funded projects in an efficient and effective manner within the existing legal provisions and policies of the Municipality</b>	Irregular appointment of some service providers  LSO (Draught Relief) and Sogika Consulting Engineers (DWS infrastructure Backlog)	Termination of some irregular appointments has been effected  Consequence management for affected officials is enlisted in the 15 immediate action list  Directive issued for Procurement plans	Verification reports on work done to be completed  Disciplinary action in line with the 15 immediate priority plan  Enforcement of procurement practices strictly according to procurement plans
<b>Management and technical support in the SMME development and EPWP implementation</b>	No SMME development support EPWP is implemented but not centralized	SMME database and development program to council for approval  Centralising implementation of EPWP to one Department	SMME data base approval  Centralised EPWP coordination approval in consultation with DPWR
<b>Terms of Reference</b>	<b>Status at 30 June 2019</b>	<b>Progress To Date</b>	<b>Further Action</b>
<b>To facilitate the quality of services [water quality, sewer overflow, sanitation services, electricity, internal roads and Stormwater drainage]</b>	Poor quality of water due to non-timeous maintenance  Intermittent supply of water and electricity due to over demand and limited supply	Water Quality improved through plant maintenance  Pump Stations refurbishment plan  Roads and Stormwater maintenance plan	Consider budget re-prioritisation during Budget Adjustment meeting  Scheduled maintenance program with funding

	Lack of payment for water and electricity by consumers	Facilitated the finalisation of Electricity Master Plan Developed electricity urgent maintenance plan for all substations for substations	Pursue partnership with DBSA and other funders for development of water and sanitation master plan  Maximise use of own resources for basic road maintenance
<b>Strategic advice to the Municipality on various other issues, particularly in the service delivery aspects.</b>	Outsourced all service delivery capacity  No complaints handling system  No approved service standards  Multiple losses of potential revenue due to <ul style="list-style-type: none"> <li>○ Electricity illegal connections</li> <li>○ Water illegal connections</li> <li>○ Non-payment of services</li> <li>○ Aged infrastructure</li> <li>○ Vandalism of municipal assets and public infrastructure</li> </ul>	Completed audit of Municipal fleet vs rental fleet  Finalised costed audit report on fleet contract  Revenue enhancement  Cost curtailment (e.g. overtime)  Revenue enhancement plan and activity plan approved by Council	Insourcing of certain functions  Finalise alternative fuel supply with Municipal Banks  Ring-fence budget for key revenue drive on infrastructure  Development of service standards charter in line LG charter  Development of comprehensive customer service turnaround in line with Council policy  Community engagements to deal with challenges identified
<b>Legal-related matters of the municipality (litigations, court orders, disciplinary cases, etc.)</b>	Litigation against the Municipality mainly on allegations of breach of contract and non-payment  Municipality Legal Unit did not play its role in both advisory services and quality control of SLAs  The Unit was also not involved on potential and actual Labour Disputes	Litigation Register has been compiled  Possible settlement agreements on certain matters underway based on Value for Money and legality  Head of Legal now forms part of the Top Management  All contracts/SLAs and legal matters are subjected to Legal Unit for quality control	Pro-active engagement on all legal matters including Labour and Contracts  Regular reports to the Audit Committee and council on Contingent Liabilities

Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
<b>Outcome of the forensic investigations conducted</b>	<p>A number of Forensic Investigations were conducted by Movundlela Consulting</p> <p>Provincial Treasury conducted an investigations on unlawfully invested with the VBS Mutual Bank</p> <p>Current investigations (following Presidential proclamation) by SIU and DPCI</p>	<p>Final draft Forensic reports were received in September 2019</p> <p>Efforts to present all the reports to the Audit Committee and subsequently to Council are at an advanced stage</p> <p>Briefing meetings with the SIU (Fleet and IT contracts) and the the DPCI (IT contracts)</p>	<p>Special Audit Committee and Council to be convened to consider all forensic reports</p> <p>SIU May extend proclamation to include other reported matters</p> <p>Consider recommendations of the SIU and DPCI on:</p> <ul style="list-style-type: none"> <li>○ Termination of unlawful contracts</li> <li>○ Disciplinary or criminal processes of implicated officials and Councilors</li> </ul>
<b>Status of disciplinary processes</b>	<p>Prolonged disciplinary cases</p> <p>Abuse/Inconsistent application of disciplinary processes</p>	<p>Reports on all outstanding cases</p> <p>Settlement of disciplinary cases in deserving cases</p> <p>Finalized report on absentee employees/ abscondment</p> <p>List of possible employees involved in irregular appointments and expenditure</p>	<p>Setup capable panels for management of disciplinary hearings</p> <p>Immediate focus on capacitation of Labour Relation Unit</p> <p>Referral of all instances of financial misconduct to Disciplinary Board</p>
<b>Processes on the alienation and sale of municipal land</b>	<p>There are allegations of irregular alienation of municipal land/ properties</p>	<p>Information gathering and verification of source of complaints ongoing</p>	<p>Update of municipal land register and immovable assets</p> <p>Audit of basic occupancy of municipal assets</p>

## 11.10. Performance Management Systems

By implementing the Performance Management System, the Council complied to Section 40 of the Municipal Systems Act of 2000, whereby Municipalities have to establish mechanisms to monitor and review its Performance Management System. The purpose of the Performance Management System is to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels.

Section 34 of the Municipal Systems Act furthermore point out that the Key Performance Areas, Key Performance Indicators and Performance Targets have to be reviewed during the annual IDP Review process, which then will form the basis for the review of the municipal PMS and Performance Contracts of Senior Managers.

The Performance Management System (PMS) is informed by the following legislation and policy:

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).
- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- DPLG Performance Management Guidelines 2001
- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Municipal Performance Regulation for Section 57 Employee (2006)

Other legislation that impacts on and relates to performance management include:

- Labour Relations Act (Act No. 66 of 1995) : Code of Good Practice
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- The Skills Development Amendment Act (Act 31 of 2003)
- Promotion of Access to Information Act (Act 2 of 2000)

Apart from the primary objectives, as mentioned in the first paragraph above, the PMS should also provide early warning signals and facilitates the following:

- increased accountability,
- learning and improvement and
- decision-making.



## 11.11. Performance Management Framework

Roles and Responsibilities of Stakeholders in the Operation and Management of the Performance Management System

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

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

### Roles and Responsibilities of the Executive Mayor

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

## Roles and Responsibilities of the Municipal Manager

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

## Roles and Responsibilities of Council Committees

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

## Roles and Responsibilities of Directors

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

## Roles and Responsibilities of Staff

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> <li>1. Participates in the development of the Technical SDBIP.</li> <li>2. Participates in the development of their own performance measurement</li> </ol>	Executes individual work plans.	<ol style="list-style-type: none"> <li>1. Participates in the review of departmental plans.</li> <li>2. Participates in the review of own performance.</li> </ol>	Level 1 to 3 Managers submit monthly progress performance reports, quarterly performance and review reports and annual performance reports.

### Roles and Responsibilities of the Internal Audit Division

Planning	Monitoring	
	Review	Reporting
Develop a risk and compliance based audit plan.	<ol style="list-style-type: none"> <li>1. Audit the performance of departments against the IDP and SDBIPs .</li> <li>2. Assess the functionality of the PMS.</li> <li>3. Ensures that the system complies with the Act.</li> <li>4. Audit the performance measures in the municipal scorecard and departmental scorecards.</li> <li>5. Conduct compliance based audit.</li> </ol>	<ol style="list-style-type: none"> <li>1. Submit quarterly performance audit reports to the Municipal Manager.</li> <li>2. Submit quarterly performance audit reports to the Performance Audit Committee.</li> </ol>

### Roles and Responsibilities of the Audit Committee

Planning	Monitoring	
	Review	Reporting
Receives and approves the annual audit plan.	Review quarterly reports from the Internal Audit Div.	Reports quarterly to the municipal Council.

### Roles and Responsibilities of the Community

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

## 11.12. Summary of Alignment with National Plans and Strategies

BACK TO BASICS PRIORITIES	NATIONAL DEVELOPMENT PLAN	MEDIUM TERM STRATEGIC FRAMEWORK	NATIONAL OUTCOMES	OUTCOME 9 OUTPUTS	MADIBENG STRATEGIC GOALS	MADIBENG OUTCOMES
Delivering municipal services	Improving Infrastructure	Ensuring access to adequate human settlement and quality basic services	6 An efficient, competitive and responsive economic infrastructure network	Improved access to Basic Services	Develop & refurbish infrastructural services	Access to services
Putting people and their concerns first	An economy that will create more jobs	Radical economic transformation, rapid economic growth and job creation	4. Decent employment through inclusive economic growth	Implement the community work programme & Co-operatives supported Deepen democracy through a refined ward committee model	Create a conducive environment for businesses to invest and prosper	Prosperous community
	An inclusive and integrated rural economy	Rural development, land and agrarian reform and food security	7 Vibrant, equitable & sustainable rural communities with food security for all	Actions supportive of the Human Settlement outcomes	Integrated liveable urban and rural neighbourhoods	
	Reversing the spatial effect of apartheid		8 Sustainable human settlements & improved quality of household life			
	Transition to a low-carbon economy		10 Environment assets & natural resources that are well protected & continually enhanced	Protect the environment and improve community well-being	Healthy communities and environment	
	Quality health care for all	Ensuring quality health care and social security for all citizens	2 A long and healthy life for all South Africans			
	Social protection	Contributing to a better Africa and a better World	11 Create a better SA and contribute to a better and safer Africa and World			
	Transforming society & uniting the country	Social cohesion and nation building	3 All people in SA feel and are safe			
	Building Safer communities					
Improving quality of education, training and innovation	Improving the quality of & expanding access to education & training	1 Improved quality of basic education				
Sound financial management and accounting	Fighting corruption	Fighting corruption and crime	9 A responsive, accountable, effective and efficient local gov system	Implement a differentiated approach to mun financing, planning and support	Enhance revenue and asset base	Financial sustainability
Demonstrating good governance and administration			12 An efficient, effective & dev oriented public service and an empowered, fair and inclusive citizenship	Single window of co-ordination	Democratic and accountable organisation	Good governance
Sound institutional and administrative capabilities	Reforming the public service		5 Skilled and capable workforce to support an inclusive growth path	Improved municipal financial & administrative capacity	Attract and retain human capital	Increased productivity

### 11.13. National Key Performance Indicators

The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;

- ✘ The percentage of households earning less than R1 600 per month with access to free basic services;
- ✘ The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- ✘ The number of jobs created through municipality's local economic development initiatives including capital projects;
- ✘ The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- ✘ The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- ✘ Financial viability as expressed by the ratios in the gazette.

The Municipality in its endeavour to ensure that these KPI's are attended to, has incorporated them in the Organizational Business Plan as part of its objectives which is informed by the priority needs of the community in the IDP.

### 11.14. Sustainable Development Goals (SDGs)

The SDGs are a new universal set of goals, targets and indicators that follow and expand on the Millennium Development Goals. This transformation plan of action is spearheaded by the United Nations and is based on 17 Sustainable Development Goals. The aim of the SDGs is to address urgent global challenges over the next 15 years. South Africa, as a member of the United Nations' members states, is obliged to implement these goals.

The SDGs covers a broad range of sustainable development issues, which includes:

- Ending poverty and hunger
- Improving health and education
- Combating climate change
- Sustainability of cities; and
- Protecting oceans and forests

The 17 goals are listed below:

Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable education and promote lifelong learning
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce income inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

### 11.15. Medium Term Strategic Framework

The MTSF 2019-2024 is both a five-year implementation plan and an integrated monitoring framework. The plan focuses on the seven priorities and related interventions of the sixth administration of government, and the integrated monitoring framework focuses on monitoring outcomes, indicators and targets towards the achievement of the priorities. It will focus on building a constitutional democracy, institutions, a safety net and broadening access to services to address the triple challenges of poverty, inequality and unemployment. It will carve the path to undoing structural pillars of apartheid which produced multi-generational impoverishment of Blacks in general and Africans in particular, and rid society of fundamentals of segregation, exclusion, discrimination, oppression and marginalisation of our people from the benefits of democracy and prosperity. The implementation will require maximum mobilisation of state and private sector resources, skills, technology, opportunities, assets for all South Africans to realise their full potential.

The MTSF promotes alignment, coordination and ultimately full integration of all development planning instruments into an integrated framework bearing results without duplication, role conflict and development contradictions, better coordination through the district based delivery model.

One Plan, through which it provides a mechanism for alignment of various development planning frameworks (PGDS, IDPs, SPs and APPs). It will bring much needed focus on government development planning which provides for partnerships, coordination of state entities, social compacts and an active citizenry and will aim to fast track spatial transformation to ensure that the location of projects address spatial inequalities and priorities. More importantly it will achieve greater accountability and consequence management through Performance Agreements between the President, Ministers, Deputy Ministers and Directors General.

The plan focuses on the following priorities:

- Priority 1: Building a capable, ethical and developmental state
- Priority 2: Economic transformation and job creation
- Priority 3: Education, skills and health
- Priority 4: Consolidating the social wage through reliable and quality basic services
- Priority 5: Spatial integration, human settlements and local government
- Priority 6: Social cohesion and safe communities
- Priority 7: A better Africa and world

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

The structure of the MTSF such that it constitutes of the following:

- 7 Priorities
- 81 Outcomes
- 337 Interventions
- 561 Indicators

#### The MTSF 2019-2024 Commitments

Within the period of this MTSF 2019-2024, government will:

- Eradicate learning under the trees through the Department of Basic Education
- Eradicate mud schools through the Department of Basic Education
- Eradicate inadequate sanitation in Schools through the Department of Education
- Eradicate the backlogs of issuing title deeds
- Eradicate wasteful and fruitless expenditure

### **Priorities for 2019–2024**

The MTSF 2019-2024 aims to address the challenges of unemployment, inequality and poverty through three pillars:

- Achieving a more capable state
- Driving a strong and inclusive economy
- Building and strengthening the capabilities of South Africa

## **11.16. The National Development Plan**

### **Background**

- President Jacob Zuma appointed the National Planning Commission in May 2010 to draft a Vision and National Development Plan.
- The Commission's Diagnostic Report, released in June 2011 set out SA's achievements and shortcomings. Nine primary challenges were identified:
  1. Too few people work
  2. The quality of school education for black people is poor
  3. Infrastructure is poorly located, inadequate and under-maintained
  4. Spatial divides hobble inclusive development
  5. The economy is unsustainably resource intensive
  6. The public health system cannot meet demand or sustain quality
  7. Public services are uneven and often of poor quality
  8. Corruption levels are high
  9. South Africa remains a divided society
- The assessment of the Diagnostic Study led to the development of the draft national plan released in November 2011.
- In August 2012 the National Cabinet accepted the Plan
- In Dec. 2012 the plan was also further discussed and widely supported by the ANC at its national conference in Mangaung.
- Henceforth, the plan must be used as a blueprint for planning and implementation to achieve its vision.

### **6 Pillars of the National Development Plan 2030**

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

- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality



- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable
- Raising economic growth, promoting exports and making the economy more labour absorbing
- Focusing on key capabilities of both people and the country:
  - Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners
- Building a capable and developmental state
- Strong leadership throughout society that works together to solve our problems

### Implementation Approach

The NDP is a plan for all South Africans, but government has a special role to play in leading its implementation and constructing accountability frameworks.

In doing so, it uses the existing MTSF framework but encapsulates it firmly into the strategic outline of the NDP.



### The Implementation Plan

The 2014 – 2019 MTSF should now be conceptualised as a 5-year plan with actions, outputs and targets to be achieved in the medium term to set the country on a positive trajectory towards the long-term vision of the NDP. In doing so it will follow certain **Core Principles** for effective implementation:

- Broad ownership
- Continuous capacity building
- Policy consistency
- Prioritisation and sequencing
- Clarity of responsibility and accountability
- Continuous learning and improving
- Coordinated action

The key pillars of this Budget are:

- Global growth is improving, though uncertainty remains.
- South Africa's economy must grow faster and more inclusively.

#### **11.17. Local Government Management Improvement Model 2021 (LGMIM)**

The LGMIM is a web-based programme which was introduced by the Department of Planning Monitoring and Evaluation with the support of the Provincial Department of Cooperative Governance and Traditional Affairs.

The LGMIM is web-based model that focuses on the 6 Key Performance Areas (Integrated Planning and Implementation: Service Delivery; Human Resources Management; Financial Management; Community Engagement/participation and Governance) and Performance Standards as well as levels of measurements (1 - 4).

The driver of this programme is the Department of Planning, Monitoring and Evaluation. The provincial Department of Cooperative Governance and Traditional Affairs is the supporter.

The benefit of the LGMIM are as follows:

1. Grants municipalities an opportunity to reflect on management practices and operational processes.
2. Assist municipalities identify where improvements are needed and the nature of the improvements
3. Guides the development and implementation of an improvement plan to give effect to the improvements
4. Focuses management of a set of key operational processes that are regularly measured, monitored and improved
5. Information generated through the LGMIM analysis can be used to inform the drafting of performance
6. agreements.

#### **11.18. District Development Model – One Plan**

##### **Background**

In 2019 Cabinet approved the DMM as a government approach to improve integrated planning and delivery across the three spheres of government. The DMM is anchored on the One Plan, which is an intergovernmental plan that outlines a common vision and desired future outcomes in each of the 52 district and 8 metro spaces.

The One Plan sets out a long-term strategic framework to guide investment and delivery in each district and metro spaces in the country. Furthermore, the One Plan will be formulated jointly by all three spheres of government through a series of collaborative intergovernmental planning sessions.

In the context of local government, the principal instrument to implement the One Plan is the IDP and is therefore important that its strategic and programmatic posture is aligned to that of the One Plan.

##### **Planning processes across the three spheres of government**

The three spheres of government undertake strategic development and annual planning albeit in different forms and cycles. National and provincial government operate on an electoral, planning and budgeting cycles that is

different to that of local government. This makes the case for better coordination, alignment and integration more critical in order to facilitate integrated service delivery in the 52 district and metro spaces.

Figure 1 below identifies windows of opportunity or moments in the different electoral and planning cycles during which alignment of priorities could be facilitated. For example, the national and provincial government mid-term reviews take place in the final year of the term of local government. Therefore, the cause of action and priorities agreed upon during the mid- term review should form the basis the development of the next 5-year IDPs.

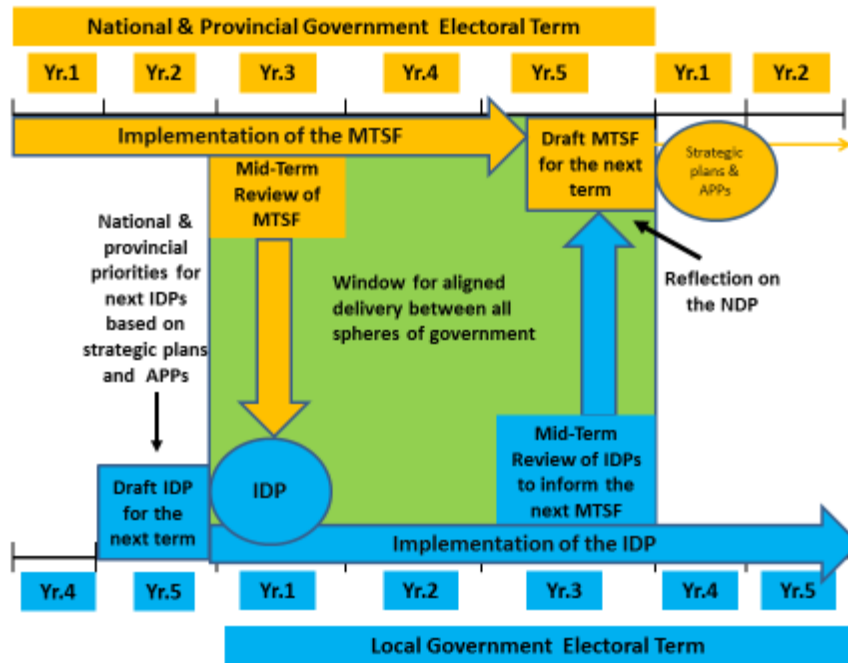


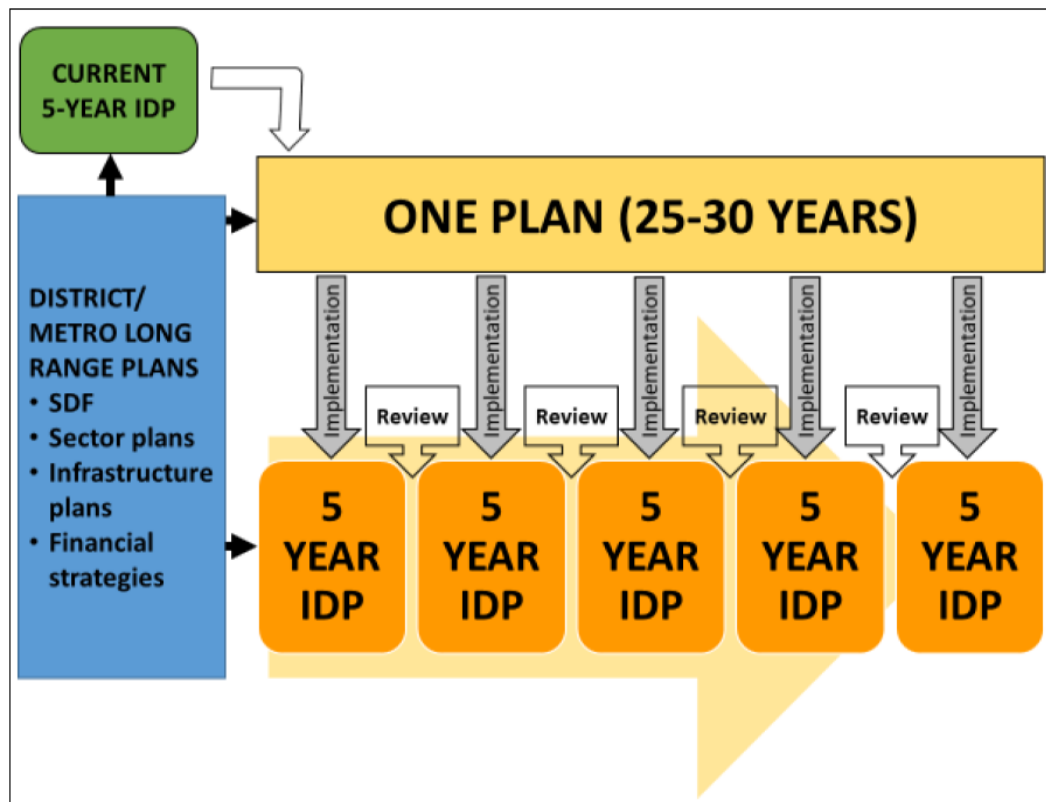
Figure 1: National and Provincial electoral cycle versus Local Government electoral cycle

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

NATIONAL AND PROVINCIAL ANNUAL PLANNING AND BUDGET CYCLE											
Quarter 4			Quarter 1			Quarter 2			Quarter 3		
• Draft APPs and Budgets			• Final APPs and Budgets			• Implementation			• Strategic Plan and APP Reviews		
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
• Stakeholder Engagements • IDP Review and tabling of Budgets			• IDP and Budget Consultation • IDP and Budget approval • Draft SDBIP			• SDBIP approval and Implementation • Adoption of the IDP and Budget Process Plan • Stakeholder engagements			• SDBIP Implementation • Mid-year performance reviews • Budget Adjustments		
Quarter 3			Quarter 4			Quarter 1			Quarter 2		
MUNICIPAL PLANNING AND BUDGET CYCLE											

## Relationship Between One Plans And IDPs

ONE PLAN (LONG TERM – 30 YEARS)	IDP (MEDIUM TERM – 5 YEARS)
Long-term vision of the district area of impact and common understanding of goals and objectives amongst stakeholders in the district area	Determine how the long-term vision, goals and objectives contribute towards addressing challenges at a local level by directing actions and interventions towards the vision
Long term vision expressed in policy and long-range plans across all spheres of government, i.e. NDP, PGDS, NSDF, PSDF, DSDF, etc.	Implementation of short to medium term service delivery programmes and projects informed by the MTSF, municipal SDFs sectoral/master plans and long term financial strategies
Determines government-wide key development strategies and priorities to be addressed	Elaborate on municipal strategies, Council development priorities/strategies and community needs
Conceptualization of the desired future and results (outcomes and impact) to be achieved by the district area in the long term	Plans implemented by municipalities respond directly to the desired outcomes and impact
Spatially referenced plans and budgets at district and metro level with emphasis on long-term catalytic programmes and interventions to unlock development potential	Focus on implementation of immediate service delivery interventions and priority projects in the One Plan



Refer to the “District Development Model High Impact Projects” under Annexures.

## 11.19. Government Priorities on COVID-19

PROGRAMMES/PLANS FOR IMPLEMENTATION	TARGETS	MTEF BUDGET
<b>PRIORITY 1 - Defeating/Fighting the Corona Virus</b>		
Local Command Committee	Monthly meetings	OPEX
Adjusted risk assessments	Municipal operations and processes	OPEX
Work from home arrangements in place	All vulnerable employees and those with comorbidities	OPEX
Workplace readiness i.e. PPE allocation, screening, social distancing, disinfection of surface areas, etc.	All municipal buildings	R1,5 million
De-crowding through employee rotation system and limited intake of customer per day	All employees and crowded service points like licensing	OPEX
Restriction of face to face meetings and public gatherings (use of electronic platforms)	Meetings and public consultation processes	OPEX
Acceleration of capital Covid-19 projects i.e. water and sanitation	23 villages	R60 million

<b>PRIORITY 2 - Accelerate Economic Growth</b>			
Outcome / Priority	Targets	Interventions implemented	MTEF Budget
<p>To promote and support LED initiatives in line with set targets, norms and standards</p> <p>To promote and support LED initiatives in line with set targets, norms and standards</p> <p>To promote and support LED initiatives in line with set targets, norms and standards</p>	<p>Jobs creation</p> <p>SMME's Support</p> <p>SMME's training</p> <p>Support informal trade</p> <p>Farmers support</p> <p>Food production</p> <p>Tourism support</p>	<ul style="list-style-type: none"> <li>• 1050 Temporary jobs created in 11 Wards CWP through COGTA Budget</li> <li>• 231 temporary jobs created through RDP Houses Construction</li> <li>• 166 temporary jobs created for the rehabilitation of Tolwane River through DEA budget</li> <li>• 81 temporary jobs created through Readira Public Works Program</li> <li>• 40 informal traders received R2500 vouchers as Covid Support program (DSBD)</li> <li>• 247 Farmers received R50 000 vouchers for Covid Relief</li> <li>• 812 Household Food Security Farmers are being processed for inputs supply process</li> <li>• 167 SMME's received both accredited and non-accredited training</li> <li>• ± 50 Madibeng Informal Traders received R2500 each (Covid Relief Funds)</li> <li>• 20 Tourism Monitors are placed in Tourism establishments for issues of safety.</li> <li>• Extra 20 Tourism Monitors will be placed to assist with tourism safety whilst creating more temporary jobs in March 2021.</li> </ul>	<p>Most LED initiatives are funded by outside stakeholders due to budget constraints</p>

		<ul style="list-style-type: none"> <li>613 Household Food Security Farmers from Madibeng applied for Presidential Stimulus Program (R9000)</li> </ul>	
PRIORITY 2 - Accelerate Economic Growth			
Outcome / Priority	Targets	Interventions implemented	MTEF Budget
Enhanced Provision of Sustainable Engineering Services To The Communities	Provision and Monitoring of Water and Sanitation Services	<ul style="list-style-type: none"> <li>Klipgat Extention Water Supply</li> <li>Hebron/ Kgabalatsane/ Rockville/ Itsoseng/ Water</li> <li>Klipgat Sanitation</li> <li>Ward 1 VIP Toilets</li> <li>Upgrading of Mothotlung Outfall Sewer</li> <li>Upgrading of Oukasie Outfall Sewer</li> <li>Water Supply Augmentation: Boreholes</li> </ul>	45 000 000 50 400 000 60 810 000 1 000 000 2 000 000 2 000 000 2 000 000
	Provision and Monitoring of Roads and Stormwater	<ul style="list-style-type: none"> <li>Upgrading Of Internal Roads Of Cluster 1 ( Ward 40 Sonop Internal Rd)</li> <li>Upgrading Of Internal Roads Of Cluster 2 (Rehabilitation Of Oukasie Clinic Road And Extension 4 Taxi Road – Ward 39)</li> <li>Upgrading Of Internal Roads Of Cluster 3 (Ward 16)</li> <li>Upgrading Of Internal Roads Of Cluster 4 (Ward 3 Madidi-Block C Stormwater Drainage System)</li> <li>Upgrading Of Internal Roads Of Cluster 5 ( Ward 35 Oskraal Clinic Road)</li> <li>Upgrading Of Internal Roads Of Cluster 6 ( Ward 1 )</li> <li>Upgrading Of Internal Roads Of Cluster 7 (Ward 4- Letlhakaneng Internal Link Road)</li> <li>Upgrading Of Internal Roads Of Cluster 8 ( Ward 35 - Thetele-Switch Link)</li> </ul>	6 800 000 5 800 000 8 000 000 2 5000 000 13 000 000 10 000 000 12 000 000 12 000 000
	Provision and Monitoring of Electricity	<ul style="list-style-type: none"> <li>High Mass Light Energising</li> <li>High Mass Light</li> </ul>	2 697 150 5 000 000

PRIORITY 3 - Implement Economic Reforms to Create Sustainable Jobs and Drive Inclusive Growth			
Outcome / Priority	Targets	Interventions implemented	MTEF Budget
Improved social infrastructure, protection and education outcomes	Increased access to emergency services and other municipal services	<ul style="list-style-type: none"> <li>• Klipgat Fire Station</li> <li>• Oukasie Taxi Rank</li> <li>• Mmakau Library</li> </ul>	R16 000 000 7 441 995 11 707 690
		<ul style="list-style-type: none"> <li>• Vukuphile Contractor Development program is at advanced stage (Public Works budget)</li> <li>• Mmakau Brickmaking project R150 000.00</li> <li>• Mmakau Sewing project R150 000.00</li> <li>• Bokfontein Brickmaking project R250 000.00</li> <li>• Maboloka Bakery R250 000.00</li> <li>• Maboloka Poultry project (Broiler) R350 000.00</li> <li>• Wonderkop Piggery R380 000.00</li> <li>• Rietgat / Letlhakaneng Veg project R250 000.00</li> </ul>	<b>All these projects were funded by an institution called National Movement for Rural Women</b>

## 12. KPA 6: SPATIAL RATIONALE

### 12.1. Spatial Development Framework

#### CHAPTER 1: INTRODUCTION

#### PURPOSE OF SPATIAL DEVELOPMENT FRAMEWORK

Improving the way in which activities are located in a particular area and the way in which various activities interrelate with others will ultimately improve the efficient functioning of the municipal area and its ability to contribute to economic growth, social well-being and environmental sustainability.

#### CHAPTER 4: DEVELOPMENT OBJECTIVES AND GAP ANALYSIS

##### 1. Development Objectives

The following table sets out the six (6) development objectives of the Madibeng Spatial Development Framework, as well as an explanation of each of the objectives and what it means for Madibeng specifically.

These development objectives are based on national and local development directives. In particular the National Spatial Development Perspective, the Municipal Vision, the Municipal Wide Priority Needs, the Municipal Key Priority Areas and the current situation in Madibeng.

Essentially these development objectives are about

1. improving the quality of lives of people

2. improving the sustainability and efficiency of the municipality

##### 2. Gap Analysis

Development Objective	Gap
1. Ensure that the population of Madibeng has access to social and economic opportunities	Not all communities have access to social facilities and economic opportunities. Some communities are far removed from the main development areas and have to travel far to access services. This results in high public transportation cost for the poorer people living in these areas. Most of the communities which have the least access to economic opportunities and social services are located in the north-eastern part of Madibeng, while the highest concentration of services, facilities and opportunities are found in the southern part of the municipality.
2. Ensure the creation of sustainable human settlements	The emphasis currently is on the provision of housing from a quantitative point of view, and this has resulted in the establishment of conventional low cost townships which are essentially only housing areas as opposed to sustainable human settlements. These townships are far removed from the main centres in Madibeng and are devoid of the full range of services, facilities and qualities that make up a sustainable human settlement.
3. Enable the cost efficient provision of engineering services	Madibeng covers a huge area which is characterised by scattered, disjointed settlements. This makes the provision of engineering services difficult and costly. In addition, many new leap-frog developments are approved that do not support the gradual extension of the engineering services networks. Currently, the lack of sufficient engineering services in the Madibeng area is of grave concern for all stakeholders who were consulted.
4. Identify movement networks and linkages in and around Madibeng.	The southern part of Madibeng is fairly well served by road infrastructure, although the capacity of many of these roads has become a problem over recent years. The northern parts of Madibeng are however less well served by movement infrastructure. Many of the roads in Madibeng do not have a direct relationship with strategic development areas and therefore do not contribute to the integration of the area. Public transport networks, other than informal systems, are virtually non-existent in Madibeng
5. Identify areas for economic development in the municipal area	Economic development is currently primarily resource based, as in the case of mining, agriculture and tourism. Some secondary sector developments in the form of the Primindia industrial area have been established, but other than this there are no real identified economic development areas.
6. Protect the environmental assets of the municipal area	Madibeng is rich in natural assets, which include the mountain ranges, rivers, dams, wetlands, drainage lines and riparian zones. Many of these natural assets are under serious threat from development. This includes residential development that infringes on natural areas, agricultural development that competes for the highest agricultural potential land with local fauna and flora and mining activities which destroy large tracts of land and hills from both an ecological as well as visual perspective. Although the natural environment is always an important component in the formulation of any development proposals for an area, it is of particular importance in Madibeng because of the rich natural heritage. It is for this reason that it is one of the issues that are most raised by all stakeholders.

#### CHAPTER 5: SPATIAL DEVELOPMENT STRATEGIES AND SPATIAL DEVELOPMENT CONCEPT

Having determined what the objectives for spatial development in Madibeng are, and what the gaps are that exist between the objectives and the current situation, the following phase in the formulation of the spatial development framework is to identify those development strategies which are essential to overcome those gaps and achieve the objectives. These strategies will then be translated into a spatial development concept. The spatial development concept provides strategic guidance for the spatial restructuring of the municipal area and for the more detailed land use zones set out in the following chapter.



# 1. Development Strategies

Development Strategy	Actions
1. Direct development to areas that contribute to a more efficient urban functionality in terms of the provision of services, transportation, the protection of the natural environment and linkages with other major areas of development. Do not promote or support developments that are out of context with the desired development directions.	<ul style="list-style-type: none"> <li>Channel development into a system of nodes and corridors, in accordance with the principles of the National Spatial Development Perspective.</li> <li>Identify land for housing projects in close proximity to major centres, and with linkages to those centres</li> <li>Development must be localised in specific strategic areas where there can be a focused effort on the provision of engineering services</li> <li>Consolidate existing areas rather than creating new development areas.</li> </ul>
2. Move away from the current pattern of housing delivery towards an approach of integrated, inclusive and sustainable settlement creation	<ul style="list-style-type: none"> <li>Employ the principles of Breaking New Ground in all new settlements as well as in the upgrading and renewal of existing settlements.</li> </ul>
3. Provide service infrastructure in accordance with spatial requirements	<ul style="list-style-type: none"> <li>Identify the strategic areas of opportunity that should be the focus areas for capital investment in services infrastructure, in terms of the National Spatial Development Perspective</li> </ul>
4. Develop a movement network that supports the spatial development focus areas	<ul style="list-style-type: none"> <li>Create a strategic network of movement linkages in Madibeng, and between Madibeng and other major regional centres.</li> <li>Ensure land use and transportation integration</li> </ul>
5. Promote economic development areas that contain the right characteristics to support sustainable economic development and which contribute to the overall spatial efficiency and sustainability	<ul style="list-style-type: none"> <li>Protect the areas with resources that contribute to the local economy</li> <li>Identify suitable areas for secondary and, if viable, tertiary sector economic development</li> </ul>
6. Protect the natural environment	<ul style="list-style-type: none"> <li>Identify and isolate the valuable natural assets, and exclude these from development proposals.</li> <li>Ensure that a continuous ecological and open space system is created in Madibeng.</li> <li>The protection of the natural environment should be prioritised by the Madibeng Local Municipality.</li> </ul>

# 2. Sustainability Agenda

As stated before, the two main overarching development objectives of the spatial development framework are to –

- Improve the quality of lives of people; and
- Improve the sustainability and efficiency of the municipal area

The sustainability agenda is vital for both the efficiency of the municipal area as well as the quality of people’s lives. Sustainability not only refers to the protection of the environment, but to the way in which a number of elements in the urban environment contribute to consumption and expenditure patterns in the municipal area, which impacts on the municipality’s ability to deliver services into the future.

The aim is to make the municipal area work better, so that investment can be made in a cost effective manner and savings can ultimately be directed to upgrading impoverished and marginalised areas.

The qualities of a sustainable municipal area are typically the following:

More Sustainable	Less Sustainable
Compact forms of residential development.	Low-density, spread-out residential development.
Mixed land use.	Segregation of land uses.
Employment based primarily on education and skills.	Employment based on environment polluting or non-renewable resource based industry.
Movement on foot and by bicycle and public transport.	Heavy dependence on private cars.
Wind and solar energy.	Thermal and nuclear energy.
Tertiary treatment of sewage; use of natural means of sewage treatment.	Discharge of sewage into water bodies or water-courses untreated or with low level of treatment.
Protection and use of natural hydrologic systems.	Hard surfaces preventing infiltration; channelling natural water-courses.
Natural open space; protection of wetlands, woodlands, stream valleys, habitat, use of manure, compost, integrated pest management, etc.	Destruction of natural landscape; “manicured” parkland with exotic species; heavy use of chemical fertilizers, herbicides, pesticides.
Reduction of waste; recovery, re-use and recycling of waste.	Landfills, Incinerators.

Source: Nigel Richardson: Ontario Round Table on Environment and Economy.

# 3. Spatial Development Concept

The spatial development concept sets out a conceptual spatial structure for Madibeng, based on a consolidation of the various development strategies into the following three broad overarching development strategies:

- Consolidate development into strategic focus areas for the development of sustainable human settlements, the provision of social and community services, economic development and infrastructure provision.
- Ensure high quality linkages between the various strategic focus areas in Madibeng and between major centres outside Madibeng.
- Preserve and enhance the high quality natural and agricultural resources in Madibeng.

The elements of the spatial development concept are therefore –

- Natural form giving elements;
- Strategic Development Areas, and
- Linkages

The form giving elements to a large extent dictate certain development patterns in the area and include :-

- The natural open space system;
- The Merensky Reef;
- The high potential agricultural land, and
- The Cradle of Humankind.

These areas indicate those parts of Madibeng that either should remain free of development or require a specific response due to the presence of a specific natural resource.

Another important form giving element, albeit not natural, is the development restriction zone around the Pelindaba complex.



The spatial development and land use management guidelines provide specific proposals for development in Madibeng. It indicates where certain types of developments should or could take place, how these areas relate to other areas and what development standards apply.

## 1. Introduction

The Spatial Development Concept discussed in the previous chapter provided broad strategic guidance for development in Madibeng. The purpose of this chapter is to translate these strategic proposals into more specific land use zones and development guidelines.

These development guidelines then begin to assist land use management in the municipality, as it provide definite principles which should be taken into consideration with new developments.

The various land use zones that are dealt with in terms of the Spatial Development Guidelines are –

- Natural open space system
- High potential agricultural land
- Rural Areas
- Urban Areas
- Economic Activity Areas
- Pelindaba Restriction Zone
- Cradle of Humankind

Other important components of the Spatial Development Guidelines that are not necessarily land use zones in themselves but are overarching issues across the various zones are –

- Strategic Linkages
- Gateways
- Heritage Resources

It should be borne in mind that the Madibeng Spatial Development Framework remains a broad strategic planning framework due to the large geographic space that it covers. It cannot therefore make detail proposals for specific areas. For that purpose, local spatial development frameworks must be drafted.

Natural open space consists of land that has valuable ecological characteristics. The elements of the natural

## 2. Natural Open Space System

- Mountains and ridges
- Rivers and dams
- Nature reserves and environmentally sensitive areas
- Wetlands
- Drainage lines
- Riparian zones

The Madibeng municipality has appointed consultants to draft an Environmental Management Framework for Madibeng, which will provide detail guidelines for the

preservation and enhancement of the natural open space system in Madibeng.

However, because the natural open space system is one of the most important form giving elements in the area with a definite impact on the way in which Madibeng develops spatially, it is important to also provide guidelines for the management of these areas in the Madibeng Spatial Development Framework.

The natural open space system should be protected from intrusive developments that damage the ecological integrity as well as visual quality of these areas. These include residential development, mining activities and agriculture.

Mining activities on the ridges in particular are a huge problem in Madibeng. Mining, and especially quarrying, leaves permanent scars on the landscape and not only damages the ecological function of the ridges but also destroys an area's visual quality and tourism potential.

The natural environment forms the basis of eco-tourism and it is therefore imperative that the natural environment is conserved to ensure the long-term sustainability of the tourism industry in Madibeng

A continuous open space system must be developed in Madibeng. This means that in certain areas where natural open space is currently affected by activities the municipality must intervene in order to ensure that these

### 3.1. Form Giving Elements

#### 3.1.1. Natural Open Space System

The natural open space system in Madibeng serves as the most important form giving element, in that it dictates the direction of development to a large extent.

The protection of the natural environment and open space areas not only have ecological and visual benefits for the municipal area, but also serve as a mechanism to consolidate and focus development in the area.

By rigorously protecting such areas, urban areas are prohibited to sprawl freely and are therefore forced into denser urban agglomerations. Such an approach therefore not only protects agriculture and the environment, but also has the added benefit of creating a more rational, cost-effective and manageable urban structure.

An open space system needs to be developed for Madibeng. Such a system should include all natural and heritage elements of value linked to each other through a continuous open space system of natural and ecological corridors.

Environmental elements to be included in such an open space system will include mountain ranges, ridges, dam environments, proclaimed nature reserves, undisturbed natural habitats, river environments, wetlands, drainage lines and riparian vegetation. These include the Magaliesberg Protected Nature Area (MPNA), the Witwatersberg, Langberg and Elandsberg mountains, the Hartbeespoort, Klipvoor and Rooikoppies dams, the Borakalalo Nature Reserve, the smaller open spaces found around the Hartbeespoort Dam, the uninhabited areas north of the Elandsberg and the river environments of the Crocodile, Tolwane, Moretele, Magalies River,

Leeuspruit, Moganwespruit and Swartspruit rivers. The rivers included in this open space system will form the linkages between the larger open spaces formed by the mountain range and dams.

Also included in such a system would be cultural resources of value, such as the historical and archaeological sites found on the farms Hartbeesthoek, Leeuwenkloof, Broederstroom, Skeerpoort, Remhoogte and Bultfontein, as well as the area demarcated as part of the Cradle of Humankind.

### **3.1.2. High Potential Agricultural Land**

Agriculture is an important asset of Madibeng and should be protected. This includes opportunities for intensive and extensive commercial farming as well as subsistence farming.

Almost the entire southern half of Madibeng, which is not occupied by surface mines or mountain ranges, is utilised for intensive farming. These include the area surrounding Brits (with the exception of the area between Brits and Mmakau), Mooinooi and the area between the Magaliesberg and Witwatersberg mountains. Intensive farming is also found along the Crocodile River, up to the Elandsberg. This area has the highest agricultural potential and contains the majority of agricultural activities in the municipal area.

### **3.1.3. Merensky Reef**

Mining in Madibeng predominantly occurs in a belt along the Merensky Reef, which runs north of and parallel to the Magaliesberg. It stretches from Brits in a westerly direction towards Bapong and on to Marikana and Rustenburg.

### **3.1.4. Cradle of Humankind**

The south-western part of the Madibeng municipal area, south of the Hartbeespoort Dam and Witwatersberg, forms part of the Cradle of Humankind World Heritage Site (and the Cradle of Humankind Buffer Zone). The nature and extent of developments permitted in this area are restricted.

### **3.1.5. Pelindaba Restriction Zone**

The Pelindaba Nuclear Plant has an impact on the development of the area in the form of a 5.0 km "red zone" around the plant in which development is restricted.

## **3.2. Strategic Development Areas**

### **3.2.1. Development Focus Areas**

In terms of the National Spatial Development Perspective, government investment in infrastructure and development programmes should be focused in particular areas that have potential for economic growth. This includes directing development to a system of nodes and corridors within a municipal area.

Because of the fact that Madibeng is essentially a rural area where there are great distances that are undeveloped, development focus areas will focus on areas that are suitable for further development and expansion due to location, accessibility and existing integration with the space economy and movement system.

The development focus areas will be focus areas for the provision of infrastructure, social services, transport facilities and economic opportunities.

The advantage of such a development system is that –

- The provision of infrastructure and community services becomes cost efficient, and
- Definite linkages can be identified and developed.

### **3.2.2. Consolidation Area**

The far-lying north-eastern settlements, which include Moletswane, Jericho, Shakung, Jonathan, Fafung and Ga-Rasai, are functionally and spatially removed from any urban centre in Madibeng and do not have any inherent urban development potential. The focus of this area should therefore be to retain the rural character, with rural villages, opportunities for small scale farming and perhaps eco-tourism. No further housing development should take place in this area and existing development should be consolidated to make this area as functional and sustainable as possible.

Infrastructure provision in this area should focus on the provision of basic services, as per the National Spatial Development Perspective.

#### Development and Management Directives: Natural Open Space System

- The natural drainage channels and banks of the rivers and dams must be protected up to the 100-year flood line. No development may be permitted within the 100-year flood line from rivers, streams and wetlands without the written consent of the relevant environmental and water authorities.
- Development along the riverbanks should only be considered if strict measures for riverbank protection, wastewater treatment plants, storm water control and erosion control are put in place and enforced. No development shall take place directly adjacent to the riparian zone and shoreline of a water source (i.e. dams, rivers, wetlands and drainage lines) without an Environmental Management Framework indicating measures for the conservation of the ecological integrity of the shoreline as well as measures to repair damage to the shoreline and its vegetation caused by construction.
- Waste-water effluents from all developments shall comply with the maximum standard release of 1 mg soluble ortho-phosphate per litre.
- Vegetation zones must be developed along the shorelines of dams to (i) act as a buffer against wave erosion of the shoreline; (ii) provide habitat for fauna and flora, (iii) act as filter for pollutants and (iv) improve the aesthetic quality of the dam. The "riparian zone" around the dam shall be considered as a priority for the effective maintenance of the zone. A 50m buffer around the shoreline to be added to the DWAF servitude must be reserved from development. All future developments may not be allowed to encroach into this buffer.
- A buffer zone of 30 meters along all rivers, wetlands and drainage lines should be enforced within which no development should take place. The construction of facilities within this buffer zone necessary to gain access to water should be subject to an EIA process.
- Sanitation services must be provided to settlements located within the catchments of water sources to avoid pollution due to surface run-off and groundwater seepage of sewerage and other harmful effluents. Owners of developments must –
  - Ensure that package plant systems for wastewater treatment comply with the laid-down maximum release standard of 1 mg soluble ortho-phosphate per litre.
  - Put sufficient back-up systems in place for their wastewater treatment systems to cater for system failures or power interruptions.
  - Adhere to the principles and guidelines set out in the Hartbeespoort Dam Strategic Environmental Assessment, the Hartbeespoort Dam Structure Plan and the Madibeng Environmental Management Framework.
- The shorelines of dams must remain accessible to the general public. Prior to consideration being given in future to private development initiatives along the Klipvoor Dam and Rooikoppies Dam, areas should be demarcated that will fulfil the function of public areas.

#### Development and Management Directives: Natural Open Space System (continued)

- No development may take place on the Kommandonek and Oberon properties adjacent to the Hartbeespoort Dam, and these properties should be utilised for public recreation facilities in perpetuity to ensure public access to the shoreline.
- All development around the Magaliesberg shall adhere to the principles and guidelines set out in the Magaliesberg Protected Natural Environment Management Plan.
- No new mining activities shall be permitted on any mountain or ridge or in or adjacent to any river, wetland or drainage line in the Madibeng area without the approval of the Northwest Department of Agriculture, Conservation and Environment.
- A slope analysis should be conducted on all ridges and mountains in order to determine development restriction areas, as per the Ridges Policy.
- All scenic vistas should be protected from development.

#### Development and Management Directives: High Potential Agricultural Land

- No activities or developments other than agriculture and agricultural related activities shall be permitted on high potential agricultural land.
- No township establishment shall be permitted on high potential agricultural land.

#### Development and Management Directives: Rural Areas

- Illegal land uses on farm portions, such as industrial and commercial developments that have no relation to agriculture, should be eradicated and moved to economic activity areas or urban areas. The Madibeng Local Municipality should ensure that a unit that deals with land use contraventions specifically focuses on the rural environment.
- The rural settlements are not suitable for low cost housing developments, as they are far removed from services and facilities that can contribute to the creation of sustainable human settlements. No low cost or affordable housing developments should therefore be permitted in the Rural Areas.
- The following land uses are permitted in Rural Areas:
  - Rural Residential (in line with the criteria set out for Rural Residential below)
  - Rural Settlements/Villages
  - Tourism activities and facilities such as -
    - Guest Houses, Cultural Villages, Environmental education centres, Restaurants, tea gardens, Wellness centre/spa, Infrastructure that serves the lodge or resort
  - Conservation areas
  - Extensive and Intensive agriculture
  - Subsistence and small scale agriculture
  - Rural service centres

#### Development and Management Directives: Rural Residential

- All developments shall be subject to the approval of the Minister of Agriculture. No development shall infringe on high potential agricultural land.
- Country Estates, Private Resorts and Public Resorts
  - Shall be approved in accordance with the North-west Province's policy on Country Estates, Private Resorts and Public Resorts.
  - The primary focus is the conservation of the natural resource (open space). Conservation in this sense must be seen as conserving open space as a resource in itself. Conservation conditions must be strictly adhered to
  - A Clutter-and-Space layout shall be adhered to. Dwelling units shall be grouped together in as few clusters as possible
  - 60% significant open space (calculated over the gross area of the site); provided that the area reserved for open space may be increased in cases of environmental sensitivity to the satisfaction of the relevant environmental authority.
  - A Strategic Environmental Impact Assessment must determine the open space, the position of clusters, the position of ancillary facilities, roads etc.
  - Conditions to be set for design, character and overall relationship with its environment
  - Strict requirements must be laid down for the provision of engineering services to and within these estates to ensure that it does not lead to environmental problems. The ability to provide services according to the standards set by the municipality is a pre-requisite for approval.

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

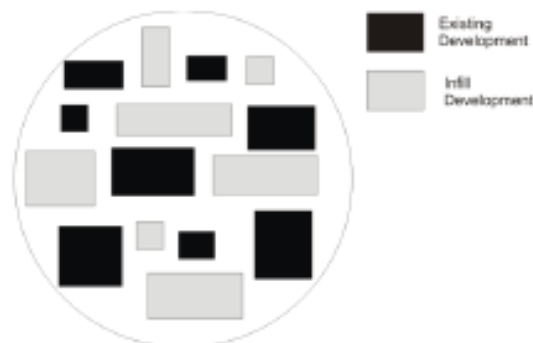
- The Spatial Development Frameworks for each of the Urban Areas must indicate specifically the location, nature and size of activity nodes and spines.
- Non-residential land uses should be clustered together in nodes or activity spines, depending on the character of the area.
- Nodes should typically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

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

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

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

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



**Figure 15: Infill Development**

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

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

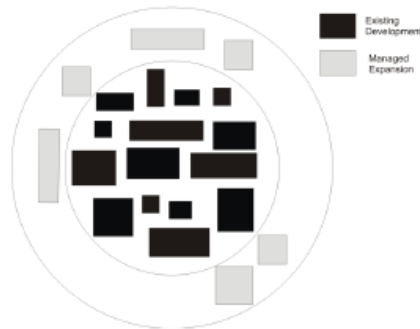


Figure 16: Managed Expansion

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

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

- The Brits Area
- Hartbeespoort Dam Area
- Mooinooi/Bapong Area
- Letlhabile/Hebron

### **Densification in Settlement Development Areas**

Residential densities in Settlement Development Areas must follow an approach where densities are connected to the urban functionality of a specific place.

Densification is not an end in itself, but a means to achieve more efficient utilization of public transport, the creation of the necessary population thresholds to support community and business facilities and to prevent the development of land which is valuable from an ecological perspective.

The following densities should typically apply when a structured approach to densification is followed. It should be noted that these densities are merely general guidelines and should not be rigidly employed. Deviations are possible depending on the design of a particular development.

Again, more detailed densification proposals must be made in the Spatial Development Frameworks which must be drafted for the Settlement Development Areas.

Location	Residential Typology	Typical Density
Adjacent to local or neighbourhood activity nodes or spines	Duplex Residential and Two storey walk-ups	40-60 dwelling units per hectare
Adjacent to Service Delivery Centres	Duplex Residential and Two storey walk-ups	40-60 dwelling units per hectare
Adjacent to major public transport facilities such as railway stations	Duplex Residential and Two to Three storey walk-ups	40-80 dwelling units
On the edges of the Settlement Development Areas	Single residential developments	10 dwelling units per hectare
Other	Single residential developments / townhouses	20-40 dwelling units per hectare

#### **Development and Management Directives: Mining**

- All mines shall have an environmental management framework including mitigating measures to address visual impact and a rehabilitation programme.
- The area in the vicinity of the Merensky Reef is a service upgrading priority area in order to support economic development and the residential settlements that exist in proximity to the mining activities.
- No mining activities shall be permitted in or near areas of high tourism potential.
- Mining may not encroach into high potential agricultural land.
- No new mining activities shall be permitted on ridges and mountains in the area without the permission of the Northwest Department of Agriculture, Conservation and Environment.

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

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



The most important principle put forward by the Madibeng Spatial Development Framework is that housing development must focus on social and economic integration and inclusion. The implication therefore is that housing development should form an integral part of the Urban Areas and no housing development initiatives must be identified outside of these areas.

**Development and Management Directives: Pelindaba Restriction Zone**

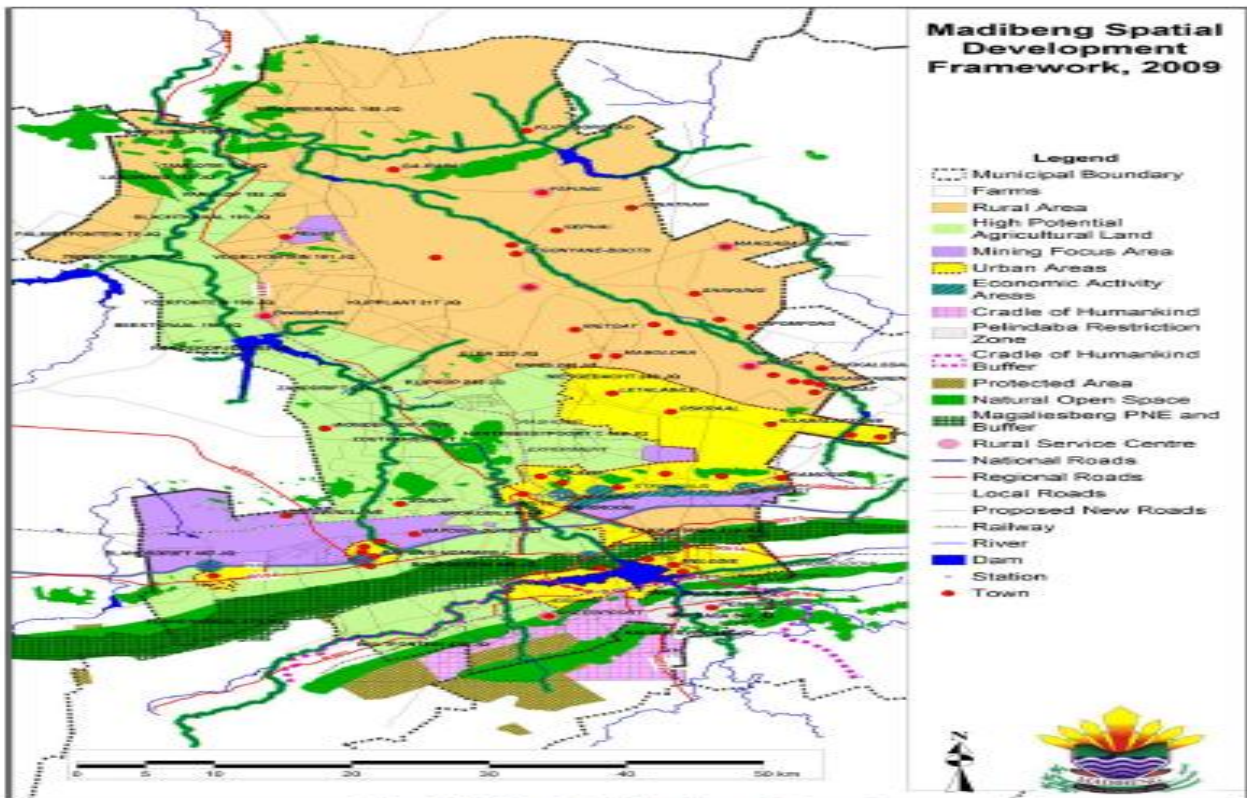
- No development, other than what is permitted in terms of current zoning, shall be permitted.

**Development and Management Directives: Cradle of Humankind**

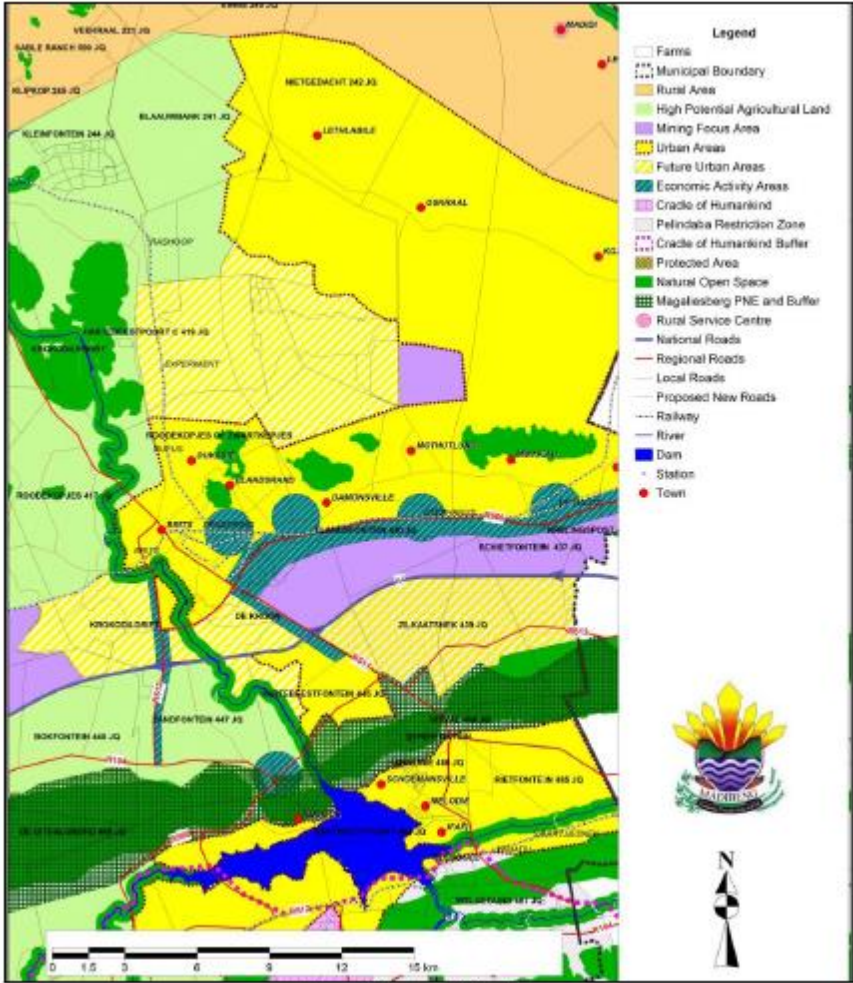
- All developments in the Cradle of Humankind areas shall adhere to the development guidelines as set by the relevant management authority, and all developments shall be referred to the relevant authorities responsible for the management and conservation of the Cradle of Humankind for approval prior to approval by the local authority.

**Development and Management Directives: Heritage Resources**

- All new developments should consider heritage resources as part of the environmental impact assessment process.
- All developments that affect existing structures older than 60 years or those that have been afforded protected status must adhere to the provisions of the relevant legislation.



## 12. Future Urban Areas



### 13. Subdivision of Farm Portions

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

Zone	Minimum Size
1 (Rural Areas)	20 hectares
2 (High Potential Agricultural Land)	20 hectares
3 (Urban Area north of Brits)	1 hectares
4 (Rural Area south of N4)	5 hectares
5 (Urban Area around Hartbeespoort Dam)	In accordance with Hartbeespoort Dam Structure Plan. 5 hectares where Plan does not apply <sup>3</sup>
6 (Cradle of Humankind)	5 hectares as interim measure. Subdivision guidelines in the Environmental Management Framework for this area shall apply
7 (Pelindaba Restriction Zone)	20 hectares
8 (South of N4, between R511 and R512)	3 hectares

Application may be made for consent for a second dwelling house in accordance with the provisions of the town planning scheme.

<sup>3</sup> Small land parcels are not conducive for meaningful settlement development. Larger portions facilitate better layout and urban design. Should subdivisions smaller than 5,0 hectares be permitted in terms of existing subdivision policies (or in cases where these subdivisions have already been approved), township establishment may only be permitted on consolidated land parcels with a minimum size of 5,0 hectares.

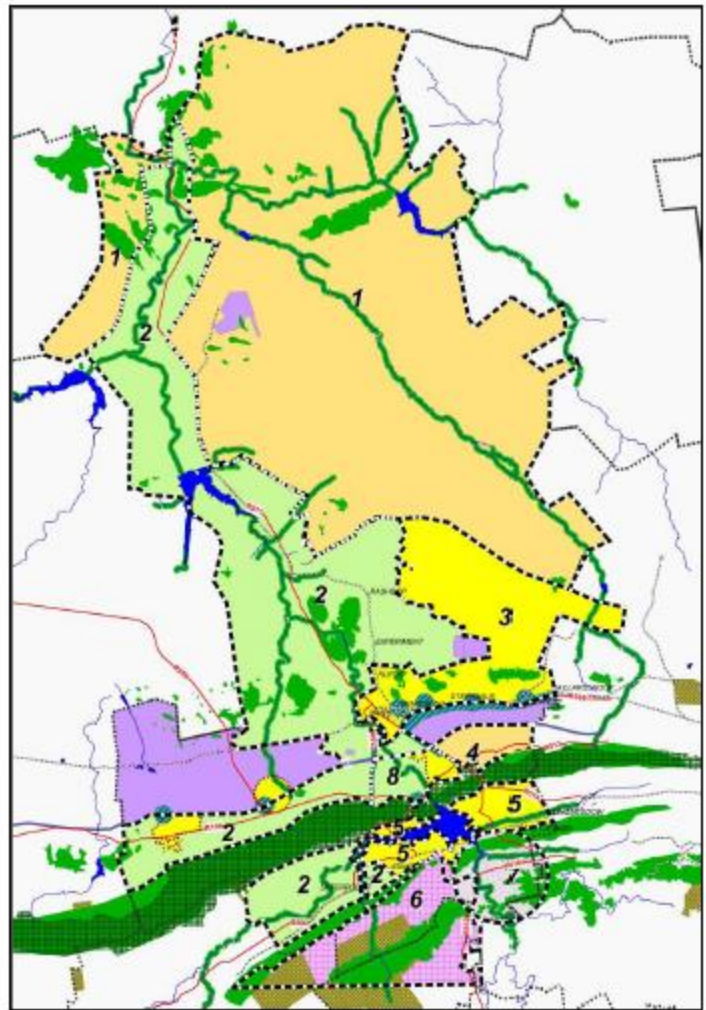


Figure 20: Subdivision Zones

## 12.2. CBD Regeneration Plan

### Implementation Programme

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
<b>1. GREENING AND BEAUTIFYING</b>						
1 a.	Hendrik Verwoerd Street	Cutting of the grass along the road island	Hendrik Verwoerd Street	• Madibeng LM, SANRAL	R 700 000.00 per annum	Short-term
1 b.		Landscaping/Planting of flowers and shrubs along road island	Hendrik Verwoerd Street	• Madibeng LM, SANRAL, EPWP	R 500 000.00	Short-term
1 c.		Design and construction of a 'Welcome to Brits' sign	Hendrik Verwoerd Street	• Madibeng LM, SANRAL, EPWP	R 100 000.00	Short-term
1 d.	Murray Road	Greening of Murray Road Island	Murray Road	• Madibeng LM	R 150 000.00	Medium-term
	Tom Street	Greening of Tom Street	Tom Street	• Madibeng LM	R 400 000.00	Short-term

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
<b>2. BUILT FORM</b>						
2 a.	Hendrik Verwoerd Street	Pedestrian crossing outside of the Brits Mall	Hendrik Verwoerd Street	• SANRAL	R 300 000.00	Medium-term
2 b.	Murray Road	Widening walkway by eliminating 1 lane of road way on either side	Murray Road	• Madibeng LM	R 400 000.00	Medium-term
2 c.		Formalising Trader Stalls and providing a formal structure	Murray Road	• Madibeng LM	R 750 000.00	Short-term
2 d.		Insertion of street furniture along the sidewalk (benches, bins, etc)	Murray Road	• Madibeng LM	R 300 000.00	Short-term
2 e.		Construction of Murray Road Island	Murray Road	• Madibeng LM	R 3 000 000.00	Medium-term
2 f.		Provision of angled parking on either side	Murray Road	• Madibeng LM	R 200 000.00	Short-term
2 g.	Tom Street	Development of open space outside Home Affairs with the inclusion of street furniture and formalised trader stalls	Tom Street	• Madibeng LM	R 2000 000.00	Medium-term
2 h.		Widening of pedestrian paving to 6 m with allowing for isolated parallel parking bays and loading zones	Tom Street		R 800 000.00	Short-term
2 j.	CBD Streets	Upgrade to the CBD road network on various streets to include Resurfacing, Road markings and signage	Various	• Madibeng LM	R 20 000 000.00	Short-term
		City Improvement District			R	Short-term
	CCTV Surveillance	CCTV Cameras	Tom Street	• Madibeng LM	R 100 000.00	Short-term
			Murray Ave	• Madibeng LM	R 150 000.00	Short-term
			Spoorweg Street	• Madibeng LM	R 200 000.00	Medium-term
2 p.	Security	Security Personnel	Tom Street	• Madibeng LM	R30 000.00 per month	Short-term
			Murray Ave	• Madibeng LM	R30 000.00 per month	Short-term
			Spoorweg Street	• Madibeng LM	R30 000.00 per month	Short-term

<b>3. ACCESSIBILITY, TRANSPORT AND INTEGRATION</b>						
3 a.	Spoorweg Road	Provision of a one-way double lane road on portion of Spoorweg Road	Spoorweg Road	• Madibeng LM	R 1 000 000.00	Short-term
3 b.	De Wits Ave	Provision of a one-way double lane road on portion of De Wits Ave	De Wits Ave	• Madibeng LM	R 1 000 000.00	Short-term
3 c.	De Wits Ave	Formalisation of the existing Taxi Rank – loading and off-loading, shelters, road markings, slip lanes, lighting, signage, inter alia	De Wits Ave	• Madibeng LM	R 5 000 000.00	Short-term
3 d.	Reitz Road	Provision of a one-way double lane road on portion of Reitz Road	Reitz Road	• Madibeng LM	R 1 000 000.00	Short-term
3 e.	Maclean Road	Provision of a one-way double lane road on portion of Maclean Road	Maclean Road	• Madibeng LM	R 1 000 000.00	Medium-term

3 f	Tom Street	Provision of Road/Rail grade separated crossing	Tom Street	• Madibeng LM	R 60 000 000.00	Medium-term
		Provision of bridge from R511 into Tom Street	Tom Street	• SANRAL/ Madibeng LM	R 50 000 000.00	Long-term
		Provision of off-street multi story car park	Tom Street	• Madibeng LM	R 10 000 000.00	Medium-term
		Obtaining air rights over railway crossing	Spoorweg to Tom Street		R 100 000.00	Medium-term
3 j	Proposed retail facilities for overpass			• Private Sector	R 5 000 000.00	Medium-term

### Madibeng Local Municipality Master Systems Plan (Msp) 2019 to 2022

Project	Business Div	Requirements and Impact	Priority Level	2019/2020	Cost Rand	2020/2021	Cost Rand	2021/2022	Cost Rand
Document the ICT Steering Committee Terms of Reference	ICT	Compliance to the DPSA ICT Governance Framework requirements	High	July to Aug	Included in SLA cost with Sizwe IT				
Appoint the Steering ICT Committee	ICT	Appointment of the ICT Steering Committee members to ensure that all ICT & related matters are discussed at the committee level by representatives of the business and ICT	High	Sept	Nil				
Renew Microsoft License Agreement & Premier Support	ICT	The Microsoft License Agreement is renewed after three years.	Medium	June to August	.	Jan to March	R3m	Jan to March	R4m
Networks optimisation	ICT	Replacement and installation of network cables and connect all Municipal sites.	High	1 July to 30 June	R8m	1 July to 30 June	R8m	1 July to 30 June	R8m
Disaster Recovery & Business Continuity Site	ICT	Develop a Backup and Disaster site for the Municipal data and systems.	High	1 July to 30 June	R8m	1 July to 30 June	R8m	1 July to 30 June	R8m
Optimise the use of Microsoft Technologies	ICT	Implementation of the System Center Configuration Manager	High	July to Dec.	R2m				
		Develop a Data Warehouse and a Reporting Tool. -Incorporate a Performance Management function in the Reporting Tool. -Performance Management function will assist with a real-time performance dashboard that will provide an updated consolidated view of how the Municipality strategic, operational and shared Key Performance Indicators are performing. The dashboard will visualize the status of the key performance indicators (KPIs) have been defined by the Municipality for different business divisions.	High	Jan to June	R3m				
Software upgrade	ICT	Upgrade all old software for all critical applications, including System Center Operations Manager (SCOM).	High	Jan to March	R3m	Jan to March	R4m		
Project Management Office	ICT	Centralise all ICT Projects, including existing systems.	Medium	July to Dec.	R0.5m				
Share Point Portal	ICT	Activate a Share Point Portal and optimise utilisation.	High	NIL	July to December	R1.5m			
Structure positioning	ICT	Review the ICT structure and resubmit for approval. The Structure should be reflective of the Municipality Business Requirement and Business Model. This should be closer to the expiry of the SLA with Sizwe IT	High	Jan to July	Nil				
Performance Management System	ICT	Establish a Performance Management System for all ICT personnel. This should include performance contracts, reviews and the per-	High	September	Nil				

		sonnel development plans.							
ICT personnel certification	ICT	Redeem Microsoft Training coupons for user training.	Medium	On-going	Nil	On-going	R0.2	On-going	R0.3

The following is a summary of the above Plan financial implications for the three years, 2019 to 2020. The cost includes the Service Level Agreement with Sizwe IT for managed services for three years. It also includes the payment of Microsoft License fees

No.	Years	SLA - Rand	Projects and Operational Costs Rand	TOTAL
1	2019 to 2020	28m	30m	58m
2	2020 to 2021	28m	35m	63m
3	2021 to 2020	28m	40m	68m

## Annexures

### A. Outcome indicators (To be monitored annually and reported in 5 year's time)

5 Year Targets (To be monitored annually)					Baseline (Annual Performance of 2021/22 estimated)	Medium term target for 2026/27
Ref No.	Performance indicator	Ref No. (sub)	Data element			
<b>OUTCOME INDICATORS FOR ANNUAL MONITORING</b>						
BTO.A	Percentage of expenditure against total budget				100%	100%
		BTO.A(1)	(1) Total expenditure (operating + capital) /			
		BTO.A(2)	(2) Total budget (operating + capital)			
BTO.B	Municipal budget assessed as funded (Y/N) (National)				New	Yes
		BTO.B(1)	(1) NT funded budget assessment tool outcome: Yes/No			
BTO.C	Percentage of total operating revenue to finance total debt				New	40%
		BTO.C(1)	(1) Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) /			
		BTO.C(2)	((2) Total Operating Revenue -			
		BTO.C(3)	(3) Operating Conditional Grant)			
BTO.D	Percentage change in cash backed reserves reconciliation				New	10%
		BTO.D(1)	((1) Cash backed reserves (previous year) -			
		BTO.D(2)	(2) Cash backed reserves (current year))/			
		BTO.D(1)	(1) Cash backed reserves (previous year)			
BTO.E	Percentage change in cash and cash equivalent (short term)				New	10%
		BTO.E(1)	((1) Cash and cash equivalent (Current year)-			

		<i>BTO.E(2)</i>	<i>(2) cash and cash equivalent (Previous year)/</i>		
		<i>BTO.E(2)</i>	<i>(2) cash and cash equivalent (Previous year)</i>		
BTO.F	Percentage change of unauthorised, irregular, fruitless and wasteful expenditure			New	10%
		<i>BTO.F(1)</i>	<i>((1)Irregular (previous year) +</i>		
		<i>BTO.F(2)</i>	<i>(2) Fruitless and Wasteful (previous year) +</i>		
		<i>BTO.F(3)</i>	<i>(3) Unauthorised Expenditure (previous year)) -</i>		
		<i>BTO.F(4)</i>	<i>((4) Irregular (current year) +</i>		
		<i>BTO.F(5)</i>	<i>(5) Fruitless and Wasteful (current year) +</i>		
		<i>BTO.F(6)</i>	<i>(6) Unauthorised Expenditure (current year)))/</i>		
		<i>BTO.F(1)</i>	<i>((1)Irregular (previous year) +</i>		
		<i>BTO.F(2)</i>	<i>(2) Fruitless and Wasteful (previous year) +</i>		
		<i>BTO.F(3)</i>	<i>(3) Unauthorised Expenditure (previous year)</i>		
BTO.G	Percentage of total operating expenditure on remuneration			New	30%
		<i>BTO.G(1)</i>	<i>Remuneration ((1)Employee Related Costs +</i>		
		<i>BTO.G(2)</i>	<i>(2) Councillors' Remuneration) /</i>		
		<i>BTO.G(3)</i>	<i>(3) Total Operating Expenditure</i>		
BTO.H	Percentage of total operating expenditure on contracted services			New	2%
		<i>BTO.H(1)</i>	<i>(1) Contracted Services</i>		
		<i>BTO.H(2)</i>	<i>(2) Total Operating Expenditure</i>		
BTO.I	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure			New	0%
		<i>BTO.I(1)</i>	<i>(Own funding ((1) Internally Generated Funds +</i>		
		<i>BTO.I(2)</i>	<i>(2) Borrowings (Current year)) -</i>		
		<i>BTO.I(3)</i>	<i>Own funding ((3) Internally Generated Funds +</i>		
		<i>BTO.I(4)</i>	<i>(4) Borrowings (previous year)) /</i>		
		<i>BTO.I(3)</i>	<i>Own funding ((3) Internally Generated Funds +</i>		
		<i>BTO.I(4)</i>	<i>(4) Borrowings (previous year)</i>		
BTO.J	Percentage change of renewal/upgrading of existing Assets			New	5%
		<i>BTO.J(1)</i>	<i>(1) Total costs of Renewal and Upgrading of Existing Assets (current year) /</i>		
		<i>BTO.J(2)</i>	<i>(2) Total costs of Renewal and Upgrading of Existing Assets (previous year)</i>		
BTO.K	Percentage change of repairs and maintenance of existing infrastructure			New	70%



		<i>BTO.K(1)</i>	<i>(1) Repairs and maintenance expenditure (current year) /</i>		
		<i>BTO.K(2)</i>	<i>(2) Repairs and maintenance expenditure (previous year)</i>		
BTO.L	Percentage change in Gross Consumer Debtors' (Current and Non-current)			New	70%
		<i>BTO.L(1)</i>	<i>(1) Gross consumer debtors (previous year) /</i>		
		<i>BTO.L(2)</i>	<i>(2) gross consumer debtors (current year)</i>		
BTO.M	Percentage of Revenue Growth excluding capital grants			New	120%
		<i>BTO.M(1)</i>	<i>(1) Total Revenue Excluding Capital Grants (current year) /</i>		
		<i>BTO.M(2)</i>	<i>(2) Total Revenue Excluding Capital Grants(previous year)</i>		
BTO.N	Percentage of net operating surplus margin			New	25%
		<i>BTO.N(1)</i>	<i>(1)Total Operating Revenue /</i>		
		<i>BTO.N(2)</i>	<i>(2)Total Operating Expenditure</i>		
CSS.A	Top Management Stability			New	100%
		<i>CSS.A(1)</i>	<i>(1)Total sum of standard working days, in the reporting period, that each S56 and S57 post was occupied by a fully appointed official (not suspended or vacant) with a valid signed contract and performance agreement /</i>		
		<i>CSS.A(2)</i>	<i>(2) Aggregate working days for all S56 and S57 posts</i>		
OMM.A	Audit Opinion			Disclaimer of Opinion	Unqualified with material adjustments
		<i>OMM.A(1)</i>	<i>(1) Audit opinion (as defined by the Office of the Auditor-General across a qualitative scale)</i>		
OMM.B	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)			100%	100%
		<i>OMM.B(1)</i>	<i>(1) Functional ward committees /</i>		
		<i>OMM.B(2)</i>	<i>(2) Total number of wards</i>		
OMM.C	Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)			100%	100%
		<i>OMM.C(1)</i>	<i>((1) Sum of the total number of recognised traditional and Khoi-San leaders in attendance at municipal council proceedings /</i>		
		<i>OMM.C(2)</i>	<i>((2) The total number of recognised traditional and Khoi-San leaders within the municipality *</i>		
		<i>OMM.C(3)</i>	<i>(3) Total number of Council meetings))</i>		

OMM.D	Percentage of councillors attending council meetings		New	100%
	OMM.D(1)	((1) The sum total of all councillor attendance of all council meetings /		
	OMM.D(2)	((2) The total number of council meetings *		
	OMM.D(3)	(3) The total number of council members in the municipality))		
PSFFM.A	Percentage utilisation rate of community halls		New	60%
	PSFFM.A(1)	(1) Sum of hours booked across all community halls in the period of assessment /		
	PSFFM.A(2)	(2) Sum of available hours for all community halls in the period of assessment		
CD.A	Average number of library visits per library		18710	29967
	CD.A(1)	(1) Total number of library visits /		
	CD.A(2)	(2) Count of municipal libraries		
CD.B	Percentage of municipal cemetery plots available		New	100%
	CD.B(1)	(1) Number of available municipal burial plots in active municipal cemeteries /		
	CD.B(2)	(2) Total capacity of all burial plots in active municipal cemeteries		
ITS.A	Percentage total electricity losses		New	10%
	ITS.A(1)	((1) Electricity Purchases in kWh -		
	ITS.A(2)	(2) Electricity Sales in kWh) /		
	ITS.A(1)	(1) Electricity Purchases in kWh)		
ITS.B	Number (in cubic metres) of potholes reported and repaired per 10kms of municipal road network		New	30000
	ITS.B(1)	(1) Number of potholes reported and repaired/		
	ITS.B(2)	(2) Kilometres of surfaced municipal road network		
ITS.C	Frequency of sewer blockages per 100 KMs of pipeline		110	68
	ITS.C(1)	(1) Number of blockages in sewers that occurred /		
	ITS.C(2)	(2) Total sewer length in KMs / 100		
ITS.D	Frequency of water mains failures per 100 KMs of pipeline		126	78
	ITS.D(1)	(1) Number of water mains failures (including failures of valves and fittings) /		
	ITS.D(2)	(2) Total mains length (water) in KMs / 100		
ITS.E	Frequency of unplanned water service interruptions		New	10%
	ITS.E(1)	(1) Number of unplanned water service interruptions /		
	ITS.E(2)	(2) Total number of water service connections / 1000		
ITS.F	Percentage of drinking water samples complying to SANS241		93%	100%

		<i>ITS.F(1)</i>	<i>(1) Number of water sample tests that complied with SANS 241 requirements /</i>		
		<i>ITS.F(2)</i>	<i>(2) Total number of water samples tested</i>		
ITS.G	Percentage of wastewater samples compliant to water use license conditions			50%	90%
		<i>ITS.G(1)</i>	<i>(1) Number of wastewater samples tested per determinant that meet compliance to specified water use license requirements /</i>		
		<i>ITS.G(2)</i>	<i>(2) Total wastewater samples tested for all determinants over the municipal financial year</i>		
ITS.H	Percentage non-revenue water			New	10%
		<i>ITS.H(1)</i>	<i>((1)Number of Kilolitres Water Purchased or Purified -</i>		
		<i>ITS.H(2)</i>	<i>(2)Number of Kilolitres Water Sold) /</i>		
		<i>ITS.H(1)</i>	<i>(1)Number of Kilolitres Water Purchased or Purified</i>		
ITS.I	Total water losses			New	10%
		<i>ITS.I(1)</i>	<i>((1) System input volume -</i>		
		<i>ITS.I(2)</i>	<i>(2) Authorised consumption volume) in m<sup>3</sup> * 1000)</i>		
		<i>ITS.I(3)</i>	<i>(3) Number of service connections * 365</i>		

**B. Compliance indicators** *(To be reported quarterly and annually)*

Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2021/22 estimated)
<b>QUARTERLY COMPLIANCE INDICATORS</b>			
C1 (CSS)	Number of signed performance agreements by the MM and section 56 managers:	<i>(1) Simple count of number of signed performance agreements</i>	New
C2 (CSS)	Number of Executive Committee or Mayoral Executive meetings held	<i>(1) Simple count of the number of Exco or Mayoral committee meetings held</i>	New
C3 (CSS)	Number of Council portfolio committee meetings held	<i>(1) Simple count of the number of Council portfolio committee meetings held</i>	New
C4 (OMM)	Number of MPAC meetings held	<i>(1) Simple count of the number of MPAC meetings held</i>	New
C6 (OMM)	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	<i>(1) Simple count of the number of formal (minuted) meetings between the Mayor, Speaker, and MM were held</i>	New
C7 (CSS)	Number of formal (minuted) meetings - to which all senior managers were invited- held	<i>(1) Simple count of the number of formal (minuted) meetings to which all senior managers were invited</i>	New
C8 (OMM)	Number of councillors completed training	<i>(1) Simple count of the number of councillors that have received training</i>	New
C9 (CSS)	Number of municipal officials completed training	<i>(1) Simple count of the number of municipal officials that have received training</i>	New
C10 (OMM)	Number of work stoppages occurring	<i>(1) Simple count of number of work stoppages</i>	New
C11 (CSS)	Number of litigation cases instituted by the municipality	<i>(1) Simple count of litigation cases initiated by the municipality</i>	New
C12 (CSS)	Number of litigation cases instituted against the municipality	<i>(1) Simple count of the number of cases of disputes initiated against the municipality</i>	New

C13 (OMM)	Number of forensic investigations instituted	<i>(1) Simple count of the number of forensic investigations instituted by the municipality</i>	New
C14 (OMM)	Number of forensic investigations conducted	<i>(1) Simple count of the number of forensic investigations instituted by the municipality</i>	New
C15 (CSS)	Number of days of sick leave taken by employees	<i>(1) Sum of the number of days of sick leave taken by each municipal employee</i>	New
C16 (CSS)	Number of permanent employees employed	<i>(1) Simple count of the number of permanent employees</i>	New
C17 (CSS)	Number of temporary employees employed	<i>(1) Simple count of the number of temporary employees</i>	New
C18 (CD)	Number of approved demonstrations in the municipal area	<i>(1) Simple count of the number of approved demonstrations in the municipal area</i>	New
C19 (OMM)	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings	<i>(1) Sum of the number of traditional leaders in attendance at each council meeting held</i>	New
C20 (CSS)	Number of permanent environmental health practitioners employed by the municipality	<i>(1) Simple count of the number of permanent environmental health practitioners employed by the municipality</i>	New
C22 (CSS)	Number of Council meetings held	<i>(1) Simple count of the number of Council meetings held</i>	New
C23 (OMM)	Number of disciplinary cases for misconduct relating to fraud and corruption	<i>(1) Simple count of the number of disciplinary cases for misconduct related to fraud and corruption</i>	New
C24 (CSS)	Number of council meetings disrupted	<i>(1) Simple count of all Council meetings where a disruption occurred</i>	New
C25 (CD)	Number of protests reported	<i>(1) Simple count of all unauthorised protest incidents reported</i>	New
C26 (BTO)	R-value of all tenders awarded	<i>(1) Sum of the R-value of all tenders awarded by a municipality</i>	New
C27 (BTO)	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	<i>(1) Simple count of the number of tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations</i>	New
C28 (BTO)	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	<i>(1) Sum of the R-value of all tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations</i>	New
C29 (HSP)	Number of approved applications for rezoning a property for commercial purposes	<i>(1) Simple count of the number of applications for rezoning a property for commercial purposes approved</i>	New
C30 (LED)	Number of business licenses approved	<i>(1) Simple count of the number of business licenses approved</i>	New
C32 (CSS)	Number of positions filled with regard to municipal infrastructure	<i>(1) Simple count of the number of municipal infrastructure positions filled</i>	New

C33 (BTO)	Number of tenders over R200 000 awarded	<i>(1) Simple count of the number of tenders over R200 000 awarded</i>	New
C34 (CSS)	Number of months the Municipal Managers' position has been filled (not Acting)	<i>(1) Simple count of the number of continuous months the Municipal Managers' position has been filled (not Acting)</i>	New
C35 (CSS)	Number of months the Chief Financial Officers' position has been filled (not Acting)	<i>(1) Simple count of the number of months the Chief Financial Officer's position has been filled (not Acting)</i>	New
C36 (CSS)	Number of vacant posts of senior managers	<i>(1) Simple count of the number of vacant posts for senior managers</i>	New
C38 (CSS)	Number of filled posts in the treasury and budget office	<i>(1) Simple count of the number of filled posts in the treasury and budget office</i>	New
C40 (CSS)	Number of filled posts in the development and planning department	<i>(1) Simple count of the number of filled posts in the treasury and budget office</i>	New
C42 (CSS)	Number of registered engineers employed in approved posts	<i>(1) Simple count of the number of registered engineers employed in approved posts</i>	New
C43 (CSS)	Number of engineers employed in approved posts	<i>(1) Simple count of the number of engineers employed in approved posts</i>	New
C44 (CSS)	Number of disciplinary cases in the municipality	<i>(1) Simple count of the number of disciplinary cases</i>	New
C45 (OMM)	Number of finalised disciplinary cases	<i>(1) Simple count of the number of finalised disciplinary cases</i>	New
C47 (CSS)	Number of waste management posts filled	<i>(1) Simple count of the number of filled waste management posts</i>	New
C49 (CSS)	Number of electricians employed in approved posts	<i>(1) Simple count of the number of electricians employed in approved posts</i>	New
C51 (CSS)	Number of filled water and wastewater management posts	<i>(1) Simple count of the number of filled water and wastewater management posts</i>	New
C56 (ITS)	Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)	<i>(1) Simple count of the number of customers provided with alternative energy supply within the municipal area</i>	New
C57 (ITS)	Number of registered electricity consumers with a mini grid-based system in the municipal service area	<i>(1) Simple count of the number of registered consumers with a connection to a mini grid-based system, in a municipal service area</i>	New
C58 (ITS)	Total non-technical electricity losses in MWh (estimate)	<i>(1) The amount of non-technical electricity loss (in kWh) in a municipal service area</i>	New
C59 (ITS)	Number of municipal buildings that consume renewable energy	<i>(1) Simple count of the number of municipal buildings that generate their own renewable energy or are supplied by embedded generation.</i>	New
C61 (ITS)	Total number of chemical toilets in operation	<i>(1) Simple count of the total number of chemical toilets in operation within a municipal service area</i>	New

C63 (ITS)	Total volume of water delivered by water trucks	<i>(1) Sum of the volume of water (in kilolitres) delivered by water truck within the municipal area</i>	New
C67 (PSFFM)	Number of paid full-time firefighters employed by the municipality	<i>(1) Simple count of the number of paid full-time firefighters employed by the municipality</i>	New
C68 (PSFFM)	Number of part-time and firefighter reservists in the service of the municipality	<i>(1) Simple count of the number of part-time firefighters and firefighter reservists in the municipality</i>	New
C69 (PSFFM)	Number of 'displaced persons' to whom the municipality delivered assistance	<i>(1) Simple count of the number of displaced persons to whom the municipality delivered assistance</i>	New
C71 (BTO)	Number of procurement processes where disputes were raised	<i>(1) Simple count of the number of procurement processes where disputes were raised</i>	New
C73 (PSFFM)	Number of structural fires occurring in informal settlements	<i>(1) Simple count of the number of fire incidents occurring in informal settlement affecting structures in that area</i>	New
C74 (PSFFM)	Number of dwellings in informal settlements affected by structural fires (estimate)	<i>(1) Estimated number of dwellings occurring in informal settlement affected by structural fires</i>	New
C76 (LED)	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	<i>(1) Simple count of the number of SMMEs and informal businesses registered for municipal digitisation support programmes within the municipal area</i>	New
C77 (BTO)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	<i>(1) Total R-value of B-BBEE Procurement Spend on suppliers that are at least 51% black owned based</i>	New
C78 (BTO)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	<i>(1) Total R-value of B-BBEE Procurement Spend on suppliers that are at least 30% black women owned</i>	New
C79 (BTO)	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	<i>(1) Total R-value of B-BBEE Procurement Spend on all suppliers</i>	New
C86 (BTO)	Number of households in the municipal area registered as indigent	<i>(1) Simple count of the number households on the municipality's indigent register at the time of reporting.</i>	New
C89 (OMM)	Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum	<i>(1) Simple count of the number of ExCo or Mayoral committee meetings that were postponed for lack of quorum</i>	New
C92 (CSS)	Number of agenda items deferred to the next council meeting	<i>(1) Sum total number of all council agenda items deferred to the next meeting</i>	New
C93 (BTO)	Number of awards made in terms of SCM Reg 32	<i>(1) Simple count of the number of awards made by means of "piggy back" contracts in terms of MFMA SCM Reg 32 which refers to procurement of goods and services secured by other organs of state.</i>	New

C94 (BTO)	Number of requests approved for deviation from approved procurement plan	<i>(1) Simple count of the number of requests approved for deviation from the municipality's approved procurement plan.</i>	New
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Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2021/22 estimated)
<b>ANNUAL COMPLIANCE INDICATORS</b>			
C5 (OMM)	Number of recognised traditional leaders within your municipal boundary	<i>(1) Simple count of the number of recognised traditional leaders within a municipal boundary</i>	New
C21 (CD)	Number of approved environmental health practitioner posts in the municipality	<i>(1) Simple count of the number of permanent environmental health practitioner posts in the municipality</i>	New
C31 (CSS)	Number of approved posts in the municipality with regard to municipal infrastructure	<i>(1) Simple count of the number of approved posts in the municipality with regard to municipal infrastructure</i>	New
C37 (CSS)	Number of approved posts in the treasury and budget office	<i>(1) Simple count of the number of approved post in the treasury and budget office</i>	New
C39 (CSS)	Number of approved posts in the development and planning department	<i>(1) Simple count of the number of approved post in the development and planning department</i>	New
C41 (CSS)	Number of approved engineer posts in the municipality	<i>(1) Simple count of the number of approved engineer posts</i>	New
C46 (CSS)	Number of approved waste management posts in the municipality	<i>(1) Simple count of the number of approved waste management posts in the municipality</i>	New
C48 (CSS)	Number of approved electrician posts in the municipality	<i>(1) Simple count of the number of approved electrician posts in the municipality</i>	New
C50 (CSS)	Number of approved water and wastewater management posts in the municipality	<i>(1) Simple count of the number of approved water and wastewater management posts in the municipality</i>	New
C52 (CD)	Number of maintained sports fields and facilities	<i>(1) Simple count of the number of sports fields or facilities maintained by the municipality</i>	New



C53 (CD)	Square meters of maintained public outdoor recreation space	(1) Sum of the total land area (in square meters) of public outdoor recreation space maintained by the municipality, in the reporting period	New
C54 (PSFFM)	Number of municipality-owned community halls	(1) Simple count of the number of community halls owned by the municipality, in the reporting period	New
C60(ITS)	Total number of sewer connections	(1) Simple count of the total number of sewer connections within the municipal area	New
C62 (ITS)	Total number of Ventilation Improved Pit Toilets (VIPs)	(1) Simple count of the total number of VIPs within a municipal service area	New
C95 (BTO)	Number of residential properties in the billing system	(1) Simple count of the number of residential properties in the billing system	New
C96 (BTO)	Number of non-residential properties in the billing system	(1) Simple count of the number of non-residential properties in the billing system	New
C97 (BTO)	Number of properties in the valuation roll	(1) Simple count of the properties on the official municipal valuation roll	New

### C. District Development Model (DDM) High Impact Projects

DDM High Impact Projects										
No	Project Name	Project Objective	Lead	Total Budget Required	Budget Committed			Duration of Project	Local Municipality	Focus Area
					2021/22	2022/23	2023/24			
1	Development of Klipvoor dam as a Bulk Water Scheme	Provision of water supply	BPDM	3,5 billion	-	-	-	3 years	Moretele and Madibeng Local Municipality	1
2	Replacement of aged water infrastructure	Reduce interruption of services and increased water quality	BPDM	200 million	-	-	-	Over 3 years	All municipalities	1
3	Upgrading of Brits water treatment works	Provision of water supply	BPDM	300 million	-	-	-	Over 3 years	Madibeng Local Municipality	3
4	Waste to energy	Provision of electricity	BPDM	13 billion	-	-	-	Over 3 years	All municipalities	2
<b>Additional Projects</b>										

No	Project Name	Project Objective	Lead	Total Budget Required	Budget Committed			Duration of Project	Local Municipality	Focus Area
					2021/22	2022/23	2023/24			
1	Smart City Project	Promote economic growth and improving quality of life	BPDM	3 billion	-	-	-	3 years	Madibeng Local Municipality	2
2	Upgrading of waste water treatment works district wide	To increase the capacity of the current systems	BPDM	2 billion	-	-	-	2 years	All municipalities	1
3	Renovations of schools	To ensure safe and conducive learning environment	BPDM	1 billion	-	-	-	2 years	All municipalities	1
4	Treatment of polluted water from mining towns	To ensure provision of safe reliable water	BPDM							1
5	Road Infrastructure Programme	To unlock economic development	BPDM	1,5 billion	-	-	-	Over 3 years	All municipalities	1
6	Development of gender based violence centres	Contributes towards violence prevention, capacity building and provision of mental health services	BPDM	50 million	-	-	-	1,5 years	All municipalities	1

## D. SECTOR DEPARTMENT PLANS

### Department of Health

Project / Programme Name	Source of Funding	IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Brits Hospital Replace Chillers	Health Facility Revitalisation Grant	Stage 5: Works	Rehabilitation, Renovations & Refurbishment	3 000 000,00	9 755 349,00	5 000 000,00	-	-
Brits Hospital additional bed space ABM	Health Facility Revitalisation Grant	Packaged Programme	Upgrading and Additions	-	-	5 000 000,00	28 000 000,00	-
Brits Hospital - HT	Health Facility Revitalisation Grant	Stage 5: Works	Non-Infrastructure	16 952 804,00	6 258 789,00	4 000 000,00	-	-
Brits Hospital Staff Accommodation - HT	Health Facility Revitalisation Grant	Stage 2: Concept/ Feasibility	Non-Infrastructure	4 852 726,00	5 118 114,00	3 000 000,00	-	-

Requestion of land by North-West Department of Health in order to develop a new community health centre that would provide primary health care services to klipgat and the surrounding areas.

### Department of Arts, Culture, Sports and Recreation

Project / Programme Name	Source of Funding	IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Lethabong Community Library	Community Library Service Grant	Stage 5: Works	New or Replaced Infrastructure	15 875 000,00	17 748 000,00	1 000 000,00	-	-

## Department of Education

Project / Programme Name	Source of Funding	IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Rekgonne - Bapo Special	Education Infrastructure Grant	Stage 2: Concept/ Feasibility	New or Replaced Infrastructure	83 000 000,00	30 048 540,00	20 000 000,00	30 000 000,00	31 200 000,00
Kgabalatsane Primary	Education Infrastructure Grant	Stage 5: Works	New or Replaced Infrastructure	24 000 000,00	55 541 550,00	2 000 000,00	-	-
NEW CENTRAL PRIMARY SCHOOL	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	New or Replaced Infrastructure	50 000 000,00	-	-	5 000 000,00	5 200 000,00
NEW DE KROON PRIMARY SCHOOL	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	New or Replaced Infrastructure	50 000 000,00	-	-	5 000 000,00	5 200 000,00
NEW ENNIS THABONG PRIMARY SCHOOL	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	New or Replaced Infrastructure	50 000 000,00	775 167,00	-	5 000 000,00	5 200 000,00
NEW HAARTBEESPOORT ENGLISH SCHOOL	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	New or Replaced Infrastructure	50 000 000,00	-	-	5 000 000,00	5 200 000,00
HAARTBEESPOORT ENGLISH SECONDARY SCHOOL	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	New or Replaced Infrastructure	50 000 000,00	-	-	5 000 000,00	5 200 000,00
NEW MICHA VIEW001	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	New or Replaced Infrastructure	50 000 000,00	-	-	5 000 000,00	5 200 000,00

SPOORT ENGLISH SECONDARY SCHOOL 001	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	New or Replaced Infrastructure	5 000 000,00	-	-	-	-
REKGONNE BAPO SECONDARY SCHOOL	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	New or Replaced Infrastructure	2 000 000,00	-	3 000 000,00	-	-
GOAKGANYA PRIMARY SCHOOL	Education Infrastructure Grant	Stage 2: Concept/ Feasibility	Rehabilitation, Renovations & Refurbishment	20 000 000,00	-	14 400 000,00	-	-
CENTRAL SECONDARY SCHOOL	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	Upgrading and Additions	20 000 000,00	-	-	2 000 000,00	2 080 000,00
WAGPOS TECHNICAL SCHOOL	Education Infrastructure Grant	Stage 5: Works	Upgrading and Additions	6 000 000,00	3 249 858,00	20 000 000,00	10 000 000,00	10 400 000,00
IB DAMONS	Education Infrastructure Grant	Stage 6: Handover	Upgrading and Additions	14 295 000,00	-	-	9 000 000,00	9 360 000,00
ONTLAMETSE PHALATSE PRIMARY	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	Upgrading and Additions	30 000 000,00	-	9 600 000,00	3 000 000,00	3 120 000,00
Maruatona Dikobe Secondary	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	Upgrading and Additions	7 500 000,00	304 956,00	-	3 000 000,00	3 120 000,00
Khulusa Primary	Education Infrastructure Grant	Stage 1: Initiation/ Pre-feasibility	Upgrading and Additions	1 000 000,00	1 422 000,00	-	-	-
Lethabong Primary	Education Infrastructure Grant	Stage 5: Works	Upgrading and Additions	2 800 000,00	-	-	2 800 000,00	2 912 000,00

## Department of Public Works

Project / Programme Name	Source of Funding	IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Day to Day Maintenance of all Government Facilities in Madibeng	Equitable Share	Stage 5: Works	Maintenance and Repairs	1 780 000,00	239 447,00	600 000,00	600 000,00	600 000,00
Brits DPWR Service point Roads and Workshops	Equitable Share	Stage 4: Design Documentation	Maintenance and Repairs	3 000 000,00	-	-	-	-
Standby Generator at Brits Sub-District Office	Equitable Share	Stage 1: Initiation/ Pre-feasibility	Upgrading and Additions	1 000 000,00	-	1 000 000,00	-	-
High Mast Lights at Brits Sub-District Office	Equitable Share	Stage 5: Works	Upgrading and Additions	750 000,00	-	-	-	-
Installation of Steel Elevated Tank at Brits Sub-District Office	Equitable Share	Stage 1: Initiation/ Pre-feasibility	Upgrading and Additions	750 000,00	-	750 000,00	-	-
Installation of Steel Elevated Tank at Brits Sub-District Office	Equitable Share	Stage 1: Initiation/ Pre-feasibility	Upgrading and Additions	750 000,00	-	-	-	-

## Department of Roads

Project / Programme Name	Source of Funding	IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Patch and reseal of road D521 from road	Provincial Roads Maintenance Grant	Stage 5: Works	Maintenance and Repairs	11 000 000,00	15 151 217,00	23 000 000,00	5 750 000,00	-

P51/1 in Segwaelane to Wonderkop								
Special Maintenance of road D109 (Bethanie) from P511 to R511 in Brits	Provincial Roads Maintenance Grant	Stage 1: Initiation/ Pre-feasibility	Maintenance and Repairs	47 500 000,00	-	18 650 000,00	4 663 000,00	2 500 000,00
Pothole patching and reseal of Road P2/4 from P250/1 to P249/1 (DamDorin across damwall) approximately 5.5 km	Provincial Roads Maintenance Grant	Stage 1: Initiation/ Pre-feasibility	Maintenance and Repairs	55 000 000,00	-	-	-	-
Special maintenance of Road P2/4 ( R104) from majakaneng to harbeespoort	Provincial Roads Maintenance Grant	Stage 1: Initiation/ Pre-feasibility	Maintenance and Repairs	75 000 000,00	-	25 000 000,00	6 250 000,00	20 999 400,00
Pothole patching and reseal of road D980(K8) between Brits and Rosslyn including intersection improvement at road D2726 in Ga-Rankua for approximately 21km (Safety improvement)	Provincial Roads Maintenance Grant	Stage 1: Initiation/ Pre-feasibility	Maintenance and Repairs	12 500 000,00	-	10 000 000,00	2 500 000,00	-
Rehabilitation of Road D1263 from Brits to Sonop	Provincial Roads Maintenance Grant	Stage 5: Works	Rehabilitation, Renovations & Refurbishment	109 000 000,00	136 496 267,00	10 000 000,00	-	-
Rehabilitation of road P31/1 from Gauteng border to P123/1 approximately 22km	Provincial Roads Maintenance Grant	Stage 3: Design Development	Rehabilitation, Renovations & Refurbishment	80 000 000,00	16 818 845,00	30 941 000,00	100 000 000,00	60 000 000,00
Sectional Patch & Rehabilitation of road P63/1 from Maboloka to Fafung	Provincial Roads Maintenance Grant	Stage 1: Initiation/ Pre-feasibility	Maintenance and Repairs	31 250 000,00	-	25 000 000,00	6 250 000,00	-

Upgrading from gravel to surface standard(tar) of road D1325 from Buffelspoort to Tlapa through Marikana and road P2/4 to D314 and road P51/1	Equitable Share	Stage 3: Design Development	Upgrading and Additions	110 000 000,00	9 122 000,00	-	20 000 000,00	16 500 000,00
Upgrading of road P66/1(Kgomo kgomo to P65/1) and D614/Z614(P65/1 to Lebotlwane to Tlholwe) and road Z619 from Tlholwe to Ha-gabedi) and road D639 from Moretele via Ha-gabedi . Phase2	Equitable Share	Stage 5: Works	Upgrading and Additions	53 009 624,00	48 383 439,00	5 000 000,00	-	-
Upgrading from gravel to surface standrd of road P66/1 (Kgomo-Kgomo to P65/1) and road D614/Z614(P65/1 to Lebotlwane to Tlholwe) and road Z619 fro Tlholwe to Gahabedi and D6309 Moretele to Ga habedi Phase 3 of 10KM	Equitable Share	Stage 5: Works	Upgrading and Additions	76 688 330,00	886 046,00	20 000 000,00	2 250 000,00	-

### Department of Social Development

Project / Programme Name	Source of Funding	IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Reamogetswe Child & Youth Care Centre Maintenance	Equitable Share	Stage 4: Design Documentation	Maintenance and Repairs	1 250 000,00	2 879 516,00	550 000,00	1 575 000,00	1 575 000,00



Sonop Old Age Home Maintenance	Equitable Share	Stage 4: Design Documentation	Maintenance and Repairs	1 500 000,00	3 704 694,00	600 000,00	500 000,00	500 000,00
Reamogetswe Child & youth Care Center	Equitable Share	Stage 4: Design Documentation	Upgrading and Additions	4 710 000,00	2 071 608,00	1 014 000,00	1 000 000,00	2 000 000,00
Lethabong CCC Maintenance	Equitable Share	Stage 4: Design Documentation	Maintenance and Repairs	700 000,00	622 145,00	200 000,00	400 000,00	400 000,00
Sonop Old Age Home	Equitable Share	Stage 3: Design Development	Upgrading and Additions	11 693 000,00	442 103,00	4 000 000,00	2 000 000,00	3 000 000,00

### Department of Human Settlement

Project / Programme Name	Source of Funding	IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Madibeng, Letlhabile Php, 61 & Rectification 5 - Phase 1	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	8 661 963,00	-	269 416,00	-	-
2016/17 Madibeng Lethabile Block G/f/e/c - 409 Units Majakaneng	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	51 398 212,00	-	4 041 240,00	2 694 160,00	4 041 240,00
2016/17 Madibeng Villages Phase 1	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	14 774 000,00	-	1 600 764,00	1 333 970,00	-
Madibeng District Mun Mmakau Khethwayo 300 Phase 1	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	37 854 689,00	-	666 985,00	666 985,00	2 667 940,00
Madibeng Villages Phase 4 Phase 1	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	3 000 000,00	-	2 379 109,00	1 624 858,00	1 624 858,00
Madibeng Villages Phase 4	Human Settlements Development Grant	Stage 4: Design Documentation	Infrastructure Transfers - Current	3 000 000,00	-	2 239 822,00	-	-

2020/21 Madibeng Military Veterans Phase 1	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	3 000 000,00	-	-	1 390 045,00	1 390 045,00
2016/17 Madibeng Oukasie 500 Walkups	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	1 284 207,00	-	428 069,00	428 069,00	428 069,00
Madibeng Bokfontein Ext 1 & 2	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	450 000,00	-	150 000,00	150 000,00	150 000,00
2016/17 Madibeng Oukasie 500 Walkups	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	1 284 207,00	-	428 069,00	428 069,00	428 069,00
Madibeng Bokfontein Ext 1 & 2	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	450 000,00	-	150 000,00	150 000,00	150 000,00
Madibeng LM	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	67 960 313,00	-	67 960 313,00	68 366 302,00	40 400 191,00
Madibeng LM	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	117 580 120,00	-	18 754 074,00	39 661 987,00	59 164 059,00
Madibeng Local Municipality	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	117 580 120,00	-	-	-	-
Madibeng Local Municipality	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	Infrastructure Transfers - Current	19 546 100,00	-	9 671 400,00	7 717 100,00	2 157 600,00

### Title Deeds Restoration Project (TRP) Grant

Title Deeds Restoration Project by North-West Department of Local Government and Human Settlements which is intended for the eradication of the Title Deeds Restoration backlog.

## E. SOCIAL AND LABOUR PLAN

### Social and Labour Plan (SLP) for implementation 2022/23

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

#### VAMETCO BUSHVELT MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
High Mast Lights in 3 Wards (20, 21 & 35)	Rankotea, Switch-Thetele & Mothotlung	4 <sup>th</sup> Quarter 2019	3 <sup>rd</sup> Quarter 2022
Roads and Storm Water	Ward 21, Rankotea & Switch -Thetele	2 <sup>nd</sup> Quarter 2019	4 <sup>th</sup> Quarter 2022
Sports Facility (Cluster 2)	Mothotlung Ward 20	3 <sup>rd</sup> Quarter 2019	4 <sup>th</sup> Quarter 2021
Clinic and Early learning centre in Rankotea	Rankotea	2 <sup>nd</sup> Quarter 2021	4 <sup>th</sup> Quarter 2022
Sports Ground	Rankotea	3 <sup>rd</sup> Quarter 2020	2 <sup>nd</sup> Quarter 2021
50 Septic Tanks / Environloo for homesteads	Rankotea	3 <sup>rd</sup> Quarter 2021	3 <sup>rd</sup> Quarter 2022
STR-Brits Town Regeneration (Widening of Murray Avenue Road)	Brits	4 <sup>th</sup> Quarter 2019	3 <sup>rd</sup> Quarter 2022

#### NORTHAM ELAND PLATINUM MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
1. Water Supply for local communities	Damonsville Community.	2019	2024
2. Local Community Infrastructure Improvement	Mmakau, Mothotlung, and Oukasie	2019	2024
3. Brits Small Town Regeneration Project (Murray Road)	All Wards (Brits Town)	2019	2024
4. Agri-Academy and Local Economic Development (LED) project	All Wards	2019	2024

#### PPC MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
Water Supply and Storage	Beestekraal, Legonyane, Fafung, Garasai, Klipvoorstad, Valboschloot, Rooiwal, and Masebolane	2019	2023
Water Supply and Storage	Assen/ Tambotie	2019	2023
Small Town Regeneration	Brits	2019	2023

## SIBANYE MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
Regorogile Crop Farming	Sonop (Ward 40)	2013	2017
Bapong Water Reticulation and Sanitation	Bapong (Ward 25)	2013	2017
Multi-Purpose Facility	Bapong (Ward 25)	2013	2017
Paper Recycling	N/A	2013	2017
Refurbishment of Sonop Old Age Home	Sonop (ward 40)	2018	2022
Refurbishment of Sonop Clinic	Sonop (Ward 40)	2018	2022
Upgrading of Tebogo Primary	N/A	2018	2022
Upgrading of Sonop	N/A	2018	2022
Community Skills Development	All areas MLM & RLM	2018	2022

## SAMANCOR / DIKWENA MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
Mmakau Road Project	Mmakau	2017	2022
National School / Multi purpose Center		2017	2022
Housing and Living Conditions	De-Kroon informal Settlement	2017	2022
CBD Regeneration Plan	Brits Town	2017	2022
Incubation project – SMME Development	Brits Town	2017	2022
Provision of Water Boreholes		2017	2022

## EASTPLATS MINE

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
Learnerships and Bursaries	Bokfontein, De-Kroon	2018	2022
LED	Bokfontein, De-Kroon	2018	2022

**SAMANCOR MINE**

List of Projects	Wards/ Communities	Start Date/ Year	End Date/ Year
Water Infrastructure upgrade	Majakaneng	2020	2025
Clinic Upgrade	Segwaelane	2020	2025

## Conclusion

- The draft 5-year IDP was adopted by Council (**Council Resolution A.0556**) on 31 March 2022.
- The final 5-year IDP was adopted by Council (**Council Resolution A.0587**) on 31 May 2022.