

Rustenburg Local Municipality

A Smart and environmentally friendly city where all communities enjoy a high quality of life and diversity



5 YEAR IDP | 2022/2027



RUSTENBURG LOCAL MUNICIPALITY

INTERGRATED DEVELOPMENTAL PLANNING

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FOREWORD BY EXECUTIVE MAYOR

The principle of **better life for all** is a tenet of justice underpinned by the Bill of Rights, enshrined in the Constitution of the Republic of South Africa.

This tenet of justice applies across all three spheres of government, namely; local, provincial and national. In this regard, we, at the local sphere, take a cue from a strategic document that outlines the strategic path and direction of the Municipality for the prescribed five-year term, reviewed annually, that is, the **Integrated Development Plan (IDP)**.

It is an overarching organisational plan that helps us with framework for development and planning. This directive compels us to interact with communities and all relevant stakeholders, as we plan to deliver on our mandate of providing residents with essential services, namely, clean running water, electricity, sanitation and decent housing.

It is a community-based planning we have to apply, as enshrined in the local government pieces of legislation, namely; Municipal Systems Act (MSA) and Municipal Finance Management Act (MFMA). This helps us to forge lasting partnership with our communities and relevant stakeholders, which by extension makes it easier for us as the local sphere closest to the people, to fit well into newly established District Development Model (DDM).

With this multi-pronged approach, we are confident that we will then be in a much better position to meet the triple challenges of poverty, inequality and unemployment, as compounded by the emergence of COVID 19 pandemic, not only in our shores, but worldwide.

These complex challenges compel us to think out of the box and embark on the IDP formulation process in a business unusual approach.

We need to be innovative and flexible if we were to achieve our goal and objective of propelling Rustenburg into a trajectory of “A smart and environmentally friendly city where all communities enjoy high quality of life and diversity”.

I therefore, implore all political leaders from various political formations in our Council, as well as officials, to pull our resources together and synergise, thus building a resilient Municipality that will be renowned for sustainable service delivery and clean governance at the end of our five-year term that lies ahead.

Cllr Kgomoetso Shiela Mabale-Huma

Executive Mayor

Rustenburg Local Municipality

MUNICIPAL MANAGER'S OVERVIEW

The 2023/2027 five-year Integrated Development Plan (IDP) is the 5th generation plan of the Rustenburg Local Municipality which comes at a time where the administrative machinery of Local government need to be seriously refocused. While refocusing may mean different thing for different organisations, in our context is means to get the basics right to achieve our vision and ensure attainment of the basic developmental aspirations of our populace in the following areas:

- Human Settlements;
- Water and Sanitation Supply;
- Electricity Supply;
- Roads & Storm water
- Refuse Removal; and
- Local Economic Development & Job Creation

Our Inspiration to getting the basic right was fuelled by the Municipal Staffing regulation assented to in September 2021; the will of the Political leadership who came into office after November 2021 local government elections and the determination of our community to see Rustenburg as a pleasantly different city of the future. Our aspirations and perspiration in taking small yet bold steps forward will take us ahead.

We are looking forward to building the Municipality which is founded on positions that matches the core functions; rebuilding teams and supervision with adequate span of control with regards to supervisor and supervisee ratios and Personnel functions linked to adequate delegation and accurate job descriptions. For implementation of the 2022/2027 IDP these are the basic we must first get on the right path. A structure which is fit for purpose.

For purposes of achieving what we set ourselves to achieve in this 5th Generation IDP, getting the basic right will be our building block. RLM shall build on the positives as depicted in the 2020/2021 audited financial statements. Total Revenue increased by R316 million (30 June 2021) or 8.3% when compared to 2019/2020 financial year. The municipality obtained a Qualified Audit opinion. The Rustenburg Water Services Trust received an Unqualified Audit Opinion for the financial year 2020/2021 as the municipal entity. Effectively from the 1st of July 2022 all employees of the Municipality shall commit to excellence by signing performance agreement across the board.

Our quest to grow and to excel in not only inspired by internal factors but also by other developed countries around the world. Singapore for an example, has been called the 20th century's "most successful development story" and is considered a model for economic development. Its stunning economic transformation has been described as a "miracle" and have been the subject of numerous analyses by scholars and governments worldwide. Given this, it is easy to forget how improbable Singapore's chances of survival had been at the outset with no mineral resources. Goals are set to be achieved. Impactful change is possible with the Rustenburg Local Municipality.

S V MAKONA

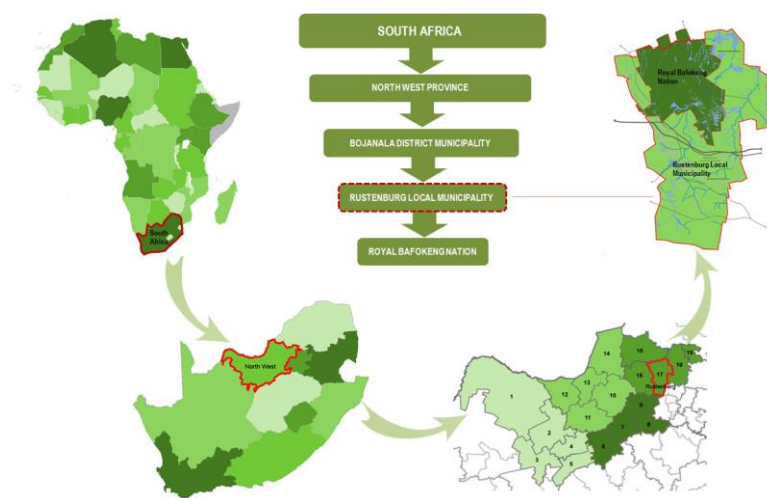
MUNICIPAL MANAGER

EXECUTIVE SUMMARY

E.1. Background and Location of Rustenburg Local Municipality (RLM) (Who are we)

E.1.1 Location and Geography

Rustenburg Local Municipality forms part of the North-West Province that further forms part of the border between South Africa and Botswana. The North-West Province consists of 4 District Municipalities and 21 Local Municipalities with a geographical area of 116,180 km². Rustenburg Local Municipality is located in Bojanala District Municipality. The total geographical area is 3,423 km². The other municipalities falling under Bojanala District Municipality are Moretele Local Municipality, Local Municipality of Madibeng, Kgetlengrivier Local Municipality and Moses Kotane Local Municipality. Within Rustenburg Local Municipality is the Royal Bafokeng Nation (RBN), the traditional tribal community of the region is a key stakeholder in RLM's future. RBN occupies over 1500 km² of land located north of RLM. Figure 2.1 shows the location hierarchy of RLM and RBN within the context of South Africa (IMP, 2014)



E.1.2 Connectivity

The Rustenburg Local Municipality is located in the eastern parts of the North-West Province and is accessible to a number of major South African urban centres. These centres include Johannesburg and Tshwane, which are located approximately 120km from Rustenburg. Smaller centres surrounding Rustenburg are Madibeng, Mogale City, Brits, Lichtenburg and Zeerust in the Ramotshere Moilwa Local Municipality. Rustenburg is linked to the above urban centres through an extensive regional road network. The most notable of these are the N4 Freeway or Platinum Corridor, which links Rustenburg to Tshwane in the east and Zeerust to the west. The R24 links Rustenburg to Pretoria to the east, Johannesburg in the south and the Pilanesberg to the north. Within the municipality:

- The Rustenburg/Sun City road R565 links Rasimone, Luka and Phokeng to Rustenburg.
- The Rustenburg/Thabazimbi road (R510) links Tlaseng, Kanana and Boitekong to Rustenburg.
- The provincial road R556 links Pilanesberg to the N4 toll road east of Marikana (IMP, 2014).

CHAPTER 1: CONTEXTUAL ANALYSIS AND OVERVIEW

INTRODUCTION TO THE 2022 – 2027 IDP

1.1 Development of the IDP

Section 25(1) of the Municipal Systems Act 32 of 2000 dictates that Each Municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- (a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality.
- (b) Aligns the resources and capacity of the municipality with the implementation of the plan.
- (c) Forms the policy framework and general basis on which annual budgets must be based.
- (d) Complies with the provisions of this chapter.
- (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

This may be a reality when provisions of section 28 and 29 of the same Act are met.

Section 28(1) reads:

Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting and review of its integrated development plan.

Section 29(1) prescribes that:

The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must:

- (a) Be in accordance with a predetermined programme specifying timeframes for the different steps.

The process plan was approved by council as per item 227 on the 26 August 2021. The activity chart with timelines as prescribed by the quoted legislation is as follows:

Time schedule and activities Table 3: IDP; Budget and PMS Process Plan

PHASE	MONTH	DATE	REFERENCE	ACTIVITY/IES	COORDINATING DEPARTMENTS
Preparation Analysis	July 2021	15	MSA57 (2)(a) (ii)	Finalization of Performance Agreements	Strategy and Planning
		26	MFMA Circular 13	Tabling of Top Layer SDBIP to Council for noting	Strategy & Planning
		30	MFMA 53 (3 (a) and (b)	Make public the SDBIP and Performance Agreements	Strategy & Planning
	August 2021	04 - 06	MSA57(4)	- 4 th quarter performance assessment (final)	Strategy & Planning

PHASE	MONTH	DATE	REFERENCE	ACTIVITY/IES	COORDINATING DEPARTMENTS
	Sept. 2021	30	MSA 28& MFMA 21(a) (b)(i)(ii)(iii)(iv)	Tabling of The IDP, Budget and PMS Process Plan to Council for approval	Strategy & Planning
		31	MSA 46	Submission of the 2020/2021 annual performance report to the office of the Auditor General	Strategy & Planning
		05-06		Stakeholder analysis with all directorates	Strategy & Planning
		12		Establish IDP/Budget Committee and confirm internal & external consultation forums (consultation itinerary)	Office of the Executive Mayor
	October 2021	15	MSA 34	IDP Rep Forum Meeting: presentation of process plan, revision of sector plans, presentation of TOP Layer SDBIP and budget related policies	Strategy & Planning
		15	MSA	Multi-stakeholders Consultation Meeting	Officer of the MM and BTO
		29 Sept. to 28 Oct	MSA 34	Public participation process: Ward consultation/community participation process through Mayoral outreach Conclude initial consultations and reviews, Establish direction and policy, Confirm priorities, Identify other financial and non-financial budget	Office of the Executive Mayor/Speaker IDP Steering Committee BTO

PHASE	MONTH	DATE	REFERENCE	ACTIVITY/IES	COORDINATING DEPARTMENTS
				parameters including government allocations to determine revenue envelope and financial outlook to identify need to review fiscal strategies (Implementation of Imbizo programme)	
		03 to 28	MSA	Continuation of the Public Participation Process	Office of the Executive Mayor/Speaker
		12 – 14	MSA	1 st quarter performance assessment	Strategy & Planning Officer of the MM
Strategies	Nov. 2021	17 – 21	MSA	Engage with Provincial and National sector departments on sector service delivery priorities for alignment with municipality development plans	Officer of the MM
		24 – 28		Working sessions on community needs and projectisation - Finalisation of the analysis phase within all sector plans - Analyse the reviewed community needs and priorities - Determine strategic objectives for service delivery and development from next three-year budget Budget document and guidelines	All Directorates BTO
				Presentation of analysis Phase to Steering committee	Officer of the MM

PHASE	MONTH	DATE	REFERENCE	ACTIVITY/IES	COORDINATING DEPARTMENTS
		09 – 11		Annual review retreat • Revision of vision and mission • Strategic Objectives • Direction to guide compilation of the budget. • Financial analysis • Factors affecting the medium term budget forecasts and the budget assumptions	Officer of the MM CFO
		14 – 16 17	MSA	Review session on identification of capital and operational projects in line with reviewed objectives and priorities Submission of revised/updated sector plans for inclusion in the IDP	All Directorates
		22		Compile and distribute budget guidelines, parameters and formats	BTO
		29		Submission of Operating Budget and Capital Estimates to the Finance and Budget Office	All Directorates
		29		Review tariffs and charges and prepare proposals of new rates	BTO
		29		Draft or review budget related policies such credit control and indigent policy, tariff policy, budget policy etc.	BTO
	Dec. 2021	01 – 09	MFMA (1)	Finalise first draft of the annual report including annual report of the entity incorporating financial	Strategy & Planning

PHASE	MONTH	DATE	REFERENCE	ACTIVITY/IES	COORDINATING DEPARTMENTS
				and non-financial information on performance, audits report and annual financial statements	
Projects Integration	January 2022	18 - 20	MSA& Municipal Planning and Performance Management Regulations	Mid- term performance review for: - Indicators and targets - Budget adjustment	Accounting Officer
		31	MFMA &MSA	Tabling of the previous year's annual report with details of corrective actions undertaken arising from the audit report	PMS Manager
		31	MSA 46 MFMA 21	Tabled mid-term performance reports to council	Executive Mayor
		31	MFMA	Consolidate and prepare proposed budget and plans for next financial years taking into account previous year performance as per audited financial statements	CFO
		28	MFMA 28	Tabling of a revised budget through adjustment budget	Accounting officer EM
			MFMA 22(b) & 24(3)	Submit table adjustment budget to provincial treasury, national treasury and other affected organs of state	Accounting Officer
	February 2022	09	MSA	IDP/Budget steering committee: screening and first presentation-preliminary projects	Accounting Officer

PHASE	MONTH	DATE	REFERENCE	ACTIVITY/IES	COORDINATING DEPARTMENTS
				estimates and Budget adjustment report	
		10	MFMA & MSA	Mid-year performance assessment report submitted to OAG, national and provincial treasury and the provincial Department of Developmental Local Government and Housing.	Accounting Officer
		Within the 2 nd week		Mid-year review with National Treasury	Accounting Officer CFO
		14		Review proposed National and Provincial allocations to municipality to include into draft budget for tabling (Cluster Meetings	Accounting Officer CFO
		15	MSA 46 MFMA 127(2)	Table in Council the annual report of the Municipality and any Municipal entity for the year ended 30 June	MPAC
		28	MSA 34	Draft 5 year IDP document serves before council for adoption	Strategy & Planning
	March 2022	28	MFMA	Amended SDBIP presented to Council	CFO, Accounting Officer
		28	MFMA	Submission of Oversight report to council	Chairperson of Oversight Committee
		28	MFMA	Drafts IDP and operating and capital budgets (MTREF), oversight report presented to council, then submitted to OAG, national and provincial	Accounting Officer

PHASE	MONTH	DATE	REFERENCE	ACTIVITY/IES	COORDINATING DEPARTMENTS
				Treasury department and the DDLGH	
Integration	April 2022	05		Draft IDP and Budget publicized for public comments	IDP Manager BTO
		11		Multi-stakeholders Consultation Meeting – Presentation of draft IDP and Budget	Accounting Officer CFO
		11		IDP Rep. Forum meeting: Public comments invited in connection with the budget (workshop) Presentation of tariff policies	BTO
		12 – 14		3 rd quarter Performance reviews	PMS Manager
		Within the 2 nd week		Bench- marking exercise with National Treasury	Accounting Officer BTO
		19		Cash flow analysis and submission of any likely roll over to budget office (Work Session)	BTO
		21		Consider comments of the MEC on assessment of the draft IDP and incorporate programmes and projects of other spheres of government (Work session)	Accounting Officer
		28	MSA	Feedback from communities for incorporation into the budget & IDP	IDP Manager CFO

PHASE	MONTH	DATE	REFERENCE	ACTIVITY/IES	COORDINATING DEPARTMENTS
Approval	May 2022	01	MFMA	Prepare the final budget documentation for approval taking into account any other new information of a material nature	CFO
		30	MSA MFMA	Tabled Final IDP, annual budget with resolution, setting taxes and tariffs, with changes to IDP and budget related policies, including measurable performance objectives for revenue by source and expenditure by vote for approval of Council before start of budget year	Accounting Officer
Implementation	June 2022	1 st week	MSA MFMA 75	New tariffs published	CFO
		02	MSA& MFMA	Approved IDP and Budget published / advertised for public inspection	IDP Manager BTO
		08	Circular: NT MFMA &MSA	Directors' draft Performance Agreements submitted to the MM	PMS Manager
		13	Circular: NT MFMA &MSA	MM's draft Performance Agreement submitted to the EM	PMS Manager
		22	MFMA	Submission of the SDBIP for approval by the EM	Accounting Officer
		29	Circular: NT & MFMA	- Submit annual budget reports to National & Provincial Treasuries (&District Municipality) - Notify department of Local Government in the province about the budget	CFO Accounting Officer

PHASE	MONTH	DATE	REFERENCE	ACTIVITY/IES	COORDINATING DEPARTMENTS
				approval - IDP, annual and adjustment budget, budget related policies, annual report, service delivery agreements, long term borrowing contracts published on Council website	

The Local Government elections held in November had a bearing on implementation of the approved process plan as some activities were not carried out. An amendment to the process plan was approved by a special council on 11 March 2022 per item 21 condoning those activities conducted outside of the approved process plan. The amended process plan is as per the below table:

INITIAL DATE	REVISED DATE	ACTIVITY
29 Sept. to 28 Oct 2021	11 – 25 February 2022	Public Participation in a clustered format
09 March 2022	09 March 2022	IDP Representative Forum IDP Multi-stakeholder Forum
09 – 11 November 2021	21 – 22 February 2022	Strategic Planning Lekgotla
None	01 – 30 April 2022	Public Participation Process including clusters that were not consulted during February

1.2 People-driven IDP and Budget Processes

The IDP and budget process of the municipality is informed by wards needs. These is a clear reflection of a people-driven IDP and Budget process of the municipality. The public and stakeholder engagements happen during the planning and analysis in the different wards in a clustered format. Communities were consulted where issues and needs listed below were raised.

■ Safety

- ✓ Increased crime rates
- ✓ Additional Police stations/ satellites
- ✓ Additional resources (cars; officers)

■ Education

- ✓ Additional classrooms
- ✓ Primary and Secondary Schools
- ✓ Technical High School
- ✓ Higher Learning Institution

► **Health**

- ✓ Additional Clinics
- ✓ Extension of operating hours in clinics
- ✓ Medicines supply in clinics
- ✓ Overcrowding in clinics

➤ **Public Works and Roads**

- ✓ Upgrading and maintenance of Provincial and National Roads
- ✓ Provision of storm-water drainage systems
- ✓ Upgrading and maintenance of internal roads

■ **Electricity**

- ✓ Energizing of high mast lights
- ✓ Additional High-mast lights
- ✓ Constant/continuous power outages
- ✓ House connections

► **Social Services**

- ✓ Registration of NGOs and grant funding
- ✓ Overcrowding in the SASSA offices
- ✓ Support to Early Childhood Development Centers
- ✓ Decentralization of Home Affairs Services

■ **General**

- ❖ Water provision
- ❖ Provision of proper sanitation especially in informal settlements
- ❖ Waste removal in all residences including informal settlements and rural areas
- ❖ Housing
- ❖ Formalization of informal settlements
- ❖ Fencing of cemeteries
- ❖ Increased unemployment rates

- ❖ Increased unemployment rates
- ❖ Debushing of overgrown areas
- ❖ Maintenance of streetlights
- ❖ Patching of potholes
- ❖ Provision of sports and recreation facilities
- ❖ Provision of Libraries and free internet
- ❖ Uncontrolled crime rate

CHAPTER 2: OUR DEVELOPMENTAL CONTEXT

The analysis contained herein provides challenges and opportunities faced in the development process. They tie directly into areas highlighted within the Master Plan 2030 and provide focal points towards targeted interventions the municipality aims to concentrate on.

2.1 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

INTRODUCTION

The demographic chapter provides an overview of the key demographic indicators that will inform municipal planning and budgeting.

The chapter will investigate the estimated population size and the density thereof, the distribution of the population within the age cohorts, dependency ratios as well as the household size and density in the Rustenburg Local Municipal area.

The following Statistical Overview Report aims to quantify the economic, demographic and socio-economic environment of Rustenburg Local Municipality in context of its neighbouring regions, the district, the province and South Africa. A better understanding of the demographic, economic and socio-economic environment could inform stakeholders to implement and monitor plans and policies that will allow for a healthy, growing and inclusive economy and society.

Understanding the changes in the composition of the population with respect to population group, age and gender is vital in the face of growing pressure on food, energy, water, jobs and social support on the country's citizens. An understanding of how the total fertility rates, age-specific fertility rates, sex ratios at birth, life expectancies and international migration affect the respective population groups, ages and genders is essential for effective planning on a spatial level. The first section of the Statistical Overview Report will aim to disentangle the changes in the Rustenburg Local Municipality demographics in context of other locals of the region, the districts, the Province and South Africa.

The second section will provide insights into the economic environment of Rustenburg Local Municipality in relation to the other local municipality in the region, the district, the province and South Africa's performance. The changing economic environment subsequently has an effect on the ability of the economy to create jobs. This section will therefore also include analysis on the employment and subsequent income dynamics of Rustenburg Local Municipality.

The third component of the Statistical Overview will investigate issues pertaining to the socio-economic environment of residents in Rustenburg Local Municipality. Analysis will include a review of the Human Development Index (HDI), Gini, poverty, education, population density, crime, bulk infrastructure, international trade and tourism indicators relative to that of the other locals of the region, the districts, the Province and South Africa.

Demography

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest.

In this section, an overview is provided of the demography of the Rustenburg Local Municipality and all its neighbouring regions, Bojanala Platinum District Municipality, North-West Province and South Africa as a whole.

Total Population

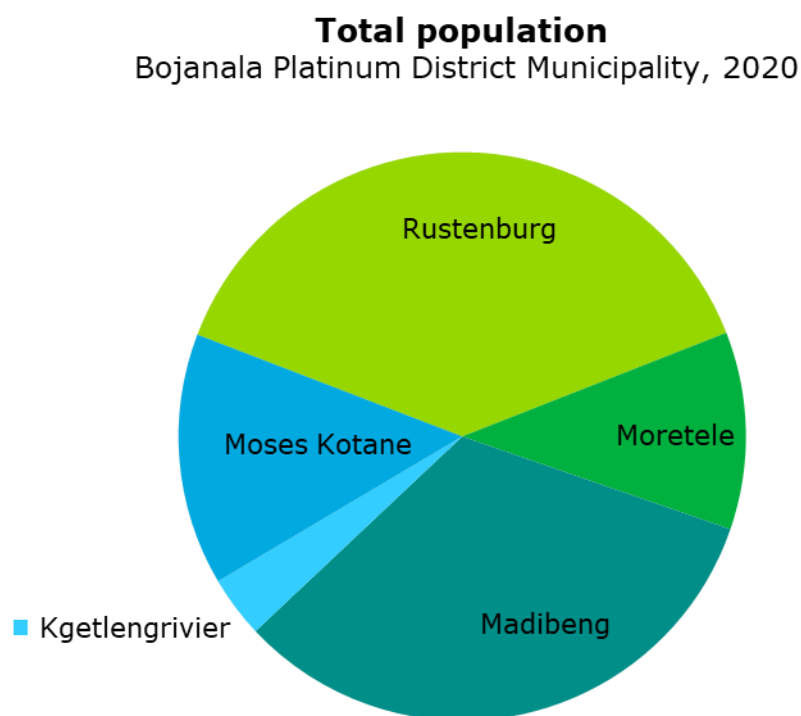
Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

Total population - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [Numbers percentage]

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
2010	534,000	1,480,000	3,480,000	51,100,000	36.0%	15.3%	1.04%
2011	556,000	1,530,000	3,560,000	52,000,000	36.4%	15.6%	1.07%
2012	578,000	1,570,000	3,630,000	52,900,000	36.7%	15.9%	1.09%
2013	599,000	1,620,000	3,710,000	53,700,000	37.0%	16.1%	1.11%
2014	618,000	1,660,000	3,780,000	54,600,000	37.3%	16.4%	1.13%
2015	637,000	1,700,000	3,850,000	55,500,000	37.5%	16.5%	1.15%
2016	655,000	1,740,000	3,930,000	56,400,000	37.7%	16.7%	1.16%
2017	673,000	1,780,000	4,000,000	57,200,000	37.9%	16.8%	1.18%
2018	689,000	1,810,000	4,070,000	58,100,000	38.0%	16.9%	1.19%
2019	705,000	1,850,000	4,140,000	59,000,000	38.1%	17.0%	1.19%
2020	719,000	1,880,000	4,210,000	59,800,000	38.2%	17.1%	1.20%
Average Annual growth							
2010-2020	3.03%	2.42%	1.92%	1.59%			

Source: IHS Markit Regional eXplorer version 2112

With 719 000 people, the Rustenburg Local Municipality housed 1.2% of South Africa's total population in 2020. Between 2010 and 2020 the population growth averaged 3.03% per annum which is about double than the growth rate of South Africa as a whole (1.59%). Compared to Bojanala Platinum's average annual growth rate (2.42%), the growth rate in Rustenburg's population at 3.03% was slightly higher than that of the district municipality.



Source: IHS Markit Regional eXplorer version 2112

When compared to other regions, the Rustenburg Local Municipality accounts for a total population of 719,000, or 38.2% of the total population in the Bojanala Platinum District Municipality, which is the most populous region in the Bojanala Platinum District Municipality for 2020. The ranking in terms of the size of Rustenburg compared to the other regions remained the same between 2010 and 2020. In terms of its share the Rustenburg Local Municipality was significantly larger in 2020 (38.2%) compared to what it was in 2010 (36.0%). When looking at the average annual growth rate, it is noted that Rustenburg ranked highest (relative to its peers in terms of growth) with an average annual growth rate of 3.0% between 2010 and 2020.

Population projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Rustenburg's population is projected to grow at an average annual rate of 1.7% from 719 000 in 2020 to 782 000 in 2025.

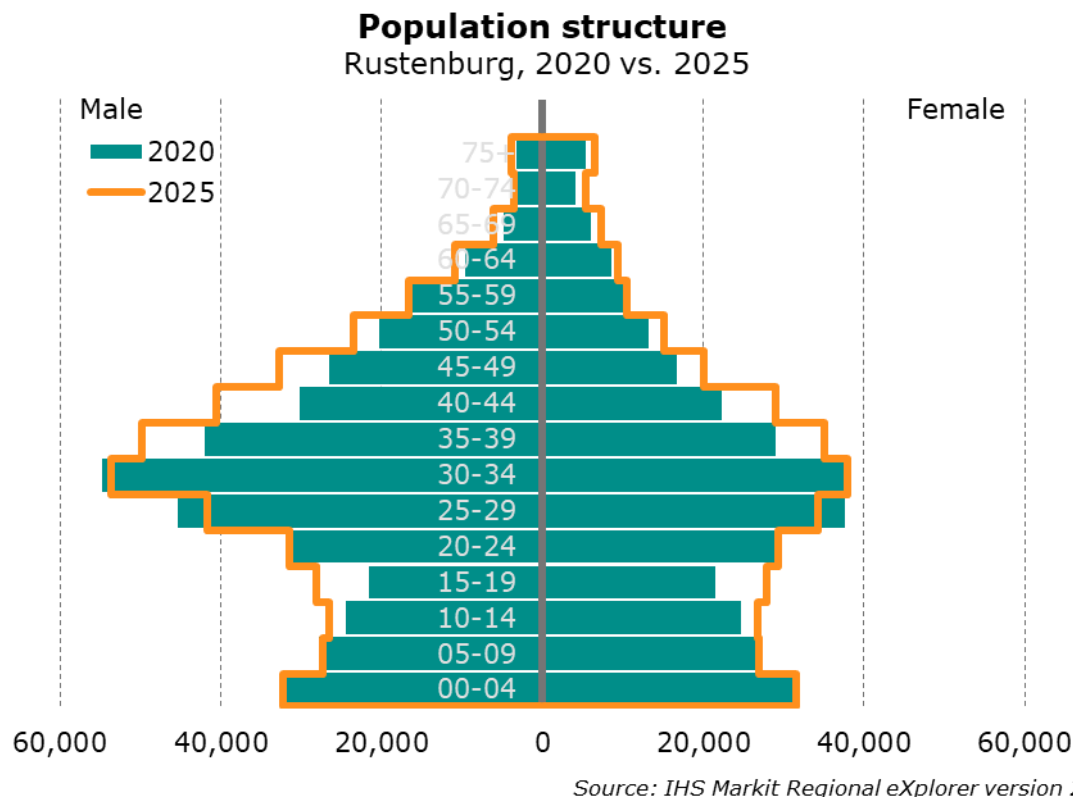
Population projections - Rustenburg, Bojanala Platinum, North-West and National Total, 2020-2025
[Numbers percentage]

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
2020	719,000	1,880,000	4,210,000	59,800,000	38.2%	17.1%	1.20%
2021	733,000	1,910,000	4,280,000	60,600,000	38.3%	17.1%	1.21%
2022	745,000	1,940,000	4,340,000	61,500,000	38.3%	17.2%	1.21%
2023	758,000	1,970,000	4,410,000	62,300,000	38.4%	17.2%	1.22%
2024	770,000	2,000,000	4,470,000	63,100,000	38.4%	17.2%	1.22%
2025	782,000	2,030,000	4,540,000	63,900,000	38.4%	17.2%	1.22%
Average Annual growth							
2020-2025	1.68%	1.56%	1.50%	1.32%			

Source: IHS Markit Regional eXplorer version 2112

The population projection of Rustenburg Local Municipality shows an estimated average annual growth rate of 1.7% between 2020 and 2025. The average annual growth rate in the population over the projection period for Bojanala Platinum District Municipality, North-West Province and South Africa is 1.6%, 1.5% and 1.3% respectively and is lower than that the average annual growth in the Rustenburg Local Municipality.

Population pyramid - Rustenburg Local Municipality, 2020 vs. 2025 [Percentage]



The population pyramid reflects a projected change in the structure of the population from 2020 and 2025. The differences can be explained as follows:

In 2020, there is a significantly larger share of young working age people between 20 and 34 (32.8%), compared to what is estimated in 2025 (29.2%). This age category of young working age population will decrease over time.

The fertility rate in 2025 is estimated to be slightly higher compared to that experienced in 2020.

The share of children between the ages of 0 to 14 years is projected to be significant smaller (21.9%) in 2025 when compared to 2020 (23.4%).

In 2020, the female population for the 20 to 34 years age group amounts to 14.6% of the total female population while the male population group for the same age amounts to 18.3% of the total male population. In 2025, the male working age population at 16.2% still exceeds that of the female population working age population at 13.0%, although both are at a lower level compared to 2020.

Population by population group, Gender and Age

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

Population by gender - Rustenburg and the rest of Bojanala Platinum District Municipality, 2020 [Number].

	Male	Female	Total
Rustenburg	393,525	325,525	719,049
Moretele	101,872	109,462	211,334
Madibeng	328,959	286,269	615,228
Kgetlengrivier	35,019	30,917	65,936
Moses Kotane	133,588	136,169	269,757
Bojanala Platinum	992,963	888,341	1,881,304

Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality's male/female split in population was 120.9 males per 100 females in 2020. The Rustenburg Local Municipality has significantly more males (54.73%) relative to South Africa (48.97%), and what is typically seen in a stable population. This is usually because of physical labour intensive industries such as mining. In total there were 326 000 (45.27%) females and 394 000 (54.73%) males. This distribution holds for Bojanala Platinum as a whole where the female population counted 888 000 which constitutes 47.22% of the total population of 1.88 million.

Population by population group, Gender and Age - Rustenburg Local Municipality, 2020 [Number].

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	29,000	29,500	1,980	2,070	344	362	305	314
05-09	24,400	25,000	2,000	2,130	336	264	328	415
10-14	22,400	22,200	1,810	1,760	226	228	298	296
15-19	19,900	19,700	1,290	1,400	178	211	144	206
20-24	26,900	29,100	1,500	1,620	268	330	211	149
25-29	34,800	42,400	2,160	2,260	297	384	307	318
30-34	35,000	51,300	2,300	2,660	389	428	505	308
35-39	26,200	39,000	2,230	2,220	239	305	432	438
40-44	19,300	27,200	2,380	2,180	182	250	396	446
45-49	14,200	23,400	2,120	2,510	152	239	200	389
50-54	11,200	18,200	1,770	1,780	153	167	124	202
55-59	8,770	14,700	1,340	1,490	125	140	139	148

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
60-64	7,130	8,280	1,180	1,220	98	63	196	98
65-69	4,620	3,880	1,110	847	77	43	208	36
70-74	3,040	2,290	887	665	48	30	186	77
75+	3,790	2,460	1,390	712	50	28	129	52
Total	291,000	359,000	27,500	27,500	3,160	3,470	4,110	3,890

Source: IHS Markit Regional eXplorer version 2112

In 2020, the Rustenburg Local Municipality's population consisted of 90.32% African (649 000), 7.65% White (55 000), 0.92% Coloured (6 630) and 1.11% Asian (8 000) people.

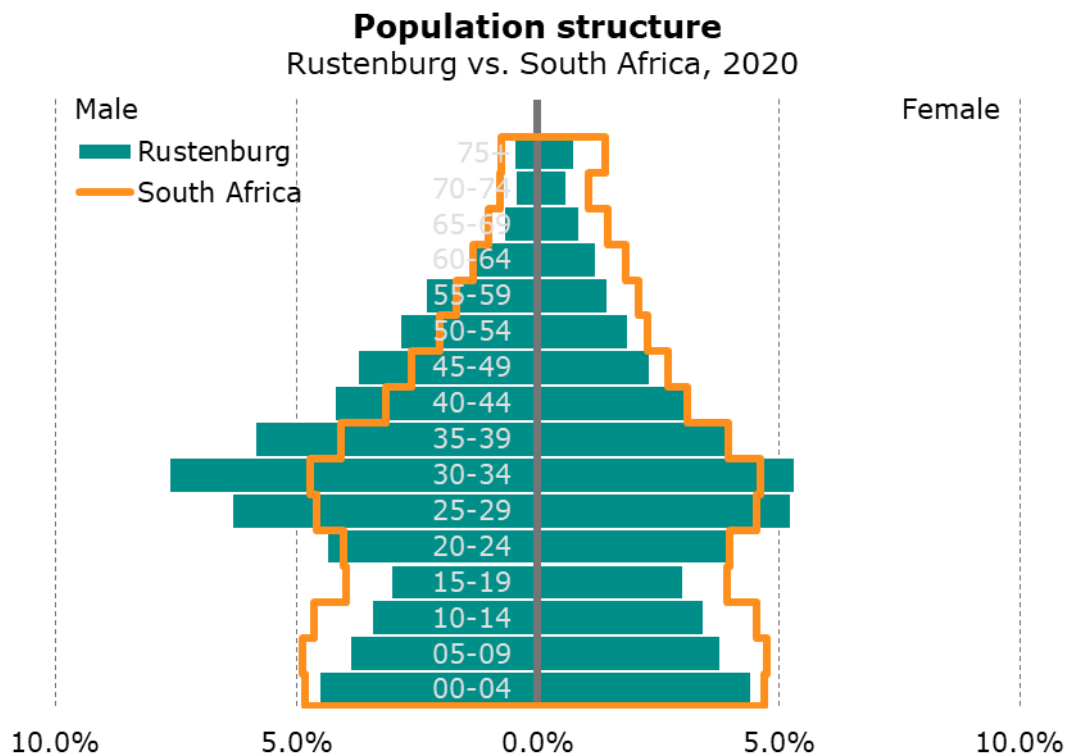
The largest share of population is within the young working age (25-44 years) age category with a total number of 299 000 or 41.6% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 23.4%, followed by the older working age (45-64 years) age category with 122 000 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 26 700 people, as reflected in the population pyramids below.

Population Pyramids

A population pyramid is a graphic representation of the population categorised by gender and age, for a specific year and region. The horizontal axis depicts the share of people, where the male population is charted on the left-hand side and the female population on the right-hand side of the vertical axis. The vertical axis is divided in 5-year age categories.

With the African population group representing 90.3% of the Rustenburg Local Municipality's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Rustenburg's population structure of 2020 to that of South Africa.

Population pyramid - Rustenburg Local Municipality vs. South Africa, 2020 [Percentage]



By comparing the population pyramid of the Rustenburg Local Municipality with the national age structure, the most significant differences are:

There is a significantly larger share of young working age people - aged 20 to 34 (32.8%) - in Rustenburg, compared to the national picture (26.4%).

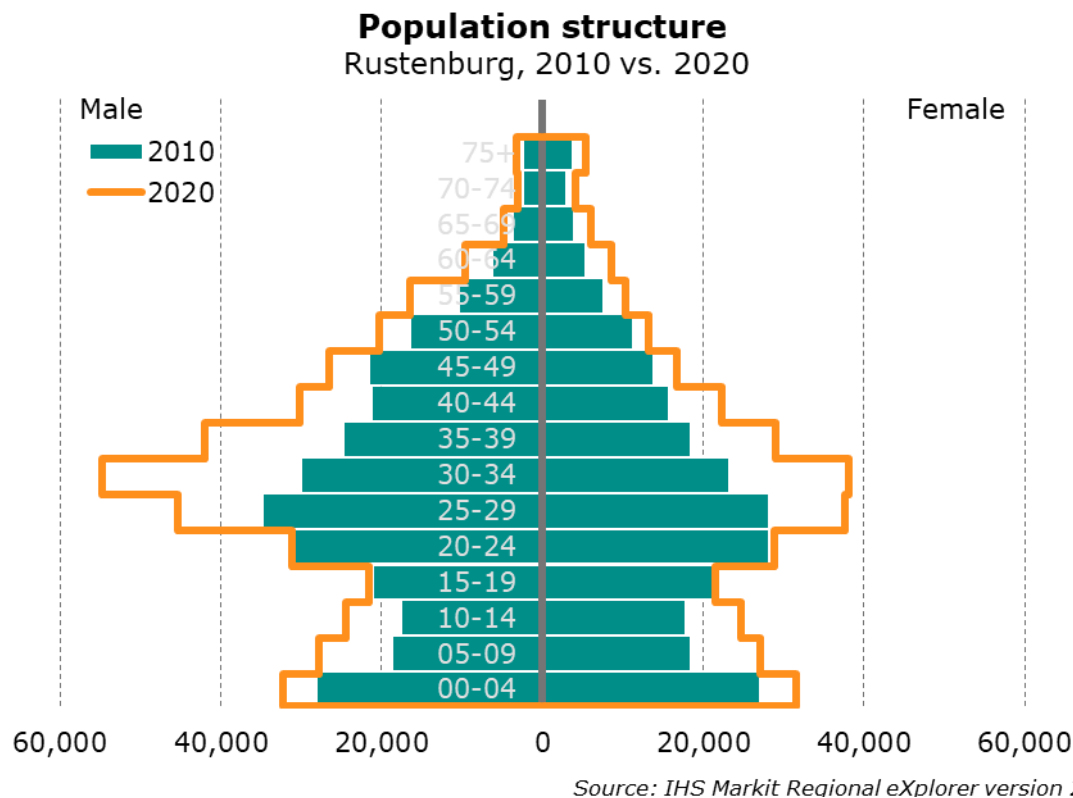
The area appears to be a migrant receiving area, with many of people migrating into Rustenburg, either from abroad, or from the more rural areas in the country looking for better opportunities.

Fertility in Rustenburg is slightly lower compared to South Africa as a whole.

Spatial policies changed since 1994.

The share of children between the ages of 0 to 14 years is significant smaller (23.4%) in Rustenburg compared to South Africa (28.3%). Demand for expenditure on schooling as percentage of total budget within Rustenburg Local Municipality will therefore be lower than that of South Africa.

Population pyramid - Rustenburg Local Municipality, 2010 vs. 2020 [Percentage]



When comparing the 2010 population pyramid with the 2020 pyramid for the Rustenburg Local Municipality, some interesting differences are visible:

In 2010, there were a very similar share of young working age people - aged 20 to 34 (32.9%) - compared to 2020 (32.8%).

Fertility in 2010 was slightly higher compared to that of 2020.

The share of children between the ages of 0 to 14 years is slightly larger in 2010 (23.8%) compared to 2020 (23.4%).

Life expectancy is increasing.

In 2020, the female population for the 20 to 34 years age group amounted to 14.9% of the total female population while the male population group for the same age amounted to 18.0% of the total male population. In 2010 the male working age population at 18.3% still exceeds that of the female population working age population at 14.6%.

Number of Households by Population Group

A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used.

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2020, the Rustenburg Local Municipality comprised of 239 000 households. This equates to an average annual growth rate of 3.12% in the

number of households from 2010 to 2020. With an average annual growth rate of 3.03% in the total population, the average household size in the Rustenburg Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2010 decreased from approximately 3 individuals per household to 3 persons per household in 2020.

Number of households - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020
[Number percentage]

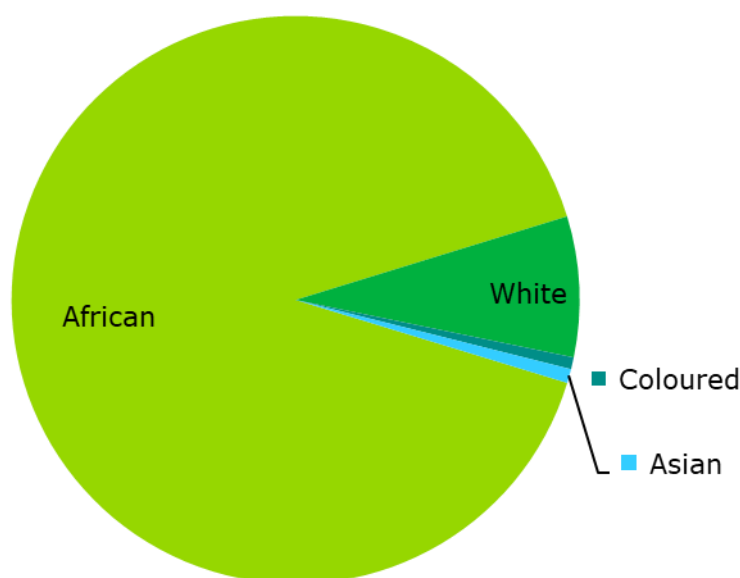
	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
2010	176,000	466,000	1,020,000	14,100,000	37.7%	17.2%	1.25%
2011	184,000	485,000	1,050,000	14,400,000	38.0%	17.5%	1.28%
2012	192,000	502,000	1,080,000	14,700,000	38.3%	17.8%	1.31%
2013	199,000	517,000	1,110,000	15,000,000	38.5%	18.0%	1.33%
2014	205,000	530,000	1,130,000	15,300,000	38.7%	18.2%	1.34%
2015	213,000	549,000	1,160,000	15,700,000	38.8%	18.4%	1.36%
2016	220,000	564,000	1,190,000	16,100,000	39.0%	18.5%	1.37%
2017	224,000	573,000	1,200,000	16,400,000	39.1%	18.6%	1.37%
2018	229,000	584,000	1,220,000	16,600,000	39.1%	18.7%	1.38%
2019	234,000	596,000	1,240,000	16,800,000	39.2%	18.8%	1.39%
2020	239,000	609,000	1,270,000	17,000,000	39.2%	18.9%	1.41%
Average Annual growth							
2010-2020	3.12%	2.71%	2.15%	1.90%			

Source: IHS Markit Regional eXplorer version 2112

Relative to the district municipality, the Rustenburg Local Municipality had a higher average annual growth rate of 3.12% from 2010 to 2020. In contrast, the province had an average annual growth rate of 2.15% from 2010. The South Africa as a whole had a total of 17 million households, with a growth rate of 1.90%, thus growing at a lower rate than the Rustenburg.

The composition of the households by population group consists of 90.5% which is ascribed to the African population group with the largest amount of households by population group. The White population group had a total composition of 8.0% (ranking second). The Asian population group had a total composition of 0.8% of the total households. The smallest population group by households is the Coloured population group with only 0.7% in 2020.

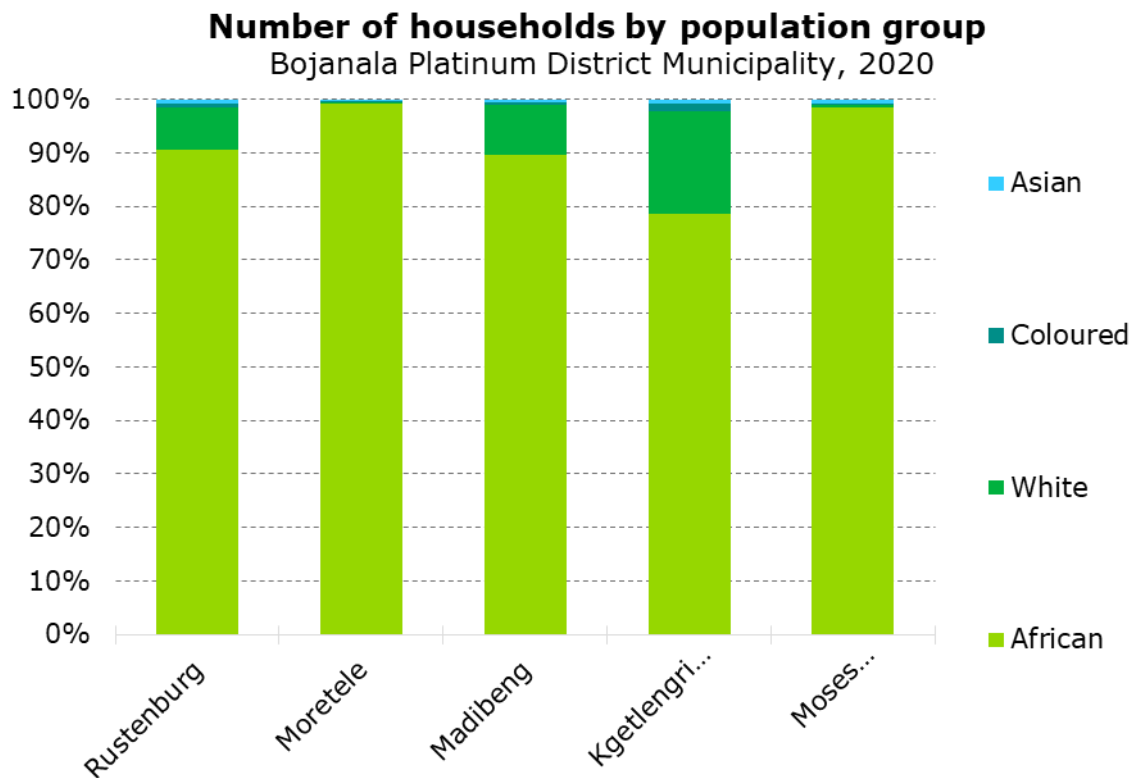
Number of Households by Population group
Rustenburg, 2020



Source: IHS Markit Regional eXplorer version 2112

The growth in the number of African headed households was on average 3.28% per annum between 2010 and 2020, which translates in the number of households increasing by 59 600 in the period. Although the Coloured population group is not the biggest in size, it was however the fastest growing population group between 2010 and 2020 at 5.06%. The average annual growth rate in the number of households for all the other population groups has increased with 3.11%.

Number of households by population group - Rustenburg Local Municipality and the rest of Bojanala Platinum, 2020 [percentage]



Source: IHS Markit Regional eXplorer version 2112

HIV+ and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

HIV+ and AIDS estimates are defined as follows:

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. IHS slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

Number of HIV+ people - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020
[Number and percentage]

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
2010	80,300	211,000	458,000	6,340,000	38.1%	17.5%	1.27%
2011	84,300	219,000	473,000	6,520,000	38.4%	17.8%	1.29%
2012	87,700	227,000	486,000	6,680,000	38.7%	18.0%	1.31%
2013	90,900	234,000	498,000	6,820,000	38.9%	18.2%	1.33%
2014	93,900	240,000	510,000	6,960,000	39.1%	18.4%	1.35%
2015	96,600	246,000	522,000	7,110,000	39.3%	18.5%	1.36%
2016	99,200	252,000	533,000	7,250,000	39.4%	18.6%	1.37%
2017	102,000	258,000	546,000	7,420,000	39.5%	18.7%	1.37%
2018	105,000	265,000	559,000	7,600,000	39.5%	18.7%	1.38%
2019	107,000	272,000	573,000	7,780,000	39.5%	18.8%	1.38%
2020	110,000	278,000	587,000	7,970,000	39.5%	18.8%	1.38%
Average Annual growth							
2010-2020	3.20%	2.81%	2.50%	2.31%			

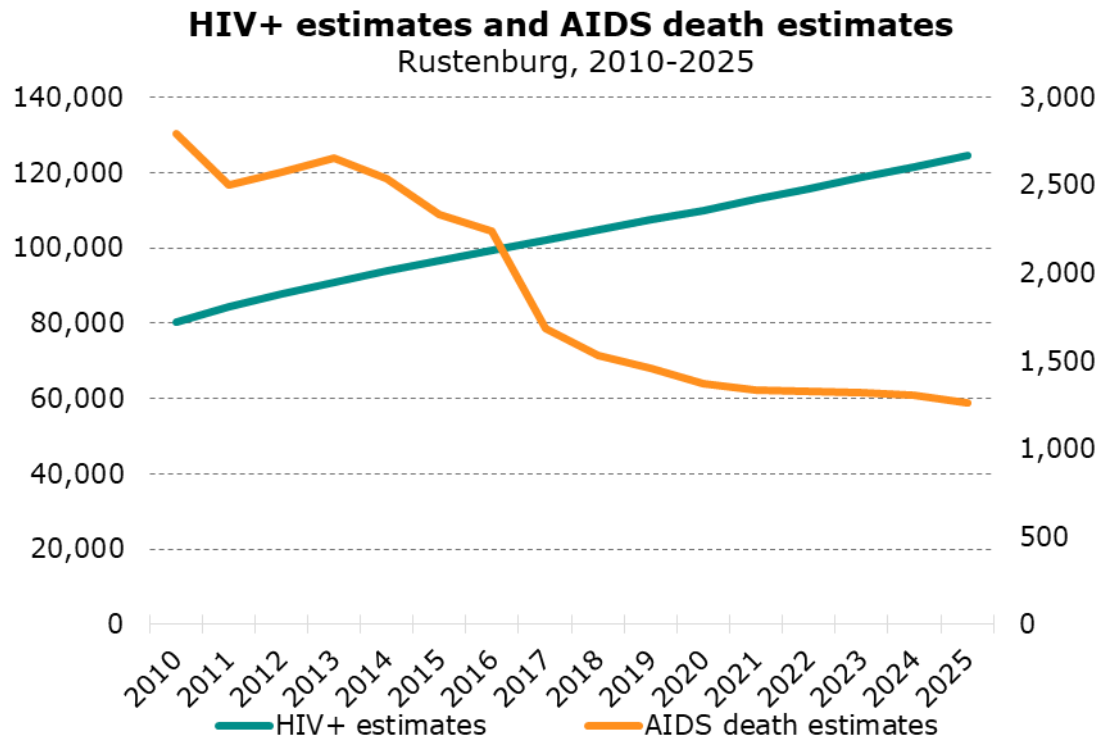
Source: IHS Markit Regional eXplorer version 2112

In 2020, 110 000 people in the Rustenburg Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 3.20% since 2010, and in 2020 represented 15.29% of the local municipality's total population. The Bojanala Platinum District Municipality had an average annual growth rate of 2.81% from 2010 to 2020 in the number of people infected with HIV, which is lower than that of the Rustenburg Local Municipality. The number of infections in the North-West Province increased from 458,000 in 2010 to 586,000 in 2020. When looking at the South Africa as a whole it can

be seen that the number of people that are infected increased from 2010 to 2020 with an average annual growth rate of 2.31%.

The lifespan of people that are HIV+ could be prolonged with modern ARV treatments. In the absence of any treatment, people diagnosed with HIV can live for 10 years and longer before they reach the final AIDS stage of the disease.

AIDS profile and forecast - Rustenburg Local Municipality, 2010-2025 [numbers]



Source: IHS Markit Regional eXplorer version 2112

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 2790 in 2010 and 1370 for 2020. This number denotes an decrease from 2010 to 2020 with a high average annual rate of -6.88% (or -1420 people). For the year 2020, they represented 0.19% of the total population of the entire local municipality.

Economy

The economic state of Rustenburg Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, Bojanala Platinum District Municipality, North-West Province and South Africa.

The Rustenburg Local Municipality does not function in isolation from Bojanala Platinum, North-West Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

Gross Domestic Product (GDP) - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [R billions, Current prices]

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
2010	37.4	85.5	163.5	2,748.0	43.7%	22.9%	1.36%
2011	41.6	96.3	184.8	3,023.7	43.2%	22.5%	1.38%
2012	45.0	100.3	190.0	3,253.9	44.9%	23.7%	1.38%
2013	53.4	116.9	220.8	3,540.0	45.7%	24.2%	1.51%
2014	56.4	119.0	224.7	3,805.3	47.4%	25.1%	1.48%
2015	59.3	125.2	238.8	4,049.9	47.4%	24.8%	1.46%
2016	62.8	133.0	257.3	4,359.1	47.2%	24.4%	1.44%
2017	66.3	141.2	273.7	4,653.6	47.0%	24.2%	1.42%
2018	68.7	146.2	284.2	4,873.9	47.0%	24.2%	1.41%
2019	71.2	153.2	298.7	5,077.6	46.5%	23.8%	1.40%
2020	72.9	155.0	295.7	4,974.0	47.0%	24.7%	1.47%

Source: IHS Markit Regional eXplorer version 2112

With a GDP of R 72.9 billion in 2020 (up from R 37.4 billion in 2010), the Rustenburg Local Municipality contributed 47.04% to the Bojanala Platinum District Municipality GDP of R 155 billion in 2020 increasing in the share of the Bojanala Platinum from 43.74% in 2010. The Rustenburg Local Municipality contributes 24.65% to the GDP of North-West Province and 1.47% the GDP of South Africa which had a total GDP of R 4.97 trillion in 2020 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2010 when it contributed 1.36% to South Africa, but it is lower than the peak of 1.51% in 2013.

Gross Domestic Product (GDP) - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [Annual percentage change, Constant 2010 prices]

	Rustenburg	Bojanala Platinum	North-West	National Total
2010	6.1%	7.0%	3.9%	3.0%
2011	0.0%	2.5%	3.0%	3.3%
2012	10.7%	3.5%	-1.2%	2.2%
2013	-0.7%	0.3%	3.0%	2.5%
2014	-3.0%	-5.1%	-3.6%	1.8%
2015	14.1%	8.4%	4.1%	1.2%
2016	-7.0%	-4.9%	-2.9%	0.4%
2017	0.0%	0.7%	1.7%	1.4%
2018	-1.9%	-1.5%	-0.1%	0.8%
2019	-6.6%	-3.8%	-0.9%	0.2%
2020	-10.4%	-9.4%	-8.1%	-7.0%
Average Annual growth 2010-2020	-0.73%	-1.05%	-0.55%	0.64%

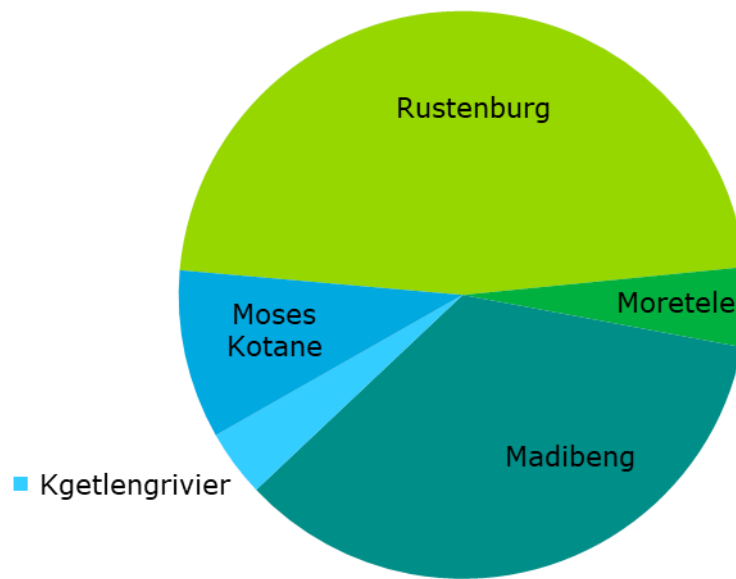
Source: IHS Markit Regional eXplorer version 2112

In 2020, the Rustenburg Local Municipality achieved an annual growth rate of -10.39% which is a significant lower GDP growth than the North-West Province's -8.05%, but is lower than that of South Africa, where the 2020 GDP growth rate was -6.96%. Similar to the short-term growth rate of 2020, the longer-term average growth rate for Rustenburg (-0.73%) is also significant lower than that of South Africa (0.64%). The economic growth in Rustenburg peaked in 2015 at 14.10%.

Gross Domestic Product (GDP) - Rustenburg Local Municipality and the rest of Bojanala Platinum, 2020 [Percentage]

Gross Domestic Product (GDP)

Bojanala Platinum District Municipality, 2020



Source: IHS Markit Regional eXplorer version 2112

The Rustenburg Local Municipality had a total GDP of R 72.9 billion and in terms of total contribution towards Bojanala Platinum District Municipality the Rustenburg Local Municipality ranked highest relative to all the regional economies to total Bojanala Platinum District Municipality GDP. This ranking in terms of size compared to other regions of Rustenburg remained the same since 2010. In terms of its share, it was in 2020 (47.0%) significantly larger compared to what it was in 2010 (43.7%). For the period 2010 to 2020, the average annual growth rate of -0.7% of Rustenburg was the highest relative to its peers in terms of growth in constant 2010 prices.

Gross Domestic Product (GDP) - Regions within Bojanala Platinum District Municipality, 2010 to 2020, share and growth

	2020 (Current prices)	Share of district municipality	2010 (Constant prices)	2020 (Constant prices)	Average Annual growth
Rustenburg	72.90	47.04%	36.79	34.20	-0.73%
Moretele	7.00	4.52%	4.52	3.80	-1.73%
Madibeng	54.26	35.01%	33.06	29.18	-1.24%
Kgetlengrivier	5.91	3.82%	3.18	2.78	-1.35%
Moses Kotane	14.91	9.62%	8.26	7.27	-1.26%

Source: IHS Markit Regional eXplorer version 2112

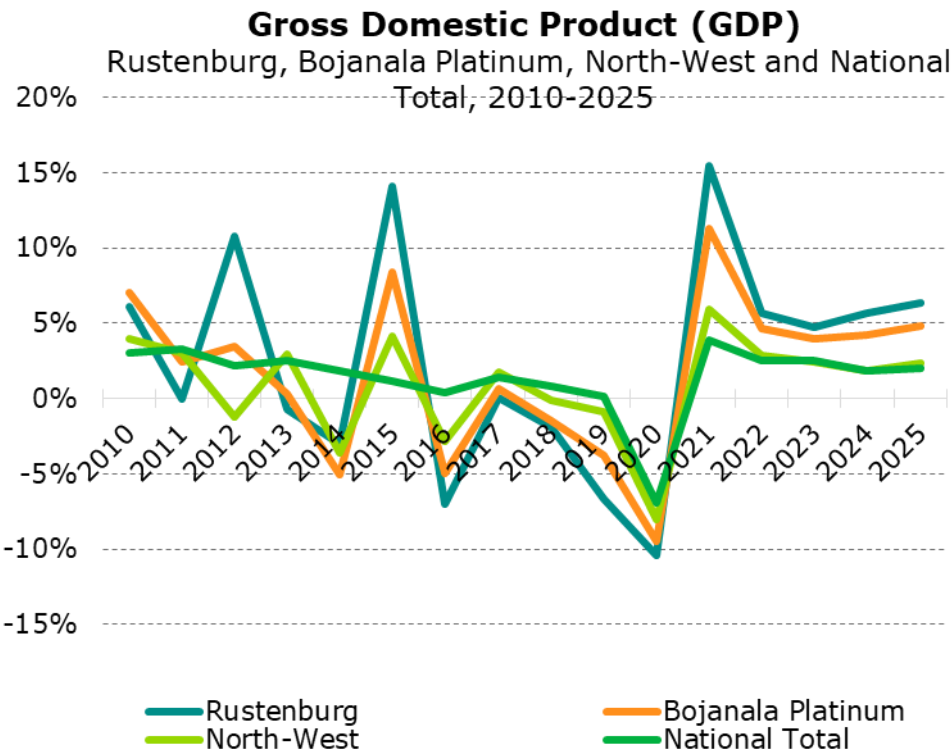
Rustenburg had the highest average annual economic growth, averaging -0.73% between 2010 and 2020, when compared to the rest of the regions within Bojanala Platinum District Municipality. The

Local Municipality of Madibeng had the second highest average annual growth rate of -1.24%. Moretele Local Municipality had the lowest average annual growth rate of -1.73% between 2010 and 2020.

Economic Growth Forecast

It is expected that Rustenburg Local Municipality will grow at an average annual rate of 7.51% from 2020 to 2025. The average annual growth rate in the GDP of Bojanala Platinum District Municipality and North-West Province is expected to be 5.76% and 3.06% respectively. South Africa is forecasted to grow at an average annual growth rate of 2.55%, which is lower than that of the Rustenburg Local Municipality.

Gross Domestic Product (GDP) - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2025 [Average annual growth rate, constant 2010 prices]



In 2025, Rustenburg's forecasted GDP will be an estimated R 49.1 billion (constant 2010 prices) or 48.1% of the total GDP of Bojanala Platinum District Municipality. The ranking in terms of size of the Rustenburg Local Municipality will remain the same between 2020 and 2025, with a contribution to the Bojanala Platinum District Municipality GDP of 48.1% in 2025 compared to the 44.3% in 2020. At a 7.51% average annual GDP growth rate between 2020 and 2025, Rustenburg ranked the highest compared to the other regional economies.

Gross Domestic Product (GDP) - Regions within Bojanala Platinum District Municipality, 2010 to 2025, share and growth

	2025 (Current prices)	Share of district municipality	2010 (Constant prices)	2025 (Constant prices)	Average Annual growth

	2025 (Current prices)	Share of district municipality	2010 (Constant prices)	2025 (Constant prices)	Average Annual growth
Rustenburg	111.9	49.12%	36.8	49.1	1.94%
Moretele	8.4	3.70%	4.5	3.8	-1.17%
Madibeng	80.5	35.33%	33.1	37.6	0.87%
Kgetlengrivier	8.1	3.57%	3.2	3.5	0.74%
Moses Kotane	18.9	8.29%	8.3	8.1	-0.13%

Source: IHS Markit Regional eXplorer version 2112

Gross Value Added by Region (GVA-R)

The Rustenburg Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its value added produced in the local economy.

Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Rustenburg Local Municipality.

Gross Value Added (GVA) by broad economic sector - Rustenburg Local Municipality, 2020 [R billions, current prices]

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
Agriculture	0.4	1.5	8.0	119.6	24.8%	4.8%	0.32%
Mining	52.1	81.1	91.1	372.9	64.2%	57.2%	13.97%
Manufacturing	1.4	6.6	13.1	573.4	21.7%	11.0%	0.25%
Electricity	1.1	3.9	9.9	167.2	27.7%	11.0%	0.65%
Construction	0.5	1.8	5.3	140.2	27.4%	9.5%	0.36%
Trade	3.2	10.9	28.5	655.2	29.5%	11.2%	0.49%
Transport	1.4	5.1	14.1	396.4	27.5%	10.0%	0.36%
Finance	3.5	12.3	32.3	879.5	28.6%	10.9%	0.40%
Community	4.4	17.1	60.6	1,125.3	25.6%	7.2%	0.39%

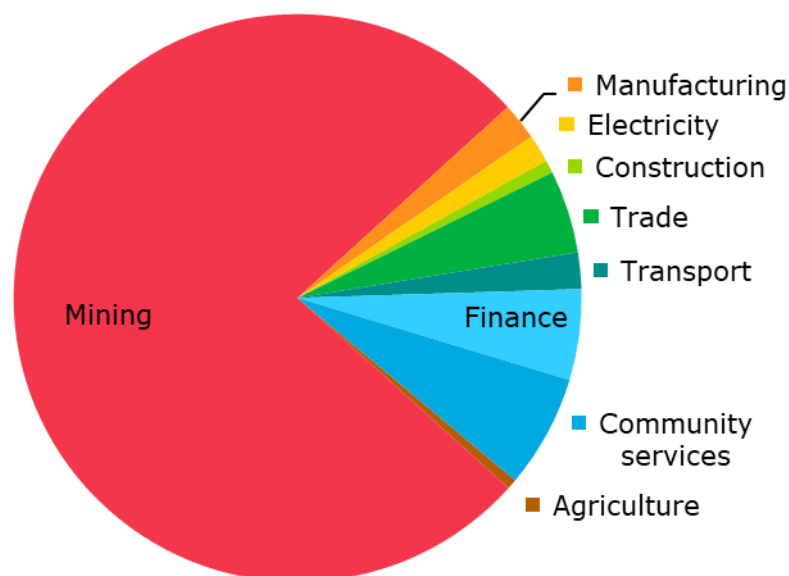
	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
services							
Total Industries	68.0	140.5	262.9	4,429.7	48.4%	25.9%	1.54%

Source: IHS Markit Regional eXplorer version 2112

In 2020, the mining sector is the largest within Rustenburg Local Municipality accounting for R 52.1 billion or 76.6% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Rustenburg Local Municipality is the community services sector at 6.4%, followed by the finance sector with 5.2%. The sector that contributes the least to the economy of Rustenburg Local Municipality is the agriculture sector with a contribution of R 383 million or 0.56% of the total GVA.

Gross Value Added (GVA) by broad economic sector - Rustenburg Local Municipality, 2020 [percentage composition]

Gross Value Added (GVA) by broad economic sector Rustenburg Local Municipality, 2020

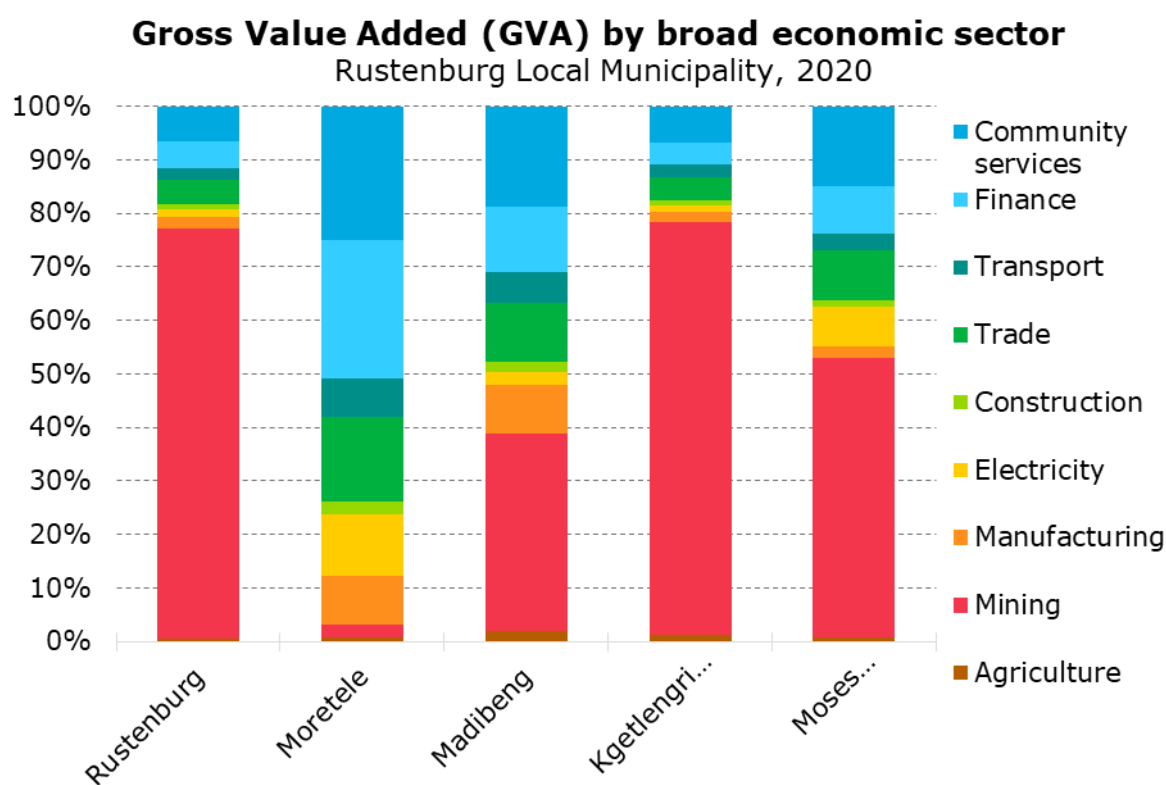


Source: IHS Markit Regional eXplorer version 2112

The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the Bojanala Platinum District Municipality, it is clear that the Madibeng contributes the most community services towards its own GVA, with 52.00%, relative to the other regions within Bojanala Platinum District Municipality. The Madibeng contributed R 47.6 billion or 33.90% to the GVA of Bojanala Platinum District Municipality. The region within Bojanala

Platinum District Municipality that contributes the most to the GVA of the Bojanala Platinum District Municipality was the Moses Kotane with a total of R 13.4 billion or 9.56%.

Gross Value Added (GVA) by broad economic sector - Rustenburg, Moretele, Madibeng, Kgetlengrivier and Moses Kotane, 2020 [percentage composition]



Historical Economic Growth

For the period 2020 and 2010, the GVA in the community services sector had the highest average annual growth rate in Rustenburg at 2.13%. The industry with the second highest average annual growth rate is the trade sector averaging at 0.68% per year. The construction sector had an average annual growth rate of -1.18%, while the mining sector had the lowest average annual growth of -1.29%. Overall a negative growth existed for all the industries in 2020 with an annual growth rate of -10.16% since 2019.

Gross Value Added (GVA) by broad economic sector - Rustenburg Local Municipality, 2010, 2015 and 2020 [R billions, 2010 constant prices]

	2010	2015	2020	Average Annual growth
Agriculture	0.18	0.22	0.18	-0.11%
Mining	26.47	30.62	23.25	-1.29%
Manufacturing	0.89	1.18	0.88	-0.15%
Electricity	0.37	0.38	0.34	-0.99%

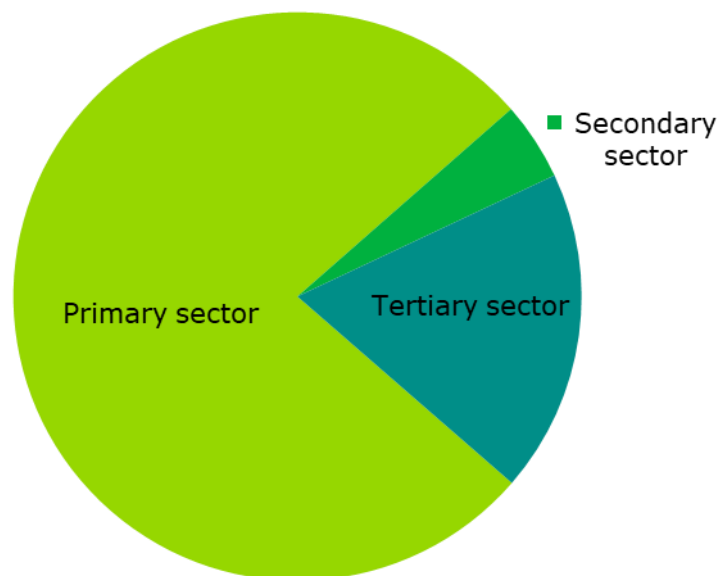
	2010	2015	2020	Average Annual growth
Construction	0.37	0.53	0.32	-1.18%
Trade	1.76	2.59	1.89	0.68%
Transport	0.72	1.07	0.73	0.10%
Finance	2.19	2.78	2.27	0.36%
Community services	2.04	3.13	2.52	2.13%
Total Industries	34.99	42.51	32.36	-0.78%

Source: IHS Markit Regional eXplorer version 2112

The primary sector contributes the most to the Gross Value Added within the Rustenburg Local Municipality at 77.2%. This is significantly higher than the national economy (11.1%). The tertiary sector contributed a total of 18.4% (ranking second), while the secondary sector contributed the least at 4.5%.

Gross Value Added (GVA) by aggregate economic sector - Rustenburg Local Municipality, 2020 [percentage]

Gross Value Added (GVA) by aggregate sector Rustenburg Local Municipality, 2020



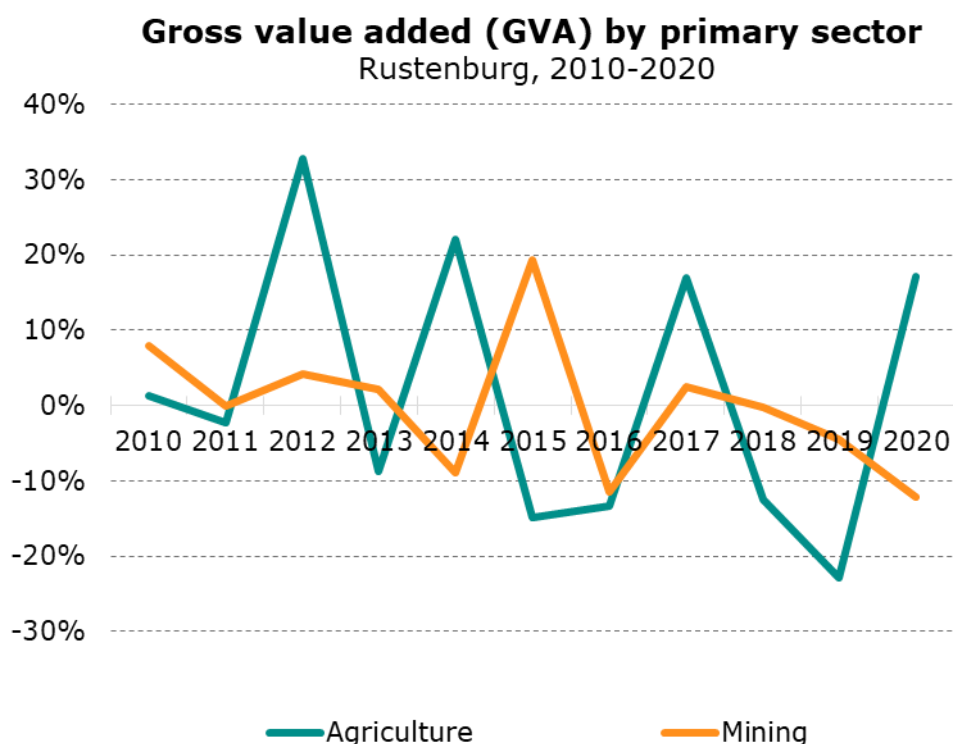
Source: IHS Markit Regional eXplorer version 2112

The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

Primary Sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Rustenburg Local Municipality from 2010 to 2020.

Gross Value Added (GVA) by primary sector - Rustenburg, 2010-2020 [Annual percentage change]



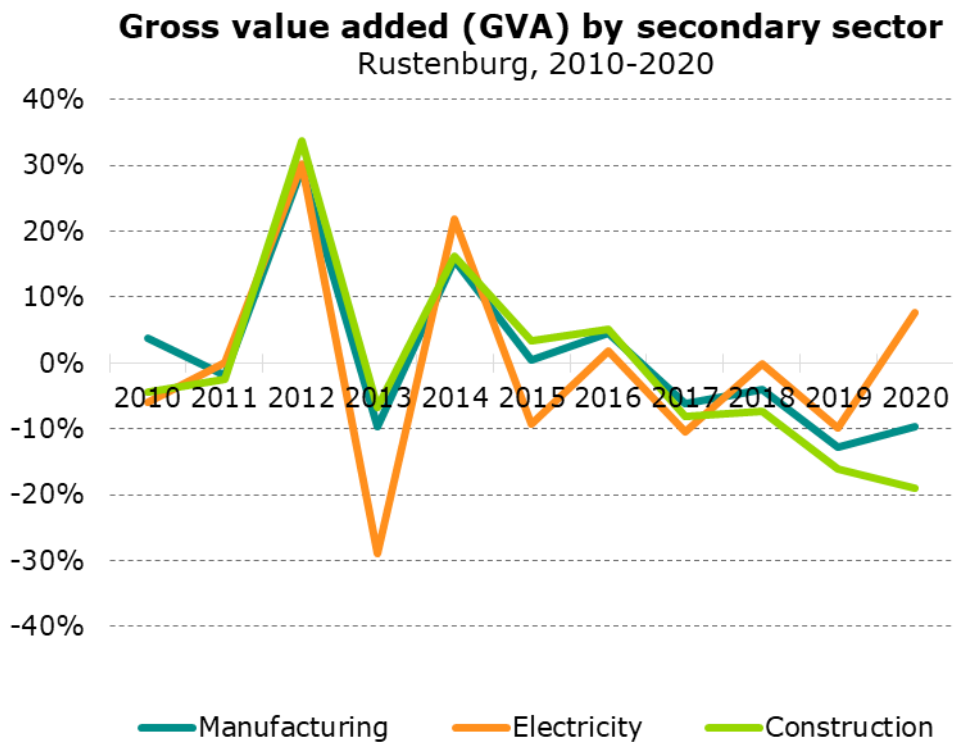
Source: IHS Markit Regional eXplorer version 2112

Between 2010 and 2020, the agriculture sector experienced the highest positive growth in 2012 with an average growth rate of 32.7%. The mining sector reached its highest point of growth of 19.3% in 2015. The agricultural sector experienced the lowest growth for the period during 2019 at -22.8%, while the mining sector reaching its lowest point of growth in 2020 at -12.2%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Rustenburg Local Municipality from 2010 to 2020.

Gross Value Added (GVA) by secondary sector - Rustenburg, 2010-2020 [Annual percentage change]



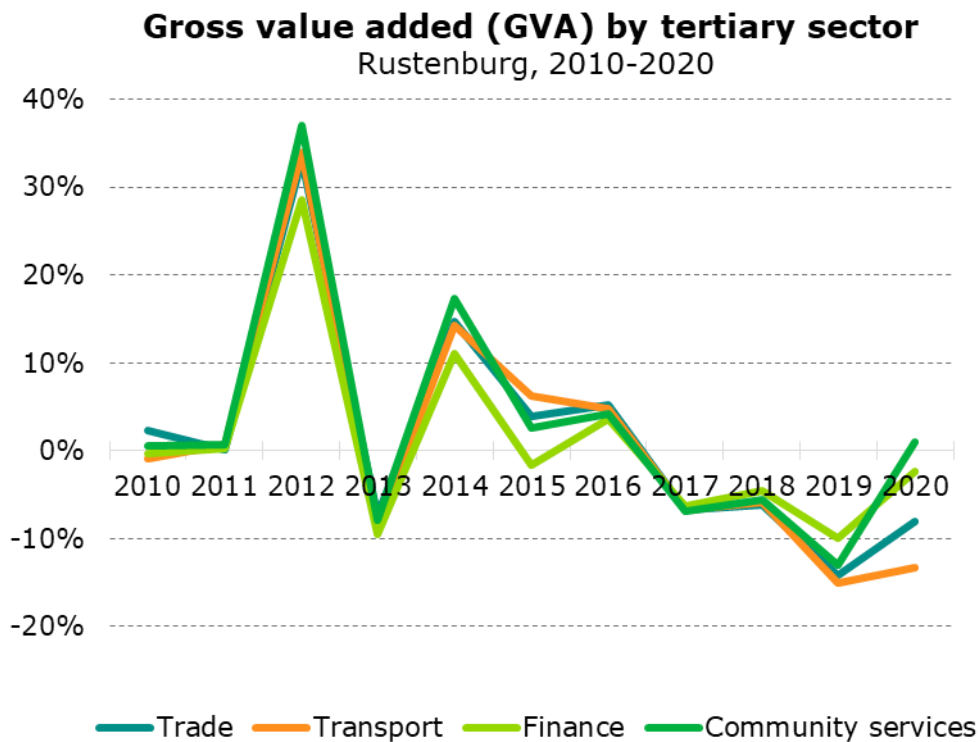
Source: IHS Markit Regional eXplorer version 2112

Between 2010 and 2020, the manufacturing sector experienced the highest positive growth in 2012 with a growth rate of 29.5%. It is evident for the construction sector that the highest positive growth rate also existed in 2012 and it experienced a growth rate of 33.8% which is higher than that of the manufacturing sector. The manufacturing sector experienced its lowest growth in 2020 of -12.7%, while construction sector reached its lowest point of growth in 2020 with a -19.0% growth rate. The electricity sector experienced the highest growth in 2012 at 30.3%, while it recorded the lowest growth of -28.9% in 2013.

Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Rustenburg Local Municipality from 2010 to 2020.

Gross Value Added (GVA) by tertiary sector - Rustenburg, 2010-2020 [Annual percentage change]



Source: IHS Markit Regional eXplorer version 2112

The trade sector experienced the highest positive growth in 2012 with a growth rate of 33.0%. It is evident for the transport sector that the highest positive growth rate also existed in 2012 at 33.9% which is higher than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2012 when it grew by 28.5% and recorded the lowest growth rate in 2019 at -10.0%. The Trade sector also had the lowest growth rate in 2019 at -14.1%. The community services sector, which largely consists of government, experienced its highest positive growth in 2012 with 37.1% and the lowest growth rate in 2019 with -13.0%.

Sector Growth forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

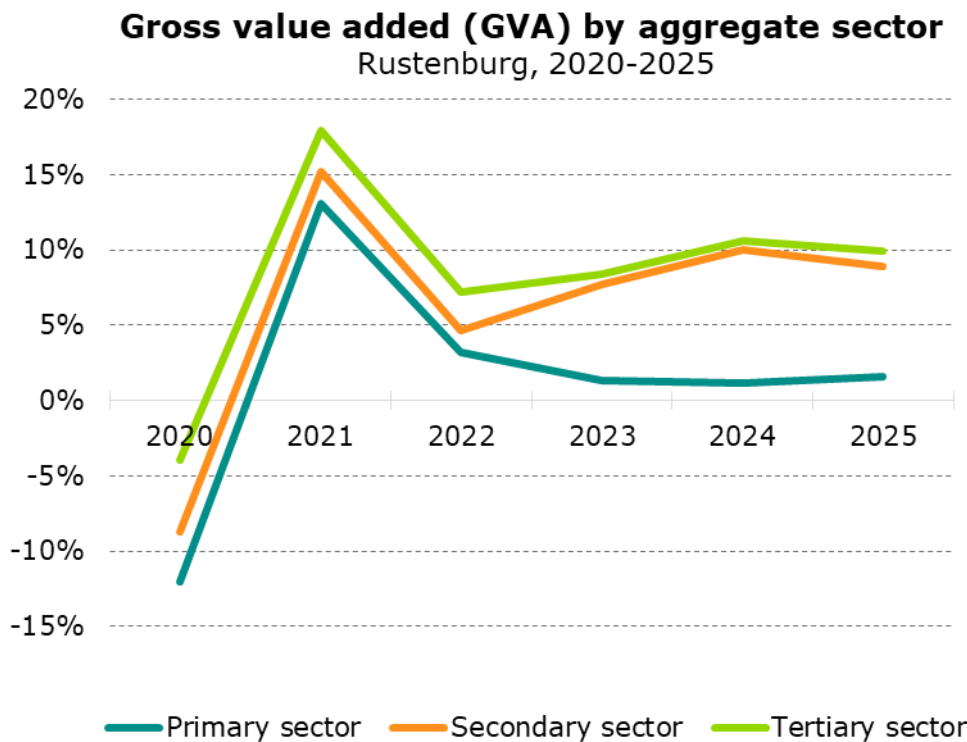
Gross value added (GVA) by broad economic sector - Rustenburg Local Municipality, 2020-2025 [R billions, constant 2010 prices]

	2020	2021	2022	2023	2024	2025	Average Annual growth
Agriculture	0.18	0.21	0.21	0.22	0.25	0.27	9.00%
Mining	23.25	26.29	27.12	27.47	27.76	28.19	3.93%
Manufacturing	0.88	1.03	1.09	1.18	1.30	1.42	10.23%
Electricity	0.34	0.38	0.37	0.39	0.42	0.43	5.30%
Construction	0.32	0.37	0.39	0.43	0.48	0.53	10.27%
Trade	1.89	2.27	2.46	2.70	2.99	3.30	11.85%
Transport	0.73	0.88	0.96	1.04	1.16	1.29	12.07%
Finance	2.27	2.60	2.80	3.01	3.31	3.60	9.68%
Community services	2.52	2.97	3.14	3.39	3.75	4.14	10.46%
Total Industries	32.36	36.99	38.54	39.83	41.42	43.18	5.94%

Source: IHS Markit Regional eXplorer version 2112

The transport sector is expected to grow fastest at an average of 12.07% annually from R 728 million in Rustenburg Local Municipality to R 1.29 billion in 2025. The mining sector is estimated to be the largest sector within the Rustenburg Local Municipality in 2025, with a total share of 65.3% of the total GVA (as measured in current prices), growing at an average annual rate of 3.9%. The sector that is estimated to grow the slowest is the mining sector with an average annual growth rate of 3.93%.

Gross value added (GVA) by aggregate economic sector - Rustenburg Local Municipality, 2020-2025
[Annual growth rate, constant 2010 prices]



Source: IHS Markit Regional eXplorer version 2112

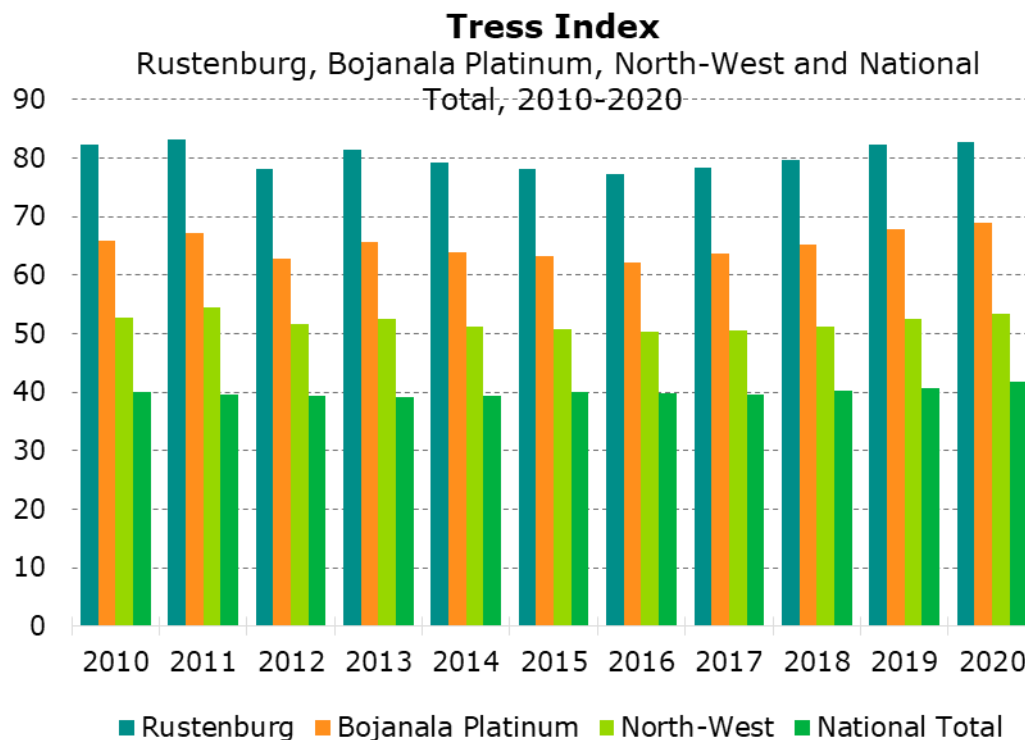
The Primary sector is expected to grow at an average annual rate of 3.97% between 2020 and 2025, with the Secondary sector growing at 9.24% on average annually. The Tertiary sector is expected to grow at an average annual rate of 10.75% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

Tress Index

The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

Tress index - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [Number]



Source: IHS Markit Regional eXplorer version 2112

In 2020, Rustenburg's Tress Index was estimated at 82.7 which are higher than the 68.8 of the district municipality and higher than the 68.8 of the province. This implies that - on average - Rustenburg Local Municipality is less diversified in terms of its economic activity spread than the province's economy as a whole.

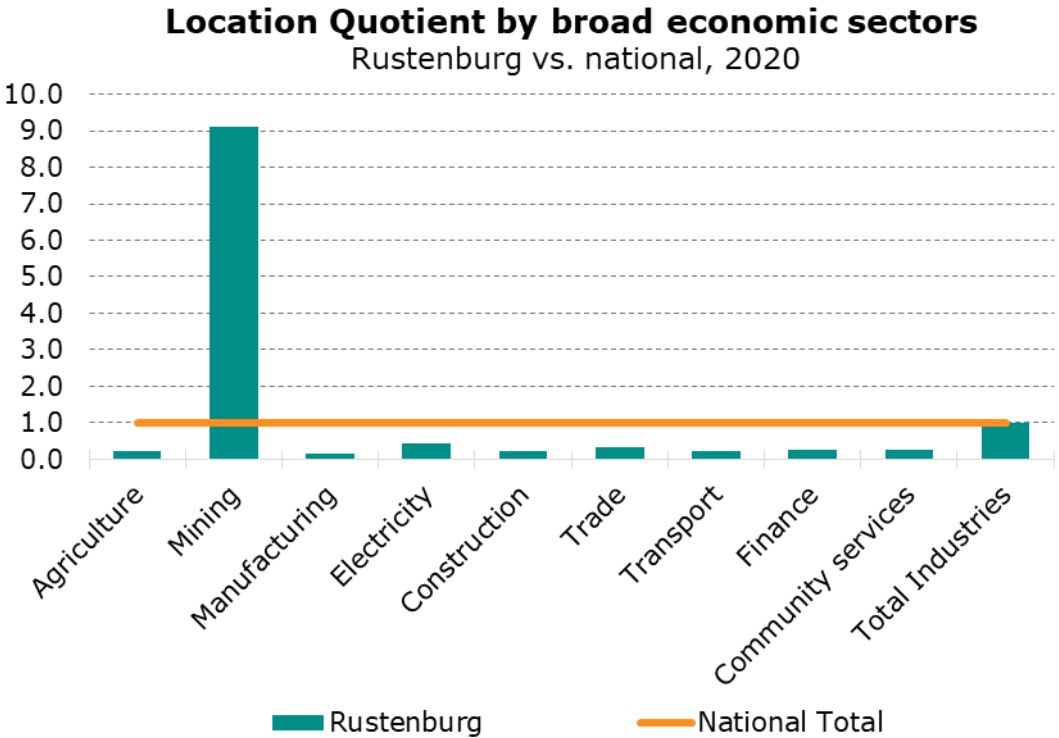
The Rustenburg Local Municipality has a very high concentrated mining sector.

The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

Location Quotient

A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.



Source: IHS Markit Regional eXplorer version 2112

For 2020 Rustenburg Local Municipality has a very large comparative advantage in the mining sector. The Rustenburg Local Municipality has a comparative disadvantage when it comes to the manufacturing and agriculture sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. The entire Rustenburg Local Municipality-economy is centred around the mines in the area, with an LQ of 9.1. There are no other sectors except for the mining sector with a comparative advantage. All other sectors have a disadvantage - with the manufacturing sector reporting the lowest score at 0.164.

Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

Working age population in Rustenburg, Bojanala Platinum, North-West and National Total, 2010 and 2020 [Number]

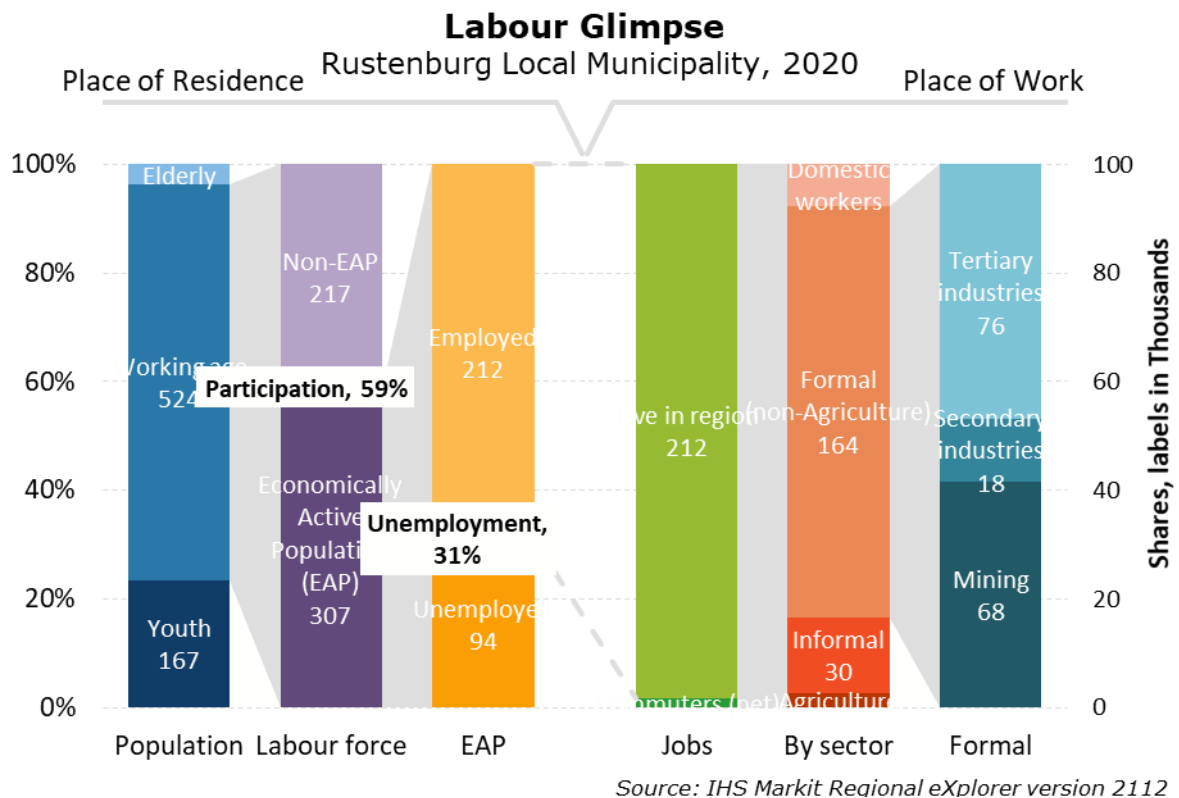
	Rustenburg		Bojanala Platinum		North-West		National Total	
	2010	2020	2010	2020	2010	2020	2010	2020
15-19	42,000	43,100	132,000	122,000	343,000	306,000	5,220,000	4,730,000
20-24	59,700	60,100	161,000	153,000	357,000	313,000	5,350,000	4,780,000
25-29	62,800	83,000	154,000	195,000	314,000	367,000	4,780,000	5,460,000
30-34	52,900	92,900	125,000	214,000	255,000	400,000	3,900,000	5,580,000
35-39	42,800	71,000	103,000	171,000	221,000	344,000	3,420,000	4,800,000
40-44	36,700	52,400	88,000	121,000	196,000	259,000	2,810,000	3,740,000
45-49	35,200	43,300	85,900	96,700	192,000	209,000	2,520,000	3,180,000
50-54	27,500	33,600	73,600	81,800	169,000	180,000	2,150,000	2,570,000
55-59	17,600	26,900	54,900	78,000	130,000	176,000	1,750,000	2,270,000
60-64	11,200	18,300	41,000	64,900	99,800	153,000	1,410,000	1,900,000
Total	388,000	524,000	1,020,000	1,300,000	2,280,000	2,710,000	33,300,000	39,000,000

Source: IHS Markit Regional eXplorer version 2112

The working age population in Rustenburg in 2020 was 524 000, increasing at an average annual rate of 3.05% since 2010. For the same period the working age population for Bojanala Platinum District Municipality increased at 2.45% annually, while that of North-West Province increased at 1.75% annually. South Africa's working age population has increased annually by 1.60% from 33.3 million in 2010 to 39 million in 2020.

The graph below combines all the facets of the labour force in the Rustenburg Local Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

Labour Glimpse - Rustenburg Local Municipality, 2020



Reading the chart from the left-most bar, breaking down the total population of the Rustenburg Local Municipality (719 000) into working age and non-working age, the number of people that are of working age is about 524 000. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 58.5% are participating in the labour force, meaning 307 000 residents of the local municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the local municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 217 000 people. Out of the economically active population, there are 94 600 that are unemployed, or when expressed as a percentage, an unemployment rate of 30.8%. Up to here all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Rustenburg, broken down by the primary (mining), secondary and tertiary industries. The majority of the formal employment lies in the Tertiary industry, with 76 800 jobs. When including the informal, agricultural and domestic workers, we have a total number of 216 000 jobs in the area. Formal jobs make up 75.9% of all jobs in the Rustenburg Local Municipality. The difference between the employment measured at the place of work, and the people employed living in the area can be explained by the net commuters that commute every day into the local municipality.

In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a more dense concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.

Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

Economically active population (EAP) - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [number, percentage]

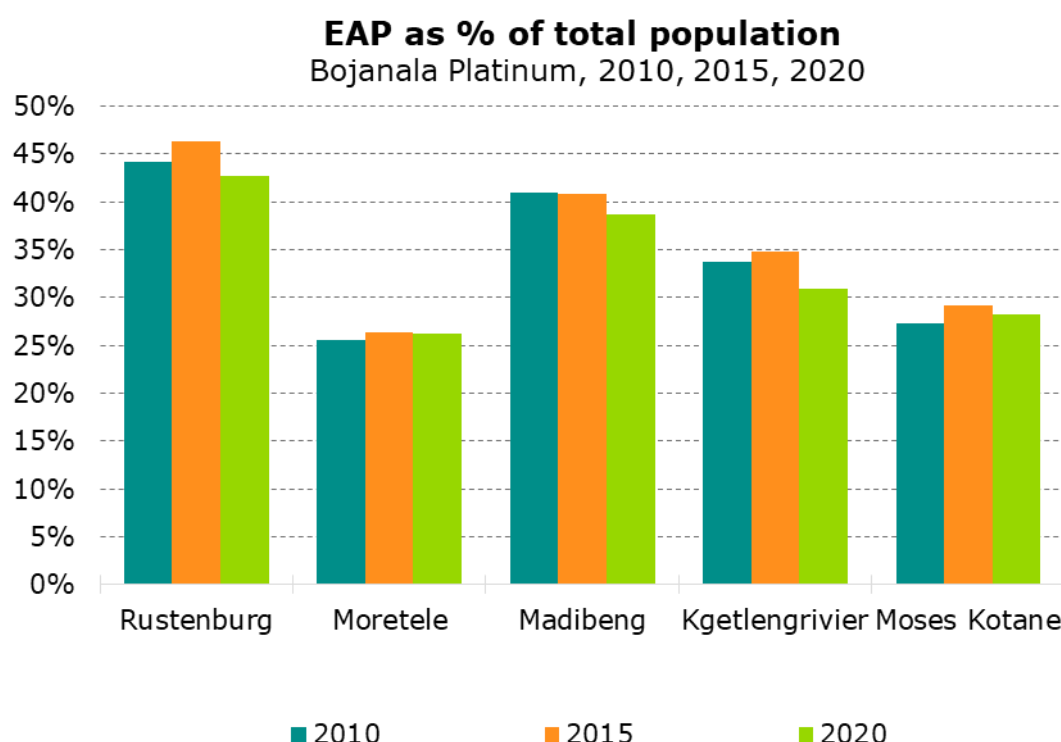
	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
2010	236,000	558,000	1,090,000	18,000,000	42.3%	21.6%	1.31%
2011	239,000	562,000	1,090,000	18,300,000	42.6%	22.1%	1.31%
2012	259,000	588,000	1,110,000	18,700,000	44.1%	23.5%	1.38%
2013	264,000	604,000	1,160,000	19,400,000	43.8%	22.9%	1.37%
2014	283,000	640,000	1,220,000	20,200,000	44.2%	23.1%	1.40%
2015	295,000	666,000	1,270,000	20,900,000	44.3%	23.2%	1.41%
2016	304,000	686,000	1,310,000	21,500,000	44.3%	23.1%	1.41%
2017	308,000	697,000	1,340,000	22,100,000	44.3%	23.0%	1.39%
2018	308,000	698,000	1,350,000	22,400,000	44.2%	22.8%	1.38%
2019	309,000	705,000	1,380,000	22,800,000	43.9%	22.4%	1.36%
2020	307,000	697,000	1,370,000	22,300,000	44.0%	22.5%	1.38%
Average Annual growth							
2010-2020	2.67%	2.26%	2.25%	2.14%			

Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality's EAP was 307 000 in 2020, which is 42.70% of its total population of 719 000, and roughly 44.04% of the total EAP of the Bojanala Platinum District Municipality. From 2010 to 2020, the average annual increase in the EAP in the Rustenburg Local Municipality was 2.67%, which

is 0.412 percentage points higher than the growth in the EAP of Bojanala Platinum's for the same period.

EAP as % of total population - Rustenburg and the rest of Bojanala Platinum, 2010, 2015, 2020 [percentage]



Source: IHS Markit Regional eXplorer version 2112

In 2010, 44.2% of the total population in Rustenburg Local Municipality were classified as economically active which decreased to 42.7% in 2020. Compared to the other regions in Bojanala Platinum District Municipality, Rustenburg Local Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Moretele Local Municipality had the lowest EAP with 26.3% people classified as economically active population in 2020.

Labour Force participation rate

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

The following is the labour participation rate of the Rustenburg, Bojanala Platinum, North-West and National Total as a whole.

The labour force participation rate - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [percentage]

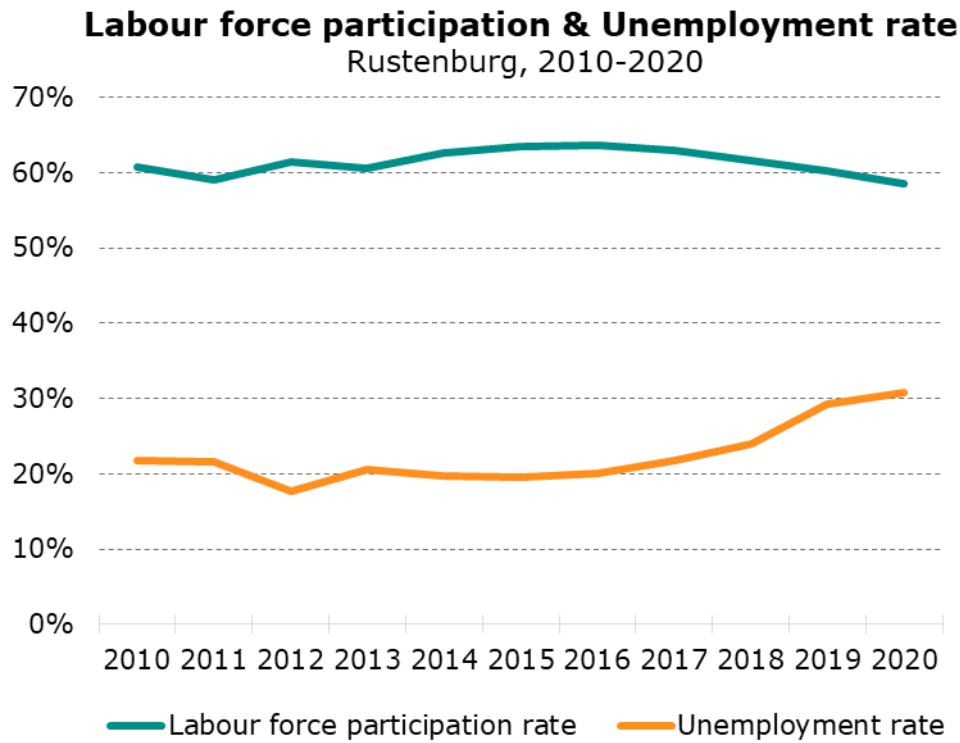
	Rustenburg	Bojanala Platinum	North-West	National Total
2010	60.7%	54.8%	48.0%	54.1%
2011	59.0%	53.4%	46.6%	53.9%

	Rustenburg	Bojanala Platinum	North-West	National Total
2012	61.5%	54.2%	46.5%	54.3%
2013	60.5%	54.2%	47.8%	55.2%
2014	62.6%	55.9%	49.7%	56.6%
2015	63.5%	56.8%	50.9%	57.7%
2016	63.6%	57.2%	51.7%	58.8%
2017	62.9%	57.0%	52.1%	59.5%
2018	61.5%	56.0%	51.7%	59.4%
2019	60.3%	55.5%	52.0%	59.4%
2020	58.5%	53.8%	50.4%	57.1%

Source: IHS Markit Regional eXplorer version 2112

The Rustenburg Local Municipality's labour force participation rate decreased from 60.72% to 58.54% which is a decrease of -2.2 percentage points. The Bojanala Platinum District Municipality decreased from 54.77% to 53.78%, North-West Province increased from 48.00% to 50.43% and South Africa increased from 54.14% to 57.10% from 2010 to 2020. The Rustenburg Local Municipality labour force participation rate exhibited a lower percentage point change compared to the North-West Province from 2010 to 2020. The Rustenburg Local Municipality had a higher labour force participation rate when compared to South Africa in 2020.

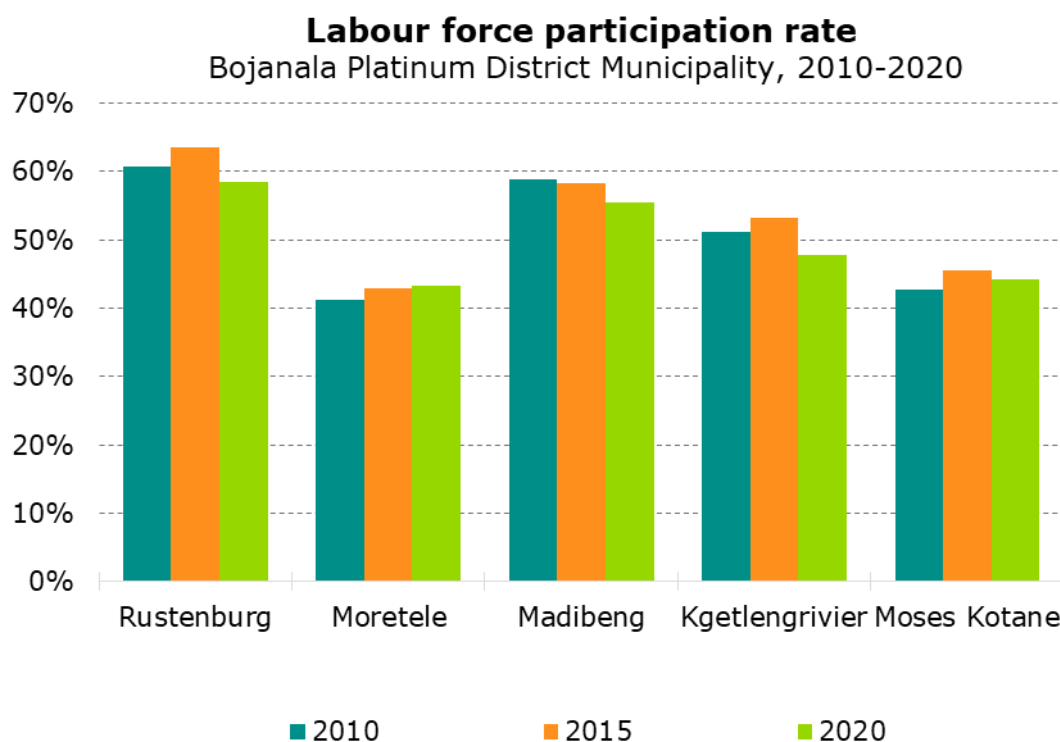
The labour force participation and unemployment rates - Rustenburg Local Municipality, 2010-2020 [percentage]



Source: IHS Markit Regional eXplorer version 2112

In 2020 the labour force participation rate for Rustenburg was at 58.5% which is slightly lower when compared to the 60.7% in 2010. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2010, the unemployment rate for Rustenburg was 21.7% and increased overtime to 30.8% in 2020. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Rustenburg Local Municipality.

The labour force participation rate - Rustenburg and the rest of Bojanala Platinum, 2015 and 2020 [percentage]



Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality had the highest labour force participation rate with 58.5% in 2020 decreasing from 60.7% in 2010. Moretele Local Municipality had the lowest labour force participation rate of 43.3% in 2020, this increased from 41.2% in 2010.

Total Employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

Total employment - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [numbers]

	Rustenburg	Bojanala Platinum	North-West	National Total
2010	191,000	380,000	758,000	13,500,000
2011	197,000	390,000	761,000	13,700,000
2012	215,000	414,000	764,000	14,000,000
2013	213,000	416,000	793,000	14,500,000

	Rustenburg	Bojanala Platinum	North-West	National Total
2014	229,000	442,000	837,000	15,100,000
2015	240,000	459,000	870,000	15,600,000
2016	245,000	469,000	894,000	15,900,000
2017	244,000	468,000	909,000	16,100,000
2018	238,000	458,000	913,000	16,300,000
2019	224,000	438,000	912,000	16,300,000
2020	216,000	421,000	883,000	15,700,000
Average Annual growth				
2010-2020	1.23%	1.02%	1.54%	1.48%

Source: IHS Markit Regional eXplorer version 2112

In 2020, Rustenburg employed 216 000 people which is 51.37% of the total employment in Bojanala Platinum District Municipality (421 000), 24.47% of total employment in North-West Province (884 000), and 1.38% of the total employment of 15.7 million in South Africa. Employment within Rustenburg increased annually at an average rate of 1.23% from 2010 to 2020.

Total employment per broad economic sector - Rustenburg and the rest of Bojanala Platinum, 2020
[Numbers]

	Rustenburg	Moretele	Madibeng	Kgetlengrivier	Moses Kotane	Total Bojanala Platinum
Agriculture	5,580	589	4,230	1,760	1,140	13,304
Mining	68,200	2,500	22,600	3,420	14,300	111,061
Manufacturing	12,900	1,790	7,840	1,270	3,040	26,811
Electricity	688	117	540	60	172	1,577
Construction	12,900	1,200	6,790	1,160	2,140	24,218
Trade	39,000	4,110	23,800	4,310	9,100	80,358
Transport	6,130	719	3,980	614	1,380	12,821
Finance	19,300	3,000	15,100	1,520	3,150	42,014
Community services	35,100	4,150	26,100	3,130	9,110	77,603

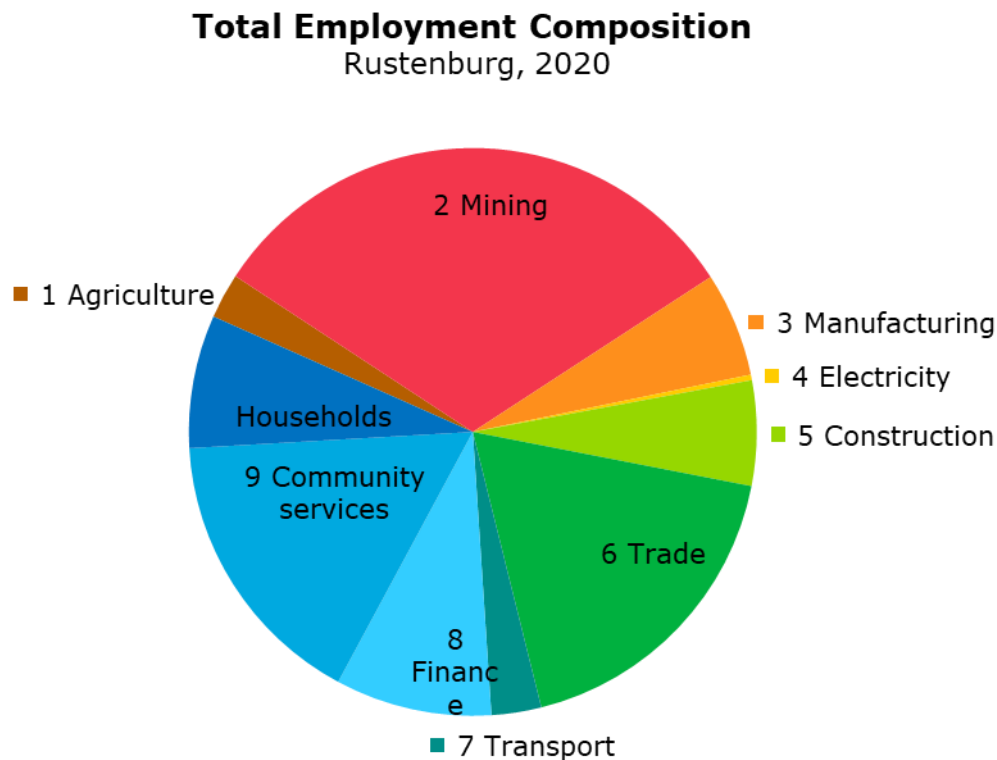
	Rustenburg	Moretele	Madibeng	Kgetlengrivier	Moses Kotane	Total Bojanala Platinum
Households	16,400	1,370	8,740	1,770	2,900	31,157
Total	216,000	19,500	120,000	19,000	46,400	420,926

Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality employs a total number of 216 000 people within its local municipality. Rustenburg Local Municipality also employs the highest number of people within Bojanala Platinum District Municipality. The local municipality that employs the lowest number of people relative to the other regions within Bojanala Platinum District Municipality is Kgetlengrivier local municipality with a total number of 19 000 employed people.

In Rustenburg Local Municipality the economic sectors that recorded the largest number of employment in 2020 were the mining sector with a total of 68 200 employed people or 31.6% of total employment in the local municipality. The trade sector with a total of 39 000 (18.1%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 688 (0.3%) is the sector that employs the least number of people in Rustenburg Local Municipality, followed by the agriculture sector with 5 580 (2.6%) people employed.

Total employment per broad economic sector - Rustenburg Local Municipality, 2020 [percentage]



Source: IHS Markit Regional eXplorer version 2112

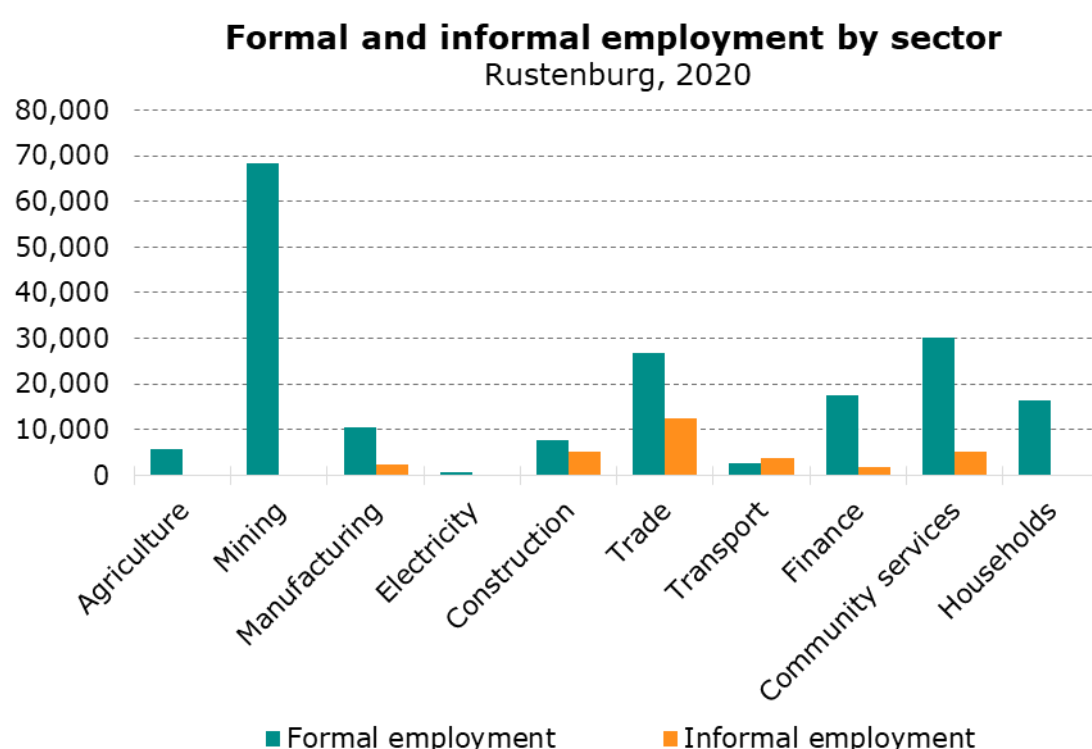
Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Rustenburg Local Municipality counted 186 000 in 2020, which is about 86.02% of total employment, while the number of people employed in the informal sector counted 30 200 or 13.98% of the total employment. Informal employment in Rustenburg increased from 18 400 in 2010 to an estimated 30 200 in 2020.

Formal and informal employment by broad economic sector - Rustenburg Local Municipality, 2020 [numbers]



Source: IHS Markit Regional eXplorer version 2112

Some of the economic sectors have little or no informal employment:

Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.

In 2020 the Trade sector recorded the highest number of informally employed, with a total of 12 400 employees or 40.92% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Finance sector has the lowest informal employment with 1 680 and only contributes 5.55% to total informal employment.

Formal and informal employment by broad economic sector - Rustenburg Local Municipality, 2020
[numbers]

	Formal employment	Informal employment
Agriculture	5,580	N/A
Mining	68,200	N/A
Manufacturing	10,500	2,360
Electricity	688	N/A
Construction	7,800	5,130
Trade	26,700	12,400
Transport	2,500	3,630
Finance	17,600	1,680
Community services	30,000	5,060
Households	16,400	N/A

Source: IHS Markit Regional eXplorer version 2112

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

Unemployment

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

"Without work", i.e. not in paid employment or self-employment;

"Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and

"Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

Unemployment (official definition) - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [Number percentage]

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
2010	51,300	147,000	298,000	4,490,000	34.9%	17.2%	1.14%
2011	51,500	145,000	289,000	4,590,000	35.4%	17.8%	1.12%
2012	46,100	139,000	291,000	4,710,000	33.2%	15.8%	0.98%
2013	54,200	152,000	308,000	4,870,000	35.6%	17.6%	1.11%
2014	56,000	162,000	328,000	5,070,000	34.7%	17.1%	1.10%
2015	57,700	169,000	344,000	5,320,000	34.0%	16.8%	1.08%
2016	60,900	178,000	358,000	5,700,000	34.1%	17.0%	1.07%
2017	67,000	191,000	371,000	6,020,000	35.1%	18.1%	1.11%
2018	73,900	204,000	379,000	6,130,000	36.2%	19.5%	1.21%
2019	90,300	235,000	411,000	6,480,000	38.5%	22.0%	1.39%
2020	94,600	246,000	423,000	6,600,000	38.4%	22.3%	1.43%
Average Annual growth							
2010-2020	6.31%	5.29%	3.59%	3.92%			

Source: IHS Markit Regional eXplorer version 2112

In 2020, there were a total number of 94 600 people unemployed in Rustenburg, which is an increase of 43 300 from 51 300 in 2010. The total number of unemployed people within Rustenburg constitutes 38.41% of the total number of unemployed people in Bojanala Platinum District Municipality. The Rustenburg Local Municipality experienced an average annual increase of 6.31% in the number of unemployed people, which is worse than that of the Bojanala Platinum District Municipality which had an average annual increase in unemployment of 5.29%.

Unemployment rate (official definition) - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [Percentage]

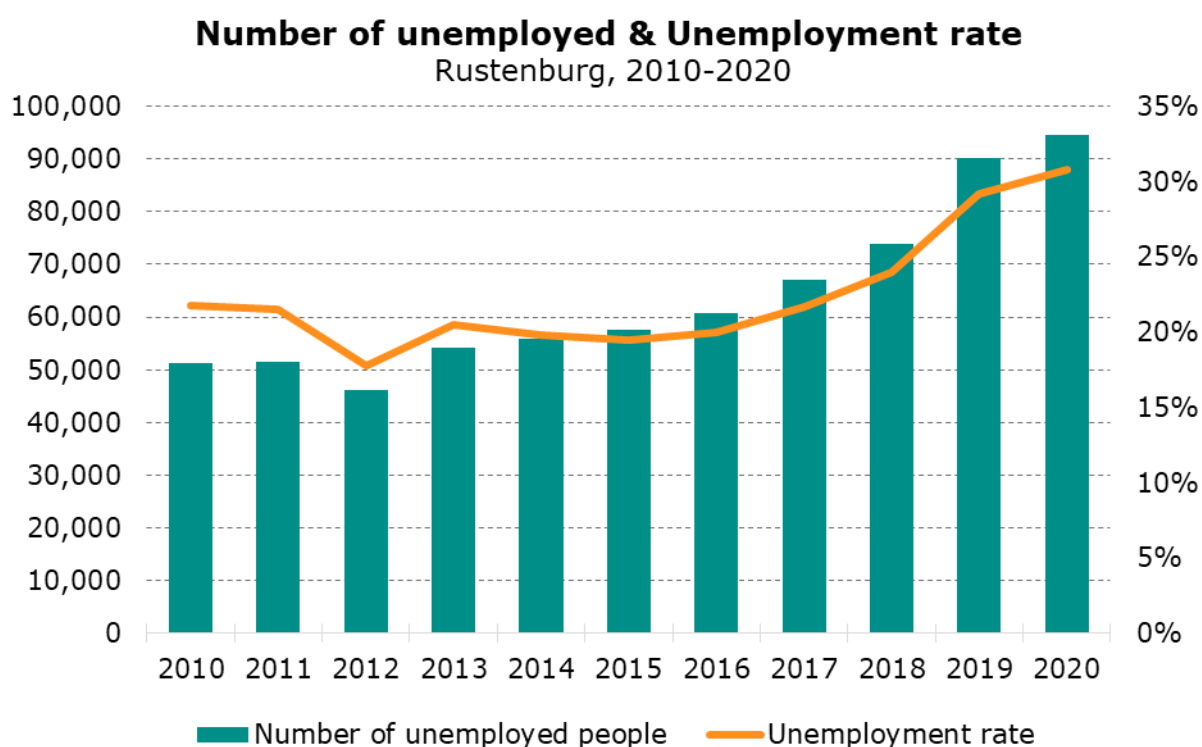
	Rustenburg	Bojanala Platinum	North-West	National Total
2010	21.7%	26.4%	27.2%	24.9%
2011	21.5%	25.9%	26.6%	25.1%
2012	17.8%	23.6%	26.3%	25.1%
2013	20.5%	25.2%	26.7%	25.2%
2014	19.8%	25.2%	26.8%	25.2%
2015	19.5%	25.4%	27.0%	25.5%
2016	20.0%	26.0%	27.3%	26.4%
2017	21.7%	27.4%	27.6%	27.2%
2018	24.0%	29.3%	28.0%	27.4%
2019	29.2%	33.3%	29.7%	28.4%

	Rustenburg	Bojanala Platinum	North-West	National Total
2020	30.8%	35.3%	31.0%	29.6%

Source: IHS Markit Regional eXplorer version 2112

In 2020, the unemployment rate in Rustenburg Local Municipality (based on the official definition of unemployment) was 30.81%, which is an increase of 9.07 percentage points. The unemployment rate in Rustenburg Local Municipality is lower than that of Bojanala Platinum. Comparing to the North-West Province it can be seen that the unemployment rate for Rustenburg Local Municipality was lower than that of North-West which was 31.02%. The unemployment rate for South Africa was 29.64% in 2020, which is a increase of -4.71 percentage points from 24.93% in 2010.

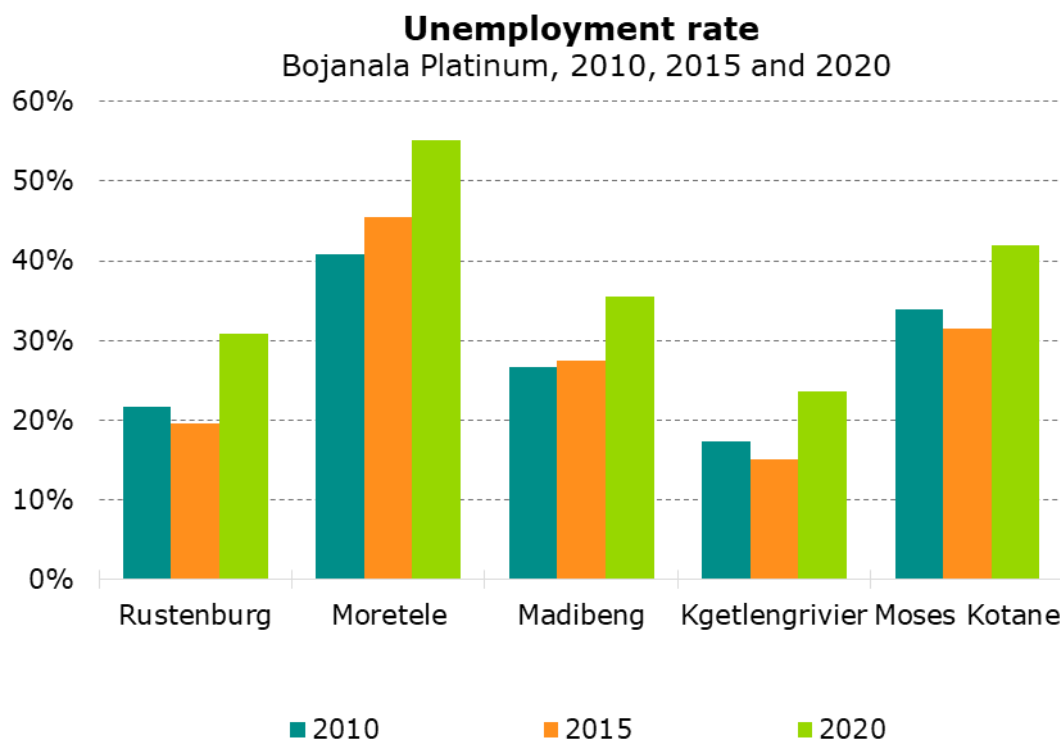
Unemployment and unemployment rate (official definition) - Rustenburg Local Municipality, 2010-2020
[number percentage]



Source: IHS Markit Regional eXplorer version 2112

When comparing unemployment rates among regions within Bojanala Platinum District Municipality, Moretele Local Municipality has indicated the highest unemployment rate of 55.1%, which has increased from 40.8% in 2010. It can be seen that the Kgetlengrivier Local Municipality had the lowest unemployment rate of 23.7% in 2020, this increased from 17.4% in 2010.

Unemployment rate - Rustenburg and the rest of Bojanala Platinum, 2010, 2015 and 2020 [percentage]



Source: IHS Markit Regional eXplorer version 2112

Income and Expenditure

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

Number of Households by Income category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

Households by income category - Rustenburg, Bojanala Platinum, North-West and National Total, 2020
[Number Percentage]

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
0-2400	29	75	148	1,760	38.3%	19.3%	1.62%
2400-6000	524	1,410	2,860	35,000	37.2%	18.3%	1.50%
6000-12000	5,170	13,900	27,800	340,000	37.3%	18.6%	1.52%

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
12000-18000	9,350	26,200	54,000	665,000	35.7%	17.3%	1.41%
18000-30000	22,800	67,500	148,000	1,850,000	33.8%	15.4%	1.23%
30000-42000	21,500	67,500	150,000	1,860,000	31.9%	14.4%	1.16%
42000-54000	20,900	60,700	129,000	1,630,000	34.4%	16.2%	1.29%
54000-72000	26,600	67,100	136,000	1,750,000	39.7%	19.5%	1.52%
72000-96000	24,000	62,400	127,000	1,590,000	38.4%	18.8%	1.51%
96000-132000	25,600	61,400	118,000	1,480,000	41.8%	21.7%	1.73%
132000-192000	23,900	52,600	104,000	1,430,000	45.4%	23.0%	1.67%
192000-360000	30,200	61,800	124,000	1,850,000	48.9%	24.5%	1.64%
360000-600000	19,900	37,200	71,600	1,170,000	53.5%	27.8%	1.70%
600000-1200000	16,300	29,100	55,100	973,000	55.9%	29.6%	1.67%
1200000-2400000	4,830	8,630	16,700	309,000	56.0%	28.9%	1.56%
2400000+	562	1,070	2,230	44,800	52.7%	25.2%	1.26%
Total	252,000	619,000	1,270,000	17,000,000	40.8%	19.9%	1.49%

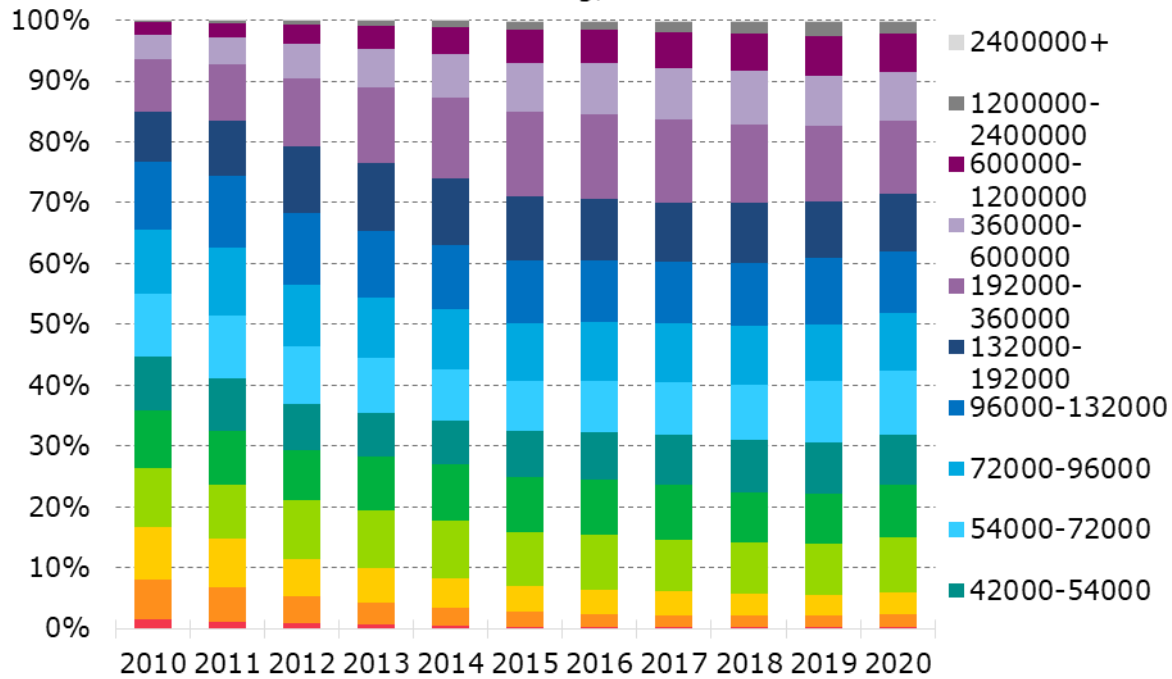
Source: IHS Markit Regional eXplorer version 2112

It was estimated that in 2020 15.02% of all the households in the Rustenburg Local Municipality, were living on R30,000 or less per annum. In comparison with 2010's 26.40%, the number is slightly lower. The 192000-360000 income category has the highest number of households with a total number of 30 200, followed by the 54000-72000 income category with 26 600 households. Only 29 households fall within the 0-2400 income category.

Households by income bracket - Rustenburg Local Municipality, 2010-2020 [Percentage]

Number of households by income category

Rustenburg, 2010-2020



Source: IHS Markit Regional eXplorer version 2112

For the period 2010 to 2020 the number of households earning more than R30,000 per annum has increased from 73.60% to 84.98%.

Annual total Personal Income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

Annual total personal income is the sum of the total personal income for all households in a specific region. The definition of income is the same as used in the income brackets (Number of Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been taken into account.

Annual total personal income - Rustenburg, Bojanala Platinum, North-West and National Total [Current Prices, R billions]

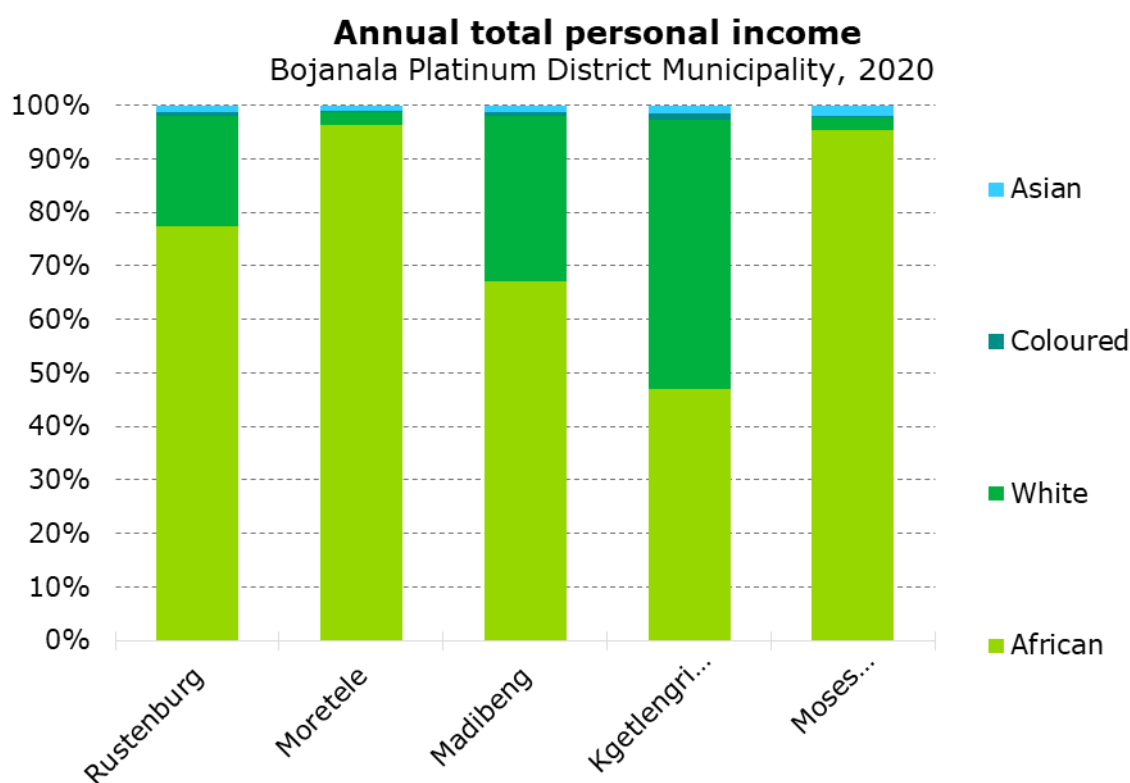
	Rustenburg	Bojanala Platinum	North-West	National Total
2010	22.5	48.1	100.6	1,843.3
2011	25.5	54.1	111.8	2,033.0
2012	31.6	63.3	124.4	2,226.5
2013	35.5	71.1	140.5	2,412.1
2014	39.7	77.5	150.6	2,590.6
2015	46.0	88.4	169.0	2,794.9
2016	48.2	94.0	181.8	2,990.4

	Rustenburg	Bojanala Platinum	North-West	National Total
2017	52.4	102.6	198.5	3,226.5
2018	55.1	109.0	211.9	3,413.7
2019	57.5	114.4	223.7	3,584.3
2020	56.2	112.7	221.4	3,508.3
Average Annual growth				
2010-2020	9.58%	8.90%	8.21%	6.65%

Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality recorded an average annual growth rate of 9.58% (from R 22.5 billion to R 56.2 billion) from 2010 to 2020, which is more than both Bojanala Platinum's (8.90%) as well as North-West Province's (8.21%) average annual growth rates. South Africa had an average annual growth rate of 6.65% (from R 1.84 trillion to R 3.51 trillion) which is less than the growth rate in Rustenburg Local Municipality.

Annual total personal income by population group - Rustenburg and the rest of Bojanala Platinum
[Current Prices, R billions]



Source: IHS Markit Regional eXplorer version 2112

The total personal income of Rustenburg Local Municipality amounted to approximately R 56.2 billion in 2020. The African population group earned R 43.5 billion, or 77.51% of total personal income, while the White population group earned R 11.5 billion, or 20.49% of the total personal income. The Asian and the Coloured population groups only had a share of 1.23% and 0.78% of total personal income respectively.

Annual total personal income - [Current Prices, R billions]

	Rustenburg	Moretele	Madibeng	Kgetlengrivier	Moses Kotane
2010	22.51	2.95	15.74	1.56	5.32
2011	25.52	3.20	17.80	1.72	5.82
2012	31.62	3.48	19.47	2.04	6.71
2013	35.50	3.80	22.02	2.30	7.47
2014	39.69	3.88	23.29	2.44	8.19
2015	46.00	4.15	25.96	2.89	9.37
2016	48.23	4.30	28.45	3.08	9.96
2017	52.41	4.70	31.12	3.41	10.95
2018	55.14	5.04	33.34	3.69	11.74
2019	57.50	5.29	35.29	3.95	12.34
2020	56.19	5.26	35.15	3.97	12.17
Average Annual growth					
2010-2020	9.58%	5.95%	8.37%	9.81%	8.63%

Source: IHS Markit Regional eXplorer version 2112

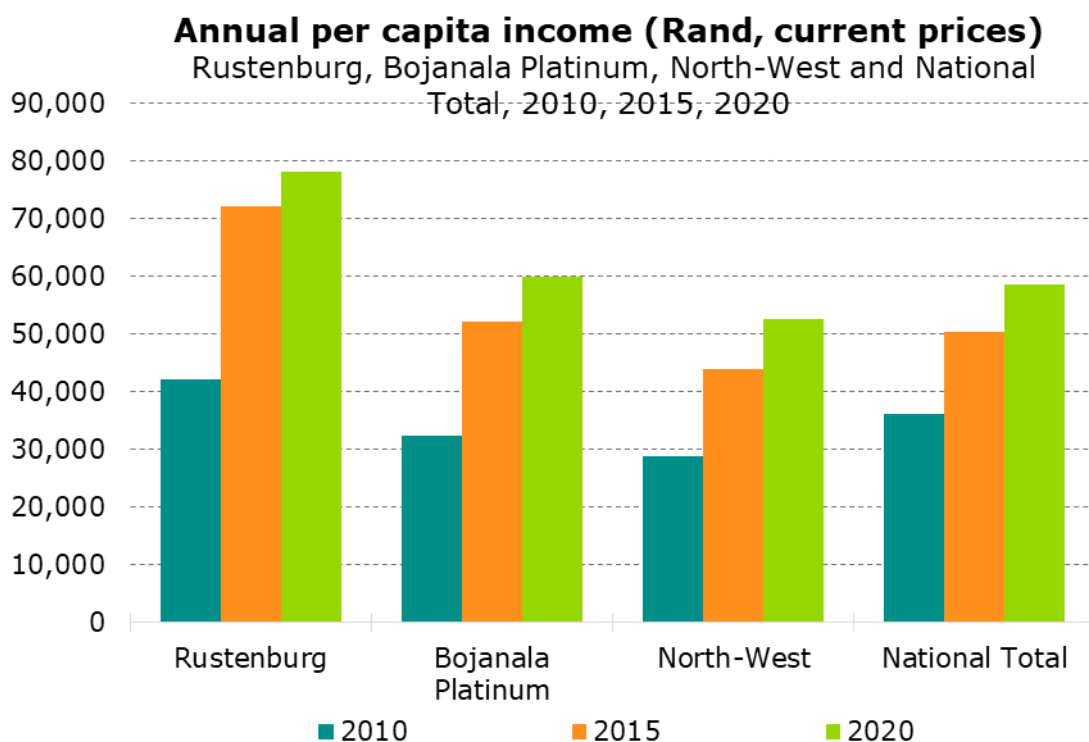
When looking at the annual total personal income for the regions within Bojanala Platinum District Municipality it can be seen that the Rustenburg Local Municipality had the highest total personal income with R 56.2 billion which increased from R 22.5 billion recorded in 2010. It can be seen that the Kgetlengrivier Local Municipality had the lowest total personal income of R 3.97 billion in 2020, this increased from R 1.56 billion in 2010.

Annual per Capita Income

Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population.

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.

Per capita income - Rustenburg, Bojanala Platinum, North-West and National Total, 2020 [Rand, current prices]



Source: IHS Markit Regional eXplorer version 2112

The per capita income in Rustenburg Local Municipality in 2020 is R 78,100 which is higher than both the North-West (R 52,600) and of the Bojanala Platinum District Municipality (R 59,900) per capita income. The per capita income for Rustenburg Local Municipality (R 78,100) is higher than that of the South Africa as a whole which is R 58,700.

Per capita income by population group - Rustenburg and the rest of Bojanala Platinum District Municipality, 2020 [Rand, current prices]

	African	White	Coloured	Asian
Rustenburg	67,100	209,000	65,800	86,300
Moretele	24,100	N/A	N/A	N/A
Madibeng	42,600	207,000	46,700	103,000
Kgetlengrivier	34,700	194,000	38,300	N/A
Moses Kotane	43,800	214,000	N/A	102,000

Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality has the highest per capita income with a total of R 78,100. Kgetlengrivier Local Municipality had the second highest per capita income at R 60,200, whereas Moretele Local Municipality had the lowest per capita income at R 24,900. In Rustenburg Local Municipality, the White population group has the highest per capita income, with R 209,000, relative to the other population groups. The population group with the second highest per capita income within Rustenburg Local Municipality is the Asian population group (R 86,300), where the African and the Coloured population groups had a per capita income of R 67,000 and R 65,800 respectively.

Index of Buying Power

The Index of Buying Power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1) and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

Index of buying power - Rustenburg, Bojanala Platinum, North-West and National Total, 2020 [Number]

	Rustenburg	Bojanala Platinum	North-West	National Total
Population	719,049	1,881,304	4,209,227	59,809,786
Population - share of national total	1.2%	3.1%	7.0%	100.0%
Income	56,186	112,729	221,433	3,508,339
Income - share of national total	1.6%	3.2%	6.3%	100.0%
Retail	9,962,292	19,667,740	38,933,976	1,049,501,655
Retail - share of national total	0.9%	1.9%	3.7%	100.0%
Index	0.01	0.03	0.06	1.00

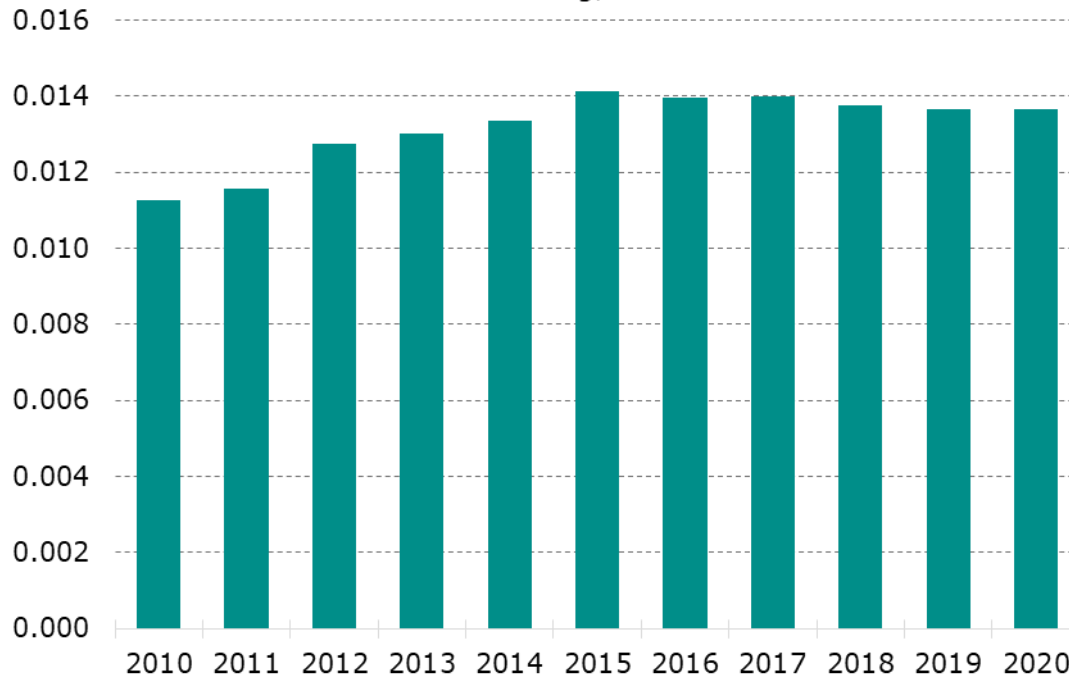
Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality has a 1.2% share of the national population, 1.6% share of the total national income and a 0.9% share in the total national retail, this all equates to an IBP index value of 0.014 relative to South Africa as a whole. Bojanala Platinum has an IBP of 0.028, were North-West Province has and IBP index value of 0.056 and South Africa a value of 1 relative to South Africa as a whole. .

The considerable low index of buying power of the Rustenburg Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Bojanala Platinum District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

Index of buying power Rustenburg Local Municipality, 2010-2020 [Index value]

Index of buying power Rustenburg, 2010-2020



Source: IHS Markit Regional eXplorer version 2112

Between 2010 and 2020, the index of buying power within Rustenburg Local Municipality increased to its highest level in 2015 (0.01412) from its lowest in 2010 (0.01128). Although the buying power within Rustenburg Local Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 1.93%.

Development

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

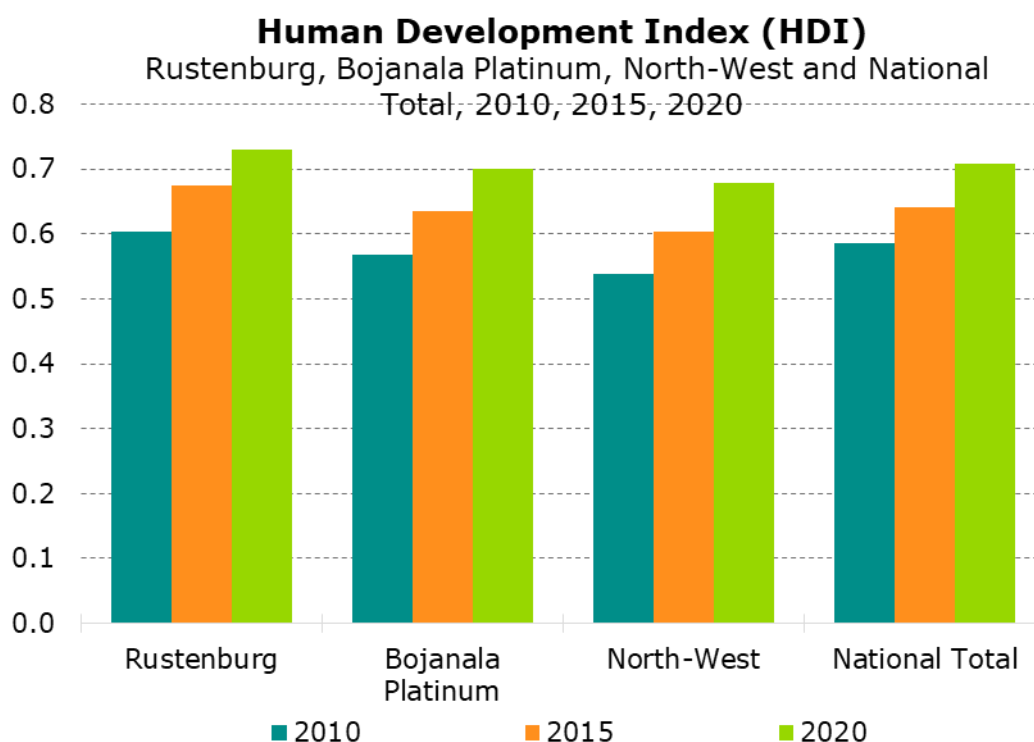
Human Development Index (HDI)

The Human Development Index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a

very high level of human development, while the minimum value is 0, indicating no human development.

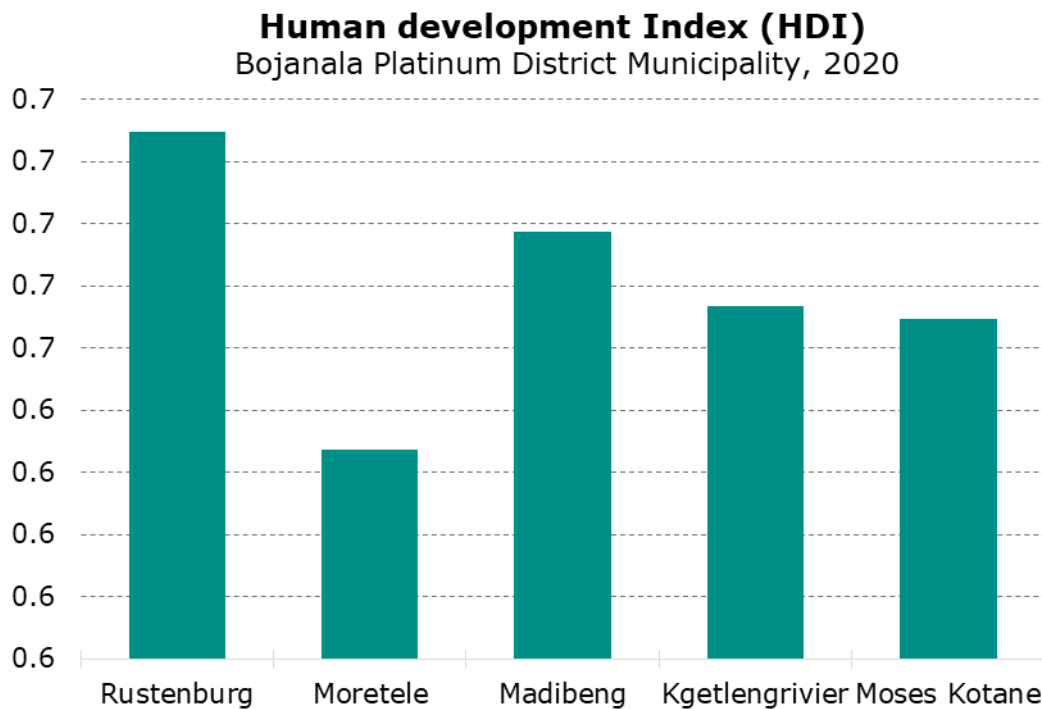
Human Development Index (HDI) - Rustenburg, Bojanala Platinum, North-West and National Total, 2010, 2015, 2020 [Number]



Source: IHS Markit Regional eXplorer version 2112

In 2020 Rustenburg Local Municipality had an HDI of 0.73 compared to the Bojanala Platinum with a HDI of 0.701, 0.678 of North-West and 0.708 of National Total as a whole. Seeing that South Africa recorded a lower HDI in 2020 when compared to Rustenburg Local Municipality which translates to better human development for Rustenburg Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.90% and this increase is lower than that of Rustenburg Local Municipality (1.91%).

Human development Index (HDI) - Rustenburg and the rest of Bojanala Platinum District Municipality, 2020 [Number]



Source: IHS Markit Regional eXplorer version 2112

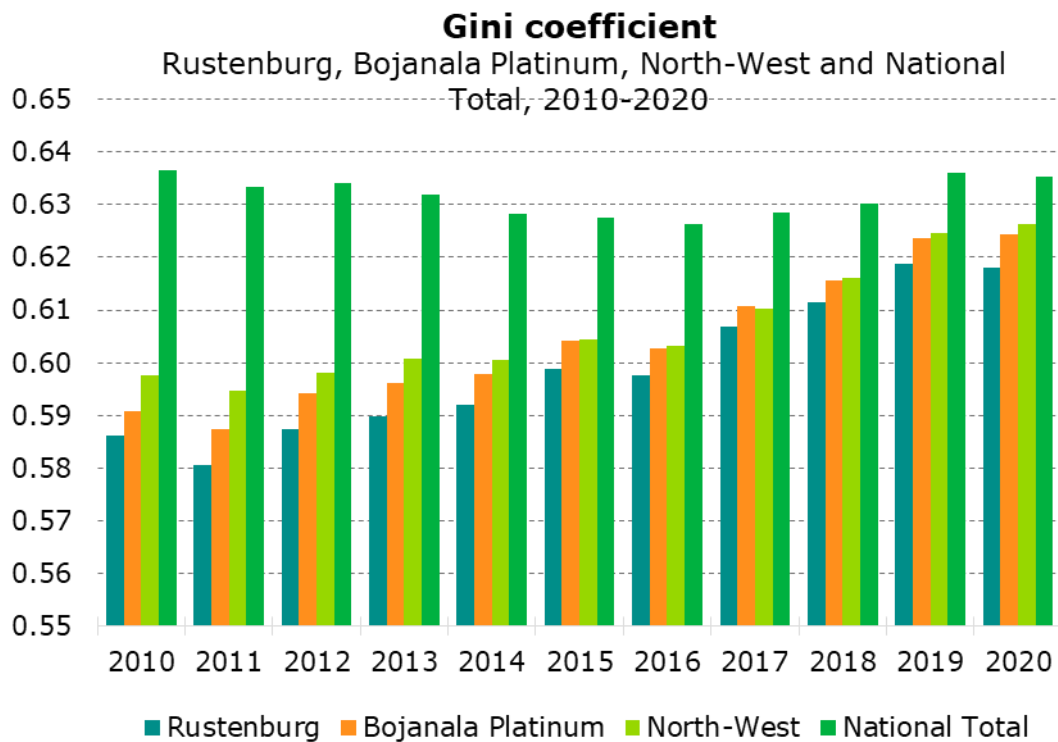
In terms of the HDI for each the regions within the Bojanala Platinum District Municipality, Rustenburg Local Municipality has the highest HDI, with an index value of 0.73. The lowest can be observed in the Moretele Local Municipality with an index value of 0.627.

Gini Coefficient

The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.

Gini coefficient - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [Number]



Source: IHS Markit Regional eXplorer version 2112

In 2020, the Gini coefficient in Rustenburg Local Municipality was at 0.618, which reflects a increase in the number over the ten-year period from 2010 to 2020. The Bojanala Platinum District Municipality and the North-West Province, both had a more unequal spread of income amongst their residents (at 0.624 and 0.626 respectively) when compared to Rustenburg Local Municipality.

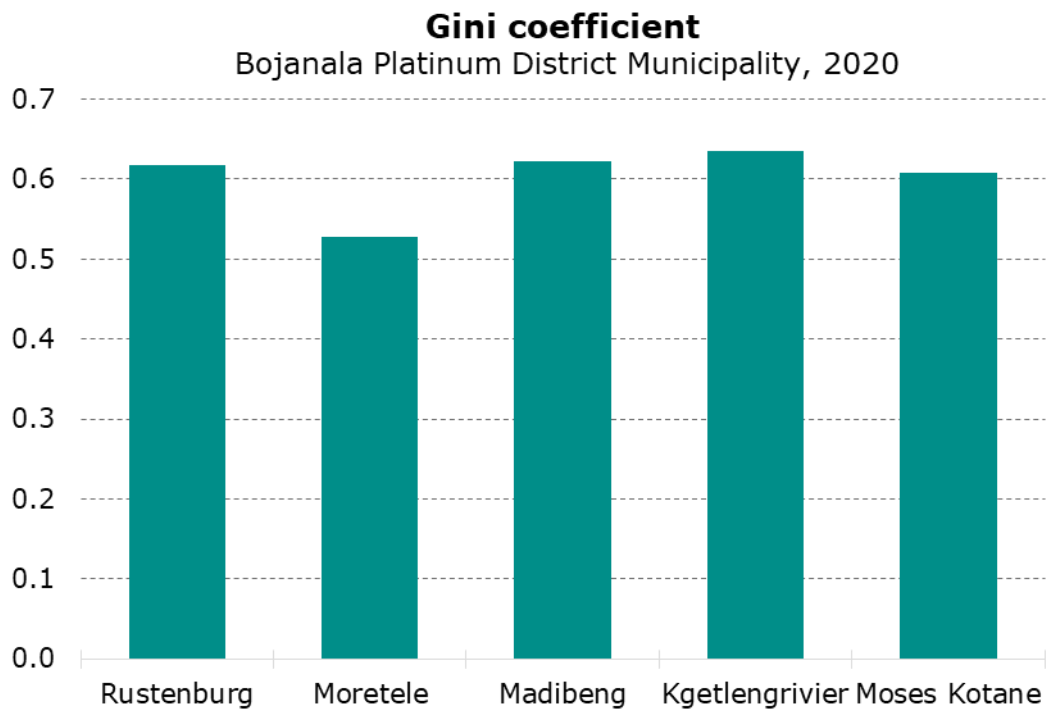
Gini coefficient by population group - Rustenburg, 2010, 2020 [Number]

	African	White	Coloured	Asian
2010	0.53	0.43	0.57	0.51
2020	0.61	0.44	0.56	0.50
Average Annual growth				
2010-2020	1.32%	0.18%	-0.22%	-0.33%

Source: IHS Markit Regional eXplorer version 2112

When segmenting the Rustenburg Local Municipality into population groups, it can be seen that the Gini coefficient for the African population group increased the most amongst the population groups with an average annual growth rate of 1.32%. The Gini coefficient for the Asian population group decreased the most with an average annual growth rate of -0.33%.

Gini coefficient - Rustenburg and the rest of Bojanala Platinum District Municipality, 2020 [Number]



Source: IHS Markit Regional eXplorer version 2112

In terms of the Gini coefficient for each of the regions within the Bojanala Platinum District Municipality, Kgetlengrivier Local Municipality has the highest Gini coefficient, with an index value of 0.635. The lowest Gini coefficient can be observed in the Moretele Local Municipality with an index value of 0.527.

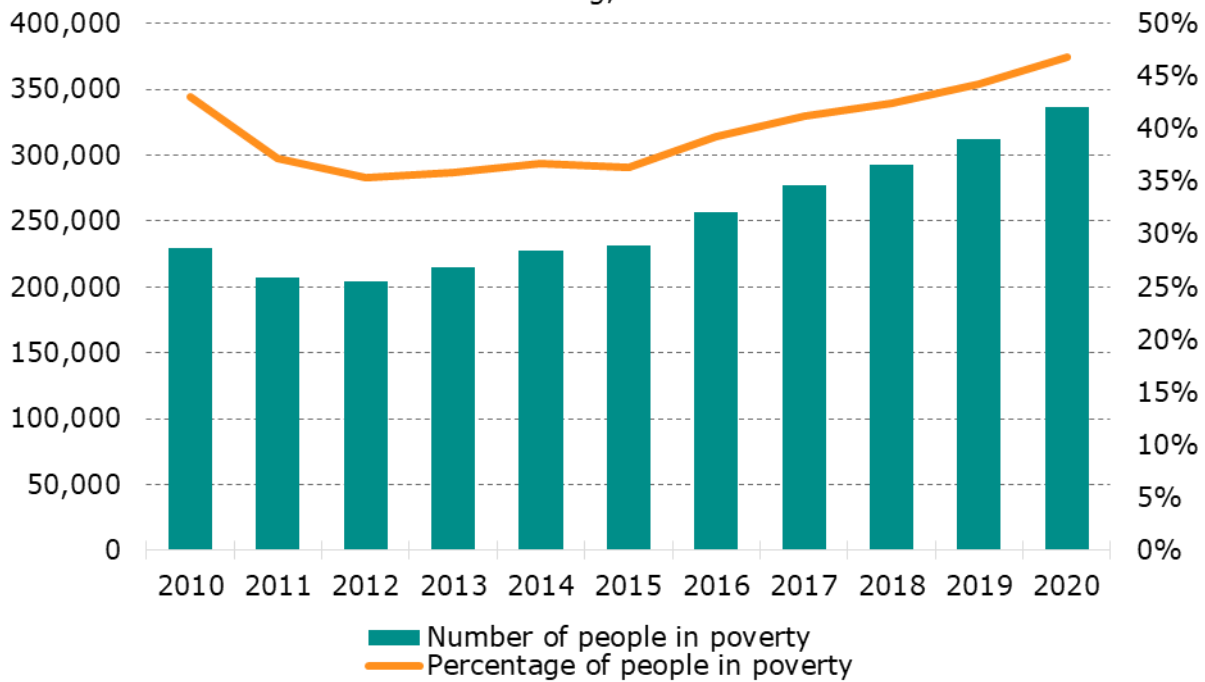
Poverty

The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official upper poverty rate as measured by StatsSA.

Number and percentage of people living in poverty - Rustenburg Local Municipality, 2010-2020
[Number percentage]

Number and percentage of people in poverty

Rustenburg, 2010-2020



Source: IHS Markit Regional eXplorer version 2112

In 2020, there were 336 000 people living in poverty, using the upper poverty line definition, across Rustenburg Local Municipality - this is 46.55% higher than the 229 000 in 2010. The percentage of people living in poverty has increased from 42.96% in 2010 to 46.73% in 2020, which indicates a increase of -3.77 percentage points.

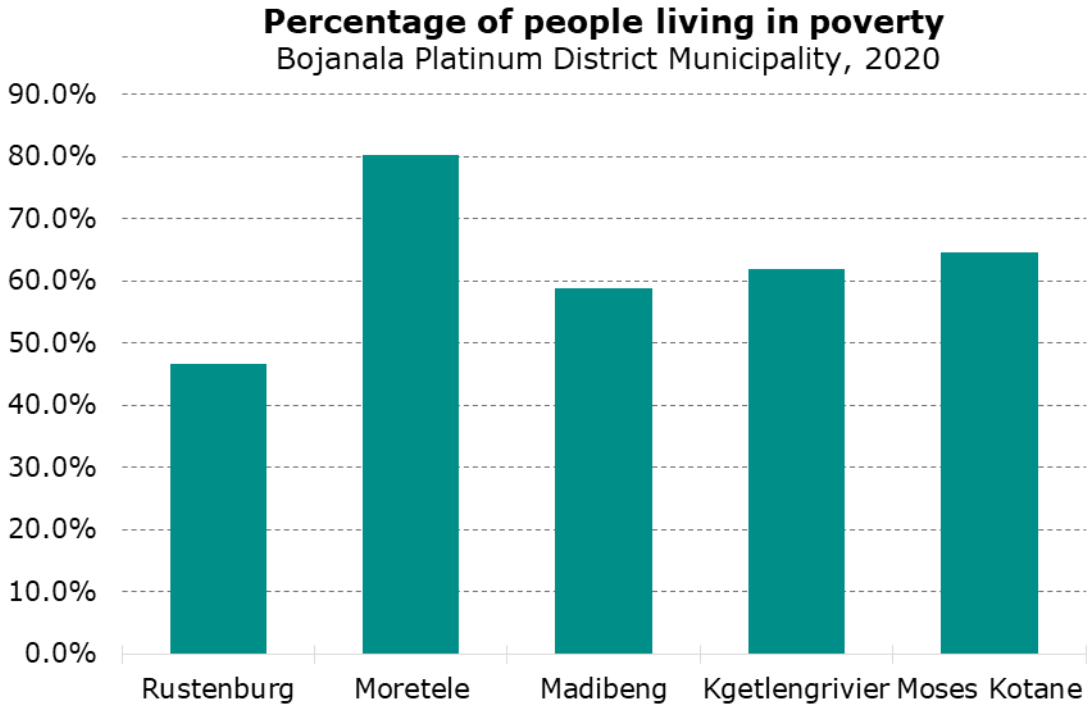
Percentage of people living in poverty by population group - Rustenburg, 2010-2020 [Percentage]

	African	White	Coloured	Asian
2010	47.9%	2.8%	37.3%	12.2%
2011	41.4%	2.0%	32.9%	8.2%
2012	39.2%	1.8%	32.9%	7.9%
2013	39.7%	1.6%	34.1%	8.1%
2014	40.6%	1.5%	35.4%	7.9%
2015	40.0%	1.7%	34.7%	7.9%
2016	43.0%	2.5%	35.8%	11.7%
2017	45.0%	3.2%	37.7%	15.1%
2018	46.2%	3.6%	38.7%	18.4%
2019	48.1%	3.9%	39.6%	21.4%
2020	50.6%	4.5%	43.5%	27.9%

Source: IHS Markit Regional eXplorer version 2112

In 2020, the population group with the highest percentage of people living in poverty was the African population group with a total of 50.6% people living in poverty, using the upper poverty line definition. In 2020, 43.47% of the Coloured population group lived in poverty, as compared to the 37.28% in 2010.

Percentage of people living in poverty - Rustenburg and the rest of Bojanala Platinum District Municipality, 2020 [percentage]



Source: IHS Markit Regional eXplorer version 2112

In terms of the percentage of people living in poverty for each of the regions within the Bojanala Platinum District Municipality, Moretele Local Municipality has the highest percentage of people living in poverty, with a total of 80.2%. The lowest percentage of people living in poverty can be observed in the Rustenburg Local Municipality with a total of 46.7% living in poverty, using the upper poverty line definition.

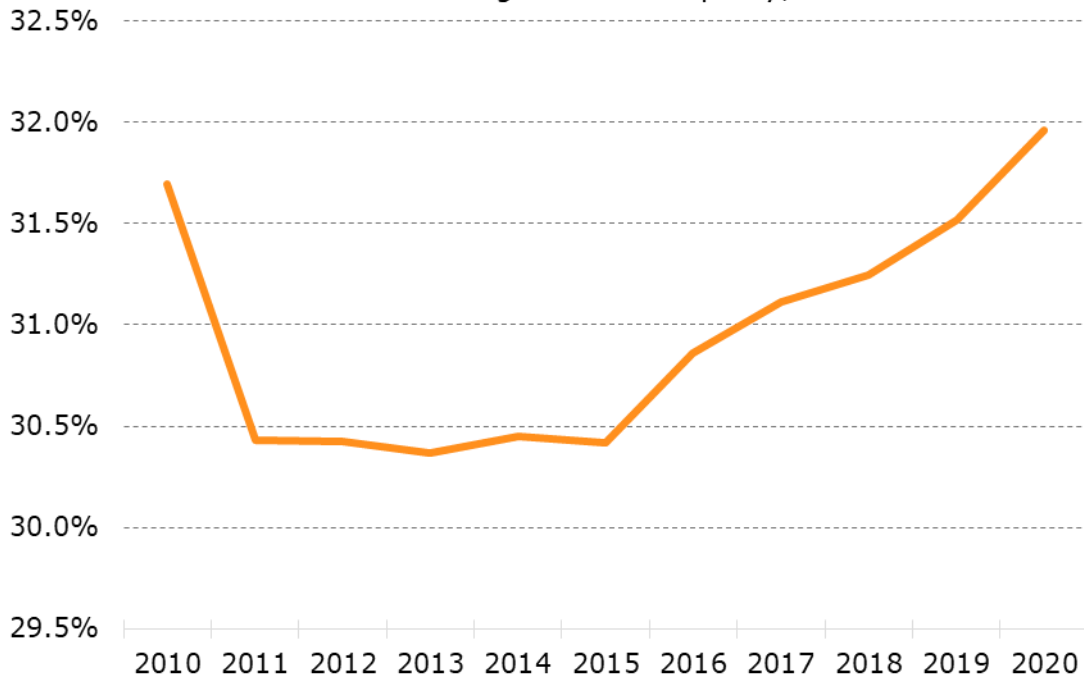
Poverty Gap Rate

The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

It is estimated that the poverty gap rate in Rustenburg Local Municipality amounted to 32.0% in 2020 - the rate needed to bring all poor households up to the poverty line and out of poverty.

Poverty gap rate by population group - Rustenburg Local Municipality, 2010-2020 [Percentage]

Poverty gap rate Rustenburg Local Municipality, 2020

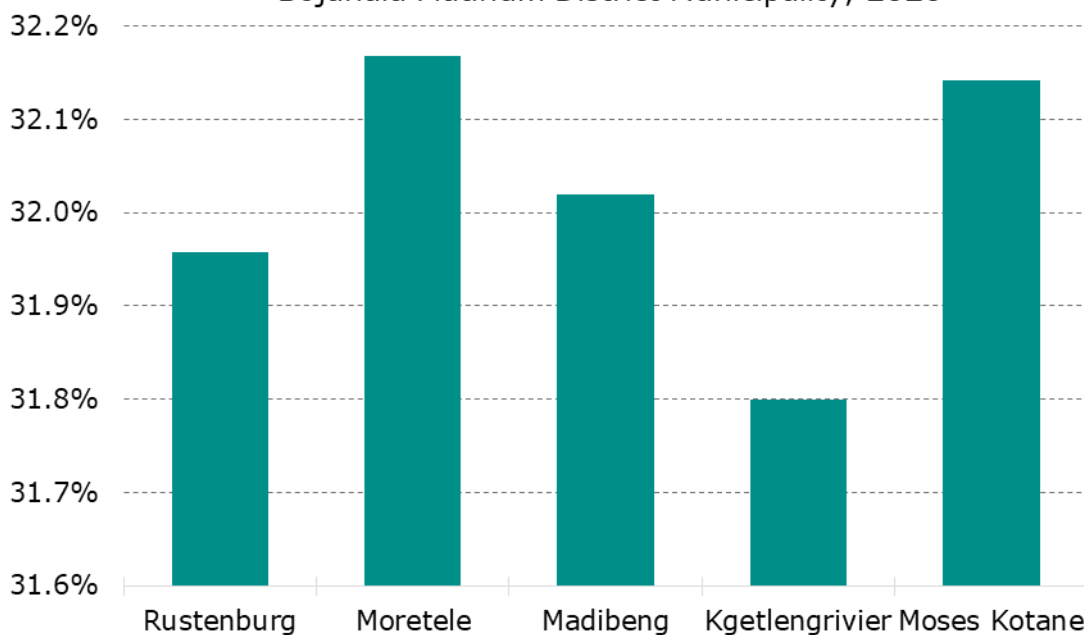


Source: IHS Markit Regional eXplorer version 2112

In 2020, the poverty gap rate was 32.0% and in 2010 the poverty gap rate was 31.7%, it can be seen that the poverty gap rate increased from 2010 to 2020, which means that there were no improvements in terms of the depth of the poverty within Rustenburg Local Municipality.

Poverty gap rate - Rustenburg Local Municipality and the rest of Bojanala Platinum, 2020 [Percentage]

Poverty gap rate Bojanala Platinum District Municipality, 2020



Source: IHS Markit Regional eXplorer version 2112

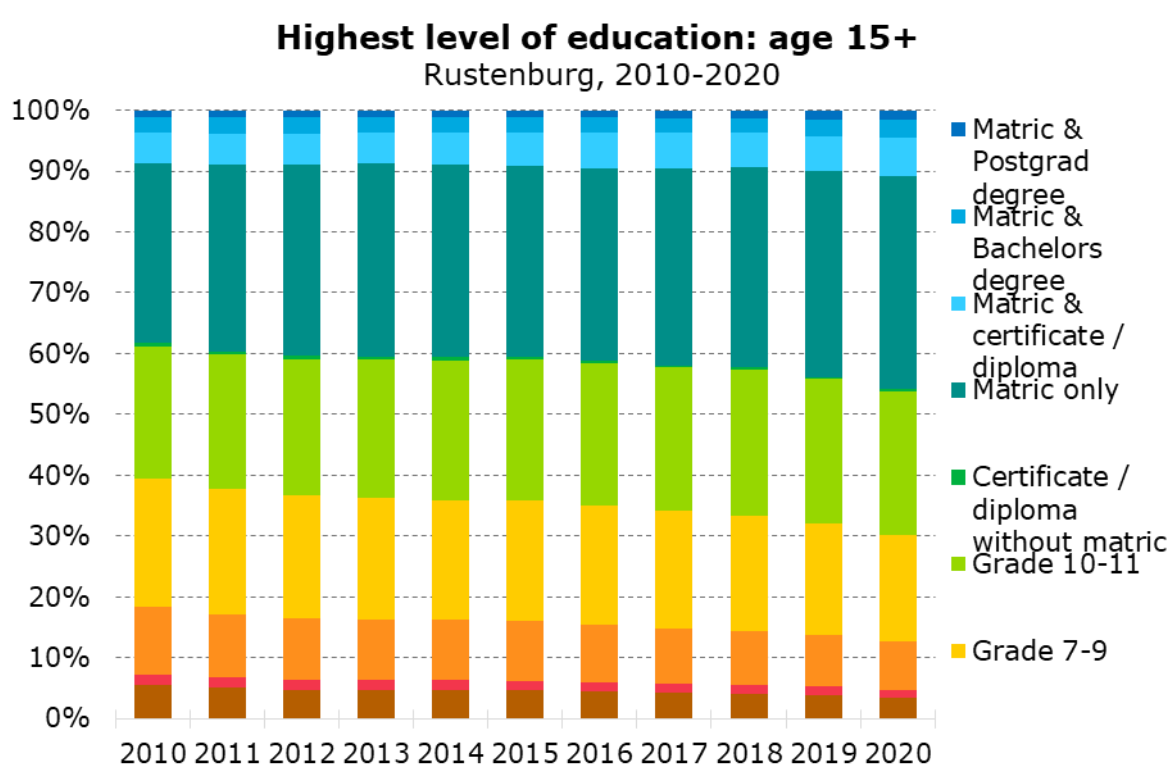
In terms of the poverty gap rate for each of the regions within the Bojanala Platinum District Municipality, Moretele Local Municipality had the highest poverty gap rate, with a rand value of 32.2%. The lowest poverty gap rate can be observed in the Kgetlengrivier Local Municipality with a total of 31.8%.

Education

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. IHS uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

Highest level of education: age 15+ - Rustenburg Local Municipality, 2010-2020 [Percentage]



Source: IHS Markit Regional eXplorer version 2112

Within Rustenburg Local Municipality, the number of people without any schooling decreased from 2010 to 2020 with an average annual rate of -1.43%, while the number of people within the 'matric only' category, increased from 108,000 to 178,000. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 5.43%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 5.59%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

Highest level of education: age 15+ - Rustenburg, Bojanala Platinum, North-West and National Total, 2020 [Numbers]

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
No schooling	17,300	56,100	188,000	1,840,000	30.8%	9.2%	0.94%
Grade 0-2	5,950	17,900	51,400	563,000	33.2%	11.6%	1.06%
Grade 3-6	41,200	118,000	279,000	2,920,000	34.9%	14.8%	1.41%
Grade 7-9	88,600	234,000	477,000	6,050,000	37.8%	18.6%	1.46%
Grade 10-11	120,000	309,000	609,000	9,440,000	38.9%	19.7%	1.27%
Certificate /diploma without matric	1,890	4,060	8,550	196,000	46.4%	22.1%	0.96%
Matric only	178,000	424,000	799,000	12,000,000	41.9%	22.2%	1.48%
Matric certificate /diploma	31,400	68,800	136,000	2,550,000	45.7%	23.1%	1.23%
Matric Bachelors degree	15,600	36,800	89,400	1,720,000	42.4%	17.4%	0.91%
Matric Postgrad degree	7,470	16,600	42,200	863,000	45.1%	17.7%	0.87%

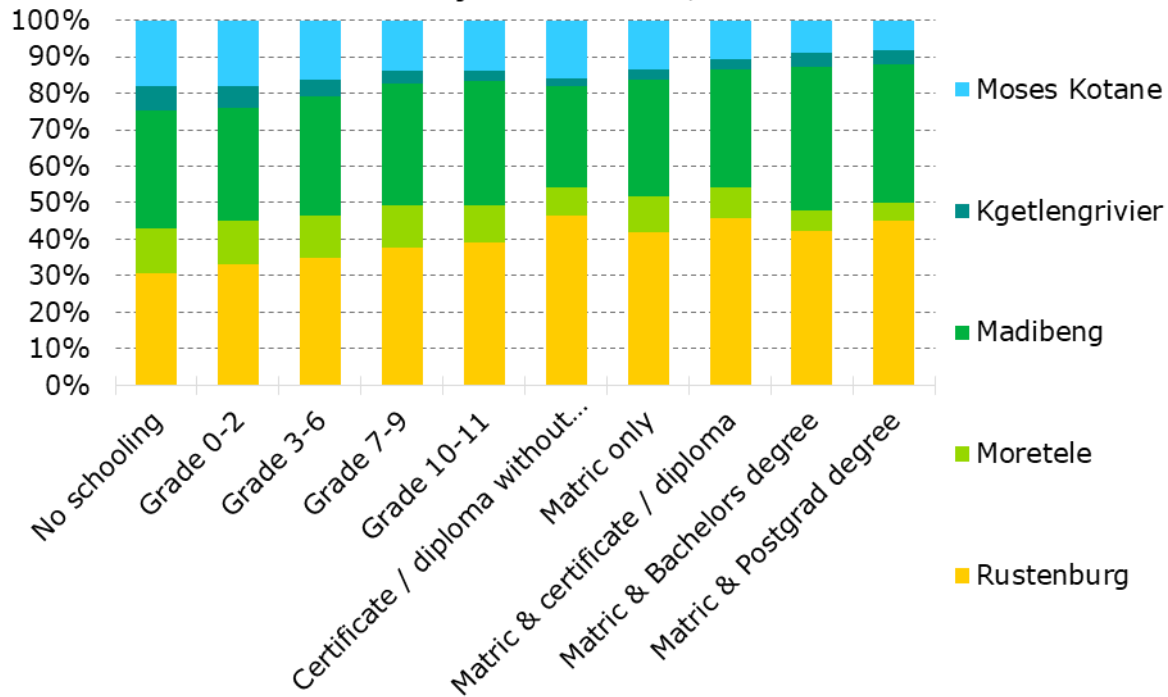
Source: IHS Markit Regional eXplorer version 2112

The number of people without any schooling in Rustenburg Local Municipality accounts for 30.82% of the number of people without schooling in the district municipality, 9.17% of the province and 0.94% of the national. In 2020, the number of people in Rustenburg Local Municipality with a matric only was 178,000 which is a share of 41.91% of the district municipality's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 42.37% of the district municipality, 17.44% of the province and 0.91% of the national.

Highest level of education: age 15+, Rustenburg, Moretele, Madibeng, Kgetlengrivier and Moses Kotane 2020 [Percentage]

Highest level of education: age 15+

Bojanala Platinum, 2020



Source: IHS Markit Regional eXplorer version 2112

Functional literacy

For the purpose of this report, IHS defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

Functional literacy: age 20+, completed grade 7 or higher - Rustenburg Local Municipality, 2010-2020
[Number percentage]

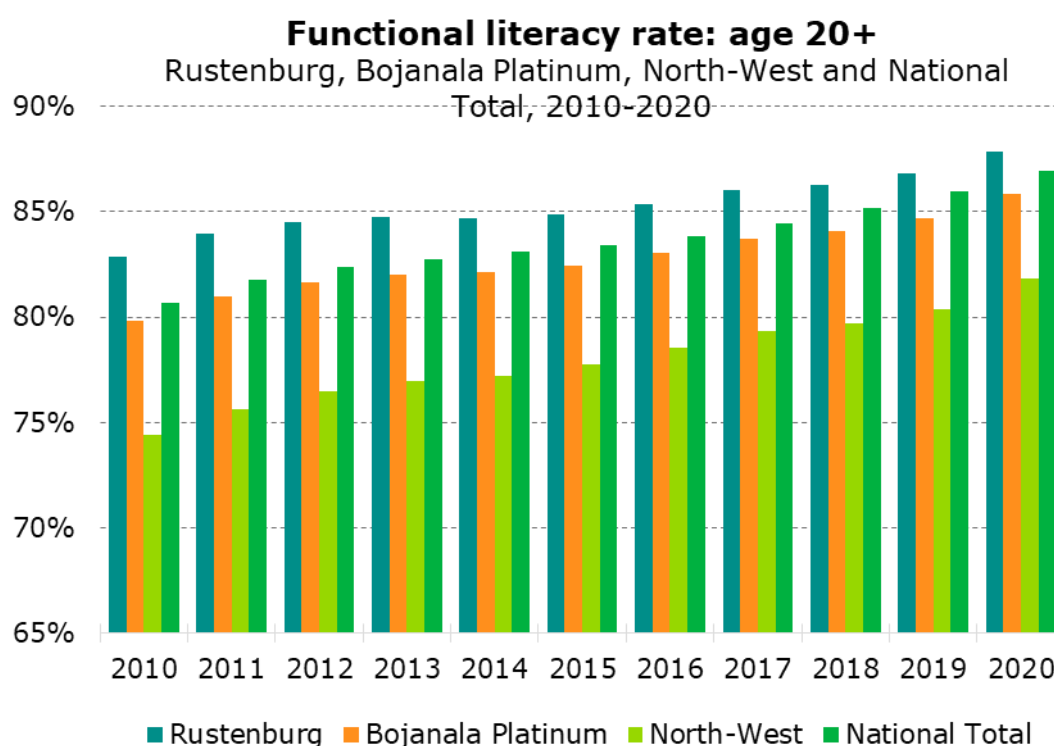
	Illiterate	Literate	%
2010	69,700	337,601	82.9%
2011	68,107	356,843	84.0%
2012	68,541	373,511	84.5%
2013	69,919	387,876	84.7%
2014	72,276	400,587	84.7%
2015	73,723	413,438	84.9%
2016	73,240	427,299	85.4%
2017	71,872	441,404	86.0%
2018	72,076	453,442	86.3%

	Illiterate	Literate	%
2019	70,895	467,027	86.8%
2020	66,866	483,565	87.9%
Average Annual growth			
2010-2020	-0.41%	3.66%	0.58%

Source: IHS Markit Regional eXplorer version 2112

A total of 484 000 individuals in Rustenburg Local Municipality were considered functionally literate in 2020, while 66 900 people were considered to be illiterate. Expressed as a rate, this amounts to 87.85% of the population, which is an increase of 0.05 percentage points since 2010 (82.89%). The number of illiterate individuals decreased on average by -0.41% annually from 2010 to 2020, with the number of functional literate people increasing at 3.66% annually.

Functional literacy: age 20+, completed grade 7 or higher - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [Percentage]

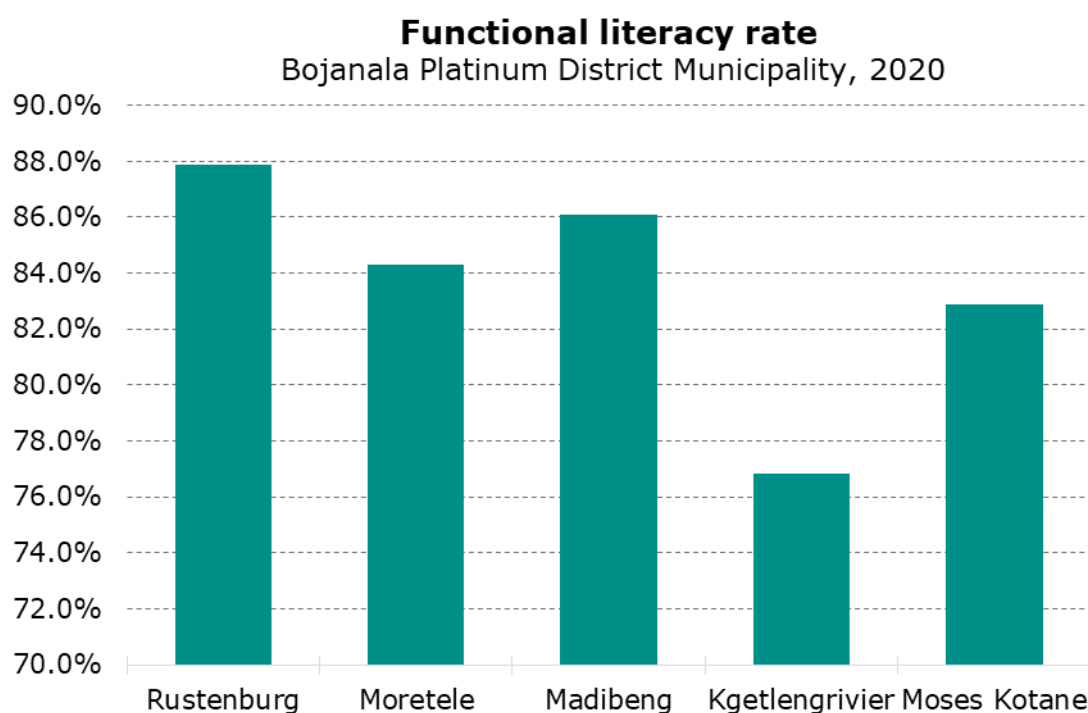


Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality's functional literacy rate of 87.85% in 2020 is higher than that of Bojanala Platinum at 85.83%, and is higher than the province rate of 81.80%. When comparing to National Total as whole, which has a functional literacy rate of 86.92%, it can be seen that the functional literacy rate is lower than that of the Rustenburg Local Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.

Literacy rate - Rustenburg Local Municipality and the rest of Bojanala Platinum District Municipality, 2020 [percentage]



Source: IHS Markit Regional eXplorer version 2112

In terms of the literacy rate for each of the regions within the Bojanala Platinum District Municipality, Rustenburg Local Municipality had the highest literacy rate, with a total of 87.9%. The lowest literacy rate can be observed in the Kgetlengrivier Local Municipality with a total of 76.8%.

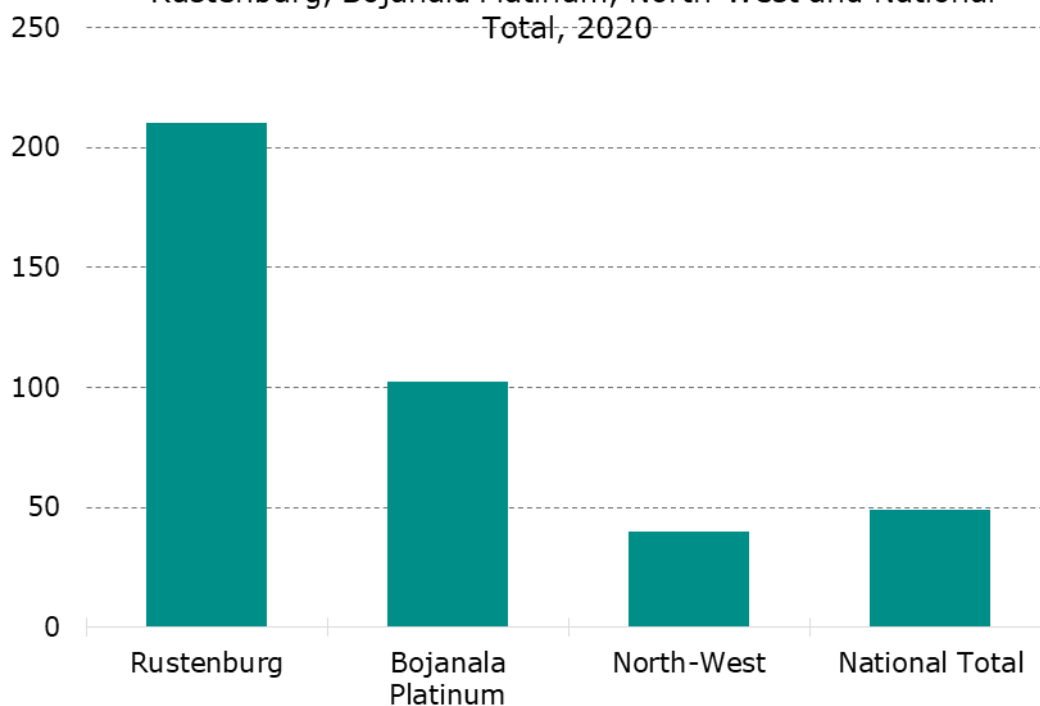
Population Density

Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.

Population density - Rustenburg, Bojanala Platinum, North-West and National Total, 2020 [number of people per km]

Population density - Number of people per km²

Rustenburg, Bojanala Platinum, North-West and National



In 2020, with an average of 210 people per square kilometre, Rustenburg Local Municipality had a higher population density than Bojanala Platinum (103 people per square kilometre). Compared to North-West Province (40.1 per square kilometre) it can be seen that there are more people living per square kilometre in Rustenburg Local Municipality than in North-West Province.

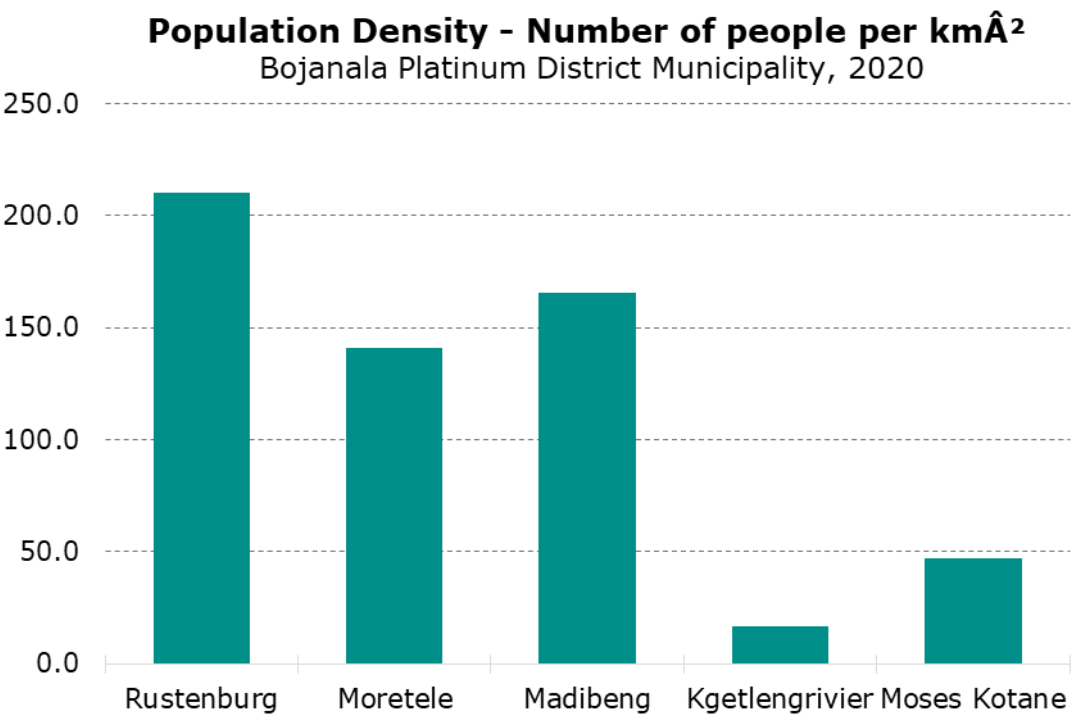
Population density - Rustenburg and the rest of Bojanala Platinum, 2010-2020 [number of people per km]

	Rustenburg	Moretele	Madibeng	Kgetlengrivier	Moses Kotane
2010	156.23	126.77	124.59	12.54	42.68
2011	162.74	127.82	129.59	13.00	43.04
2012	169.14	128.87	134.37	13.46	43.40
2013	175.22	130.01	138.93	13.90	43.79
2014	181.02	131.30	143.29	14.32	44.20
2015	186.55	132.70	147.46	14.73	44.63
2016	191.84	134.16	151.41	15.13	45.07
2017	196.94	135.78	155.23	15.52	45.56
2018	201.72	137.51	158.81	15.90	46.06
2019	206.25	139.30	162.22	16.26	46.59
2020	210.49	141.09	165.38	16.60	47.11
Average Annual growth					
2010-2020	3.03%	1.08%	2.87%	2.85%	0.99%

In 2020, Rustenburg Local Municipality had a population density of 210 per square kilometre and it ranked highest amongst its peers. In terms of growth, Rustenburg Local Municipality had an average annual growth in its population density of 3.03% per square kilometre per annum. It was also the region that had the highest average annual growth rate. In 2020, the region with the lowest population density within Bojanala Platinum District Municipality was Kgetlengrivier with 16.6 people per square kilometre. The region with the lowest average annual growth rate was the Moses Kotane with an average annual growth rate of 0.99% people per square kilometre over the period under discussion.

Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc.

Population Density - Rustenburg and the rest of Bojanala Platinum District Municipality, 2020 [Number of people per KM]



Source: IHS Markit Regional eXplorer version 2112

In terms of the population density for each of the regions within the Bojanala Platinum District Municipality, Rustenburg Local Municipality had the highest density, with 210 people per square kilometre. The lowest population density can be observed in the Kgetlengrivier Local Municipality with a total of 16.6 people per square kilometre.

Crime

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

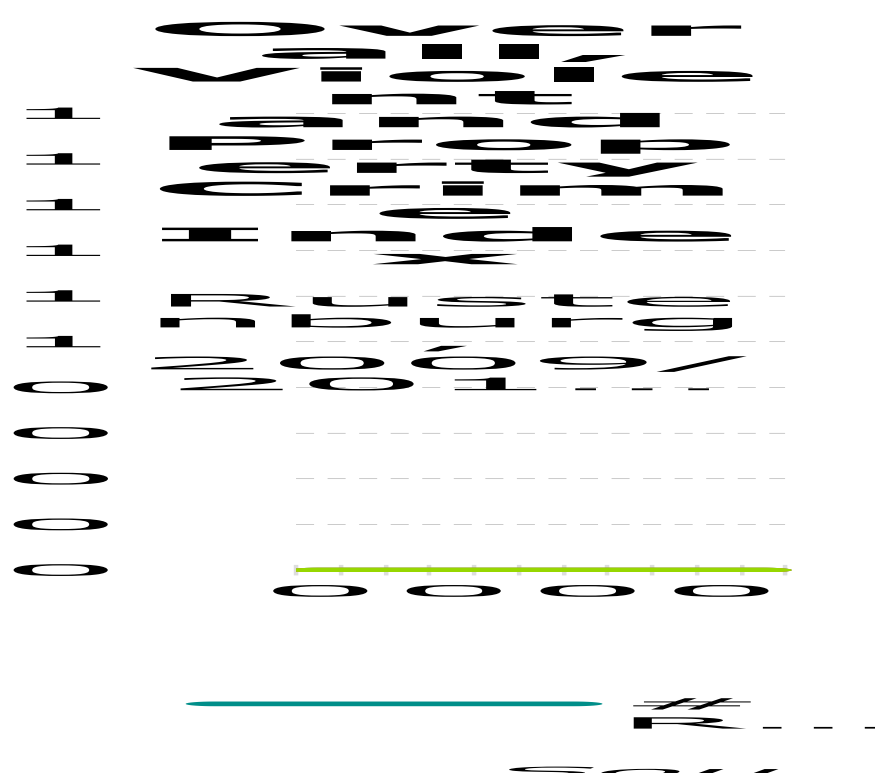
IHS Composite Crime Index

The IHS Composite Crime Index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. IHS uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

Overall crime index

The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

IHS Crime Index - calendar years (weighted avg / 100,000 people) - Rustenburg Local Municipality, 2009/2010-2019/2020 [Index value]



For the period 2009/2010 to 2019/2020 overall crime has decrease at an average annual rate of 5.83% within the Rustenburg Local Municipality. Violent crime decreased by 5.68% since 2009/2010, while property crimes decreased by 6.55% between the 2009/2010 and 2019/2020 financial years.

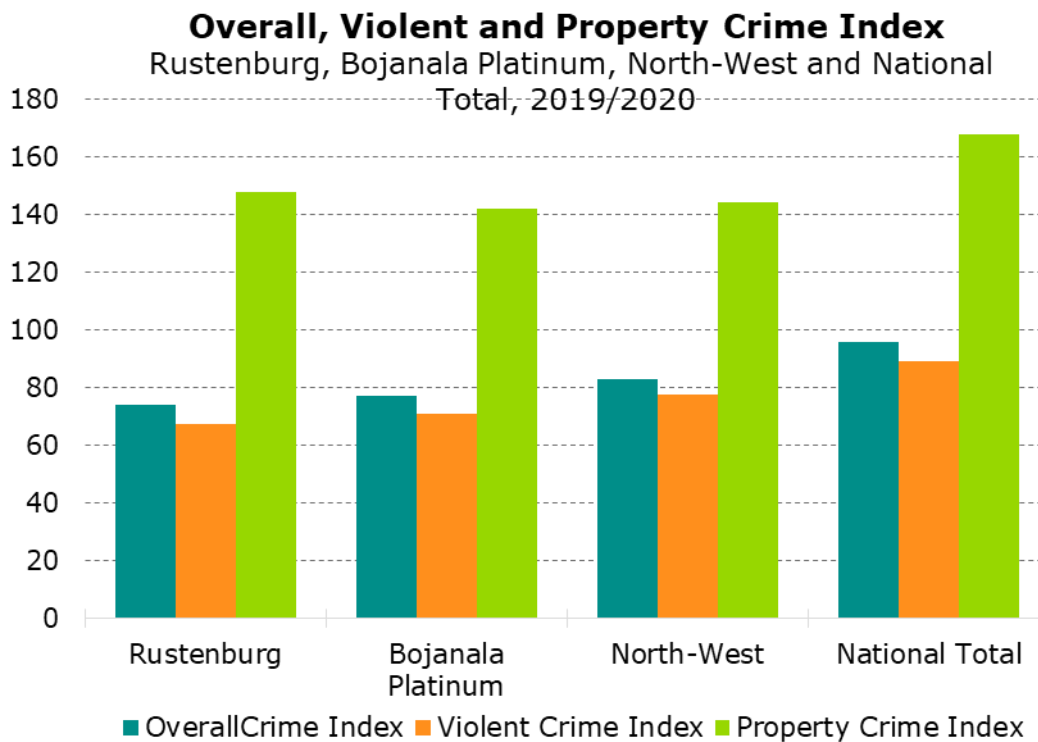
Overall crime index - Rustenburg Local Municipality and the rest of Bojanala Platinum, 2009/2010-2019/2020 [Index value]

Year	Rustenburg	Moretele	Madibeng	Kgetlengrivier	Moses Kotane
2009/2010	135.11	90.77	137.84	96.11	73.21
2010/2011	110.83	83.94	125.94	87.93	71.74
2011/2012	108.34	82.62	117.63	75.46	74.45
2012/2013	105.54	75.80	109.91	77.56	67.65
2013/2014	94.12	78.11	99.85	64.95	63.79
2014/2015	92.39	79.85	97.45	72.00	69.14
2015/2016	87.57	84.03	94.34	65.10	69.59
2016/2017	90.32	75.45	93.32	64.06	65.86
2017/2018	90.05	75.24	88.99	74.22	62.44
2018/2019	85.80	76.23	88.91	71.98	64.99
2019/2020	74.09	74.25	86.97	64.61	67.32
Average Annual growth					
2009/2010-2019/2020	-5.83%	-1.99%	-4.50%	-3.89%	-0.83%

Source: IHS Markit Regional eXplorer version 2112

In 2019/2020, the Local Municipality of Madibeng has the highest overall crime rate of the sub-regions within the overall Bojanala Platinum District Municipality with an index value of 87. Moretele Local Municipality has the second highest overall crime index at 74.2, with Rustenburg Local Municipality having the third highest overall crime index of 74.1. It is clear that all the crime is decreasing overtime for all the regions within Bojanala Platinum District Municipality. Moses Kotane Local Municipality has the second lowest overall crime index of 67.3 and the Kgetleng rivier Local Municipality has the lowest overall crime rate of 64.6. It is clear that crime is decreasing overtime for all the regions within Bojanala Platinum District Municipality. The region that decreased the most in overall crime since 2009/2010 was Rustenburg Local Municipality with an average annual decrease of 5.8% followed by Local Municipality of Madibeng with an average annual decrease of 4.5%.

IHS Crime Index - calender years (weighted avg / 100,000 people) - Rustenburg, Bojanala Platinum, North-West and National Total, 2019/2020 [Index value]



Source: IHS Markit Regional eXplorer version 2112

From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime.

Household Infrastructure

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

Access to dwelling units

Access to proper sanitation

Access to running water

Access to refuse removal

Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. IHS has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the Rustenburg Local Municipality between 2019 and 2009.

Household by Dwelling Type

Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

Very formal dwellings - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling. .

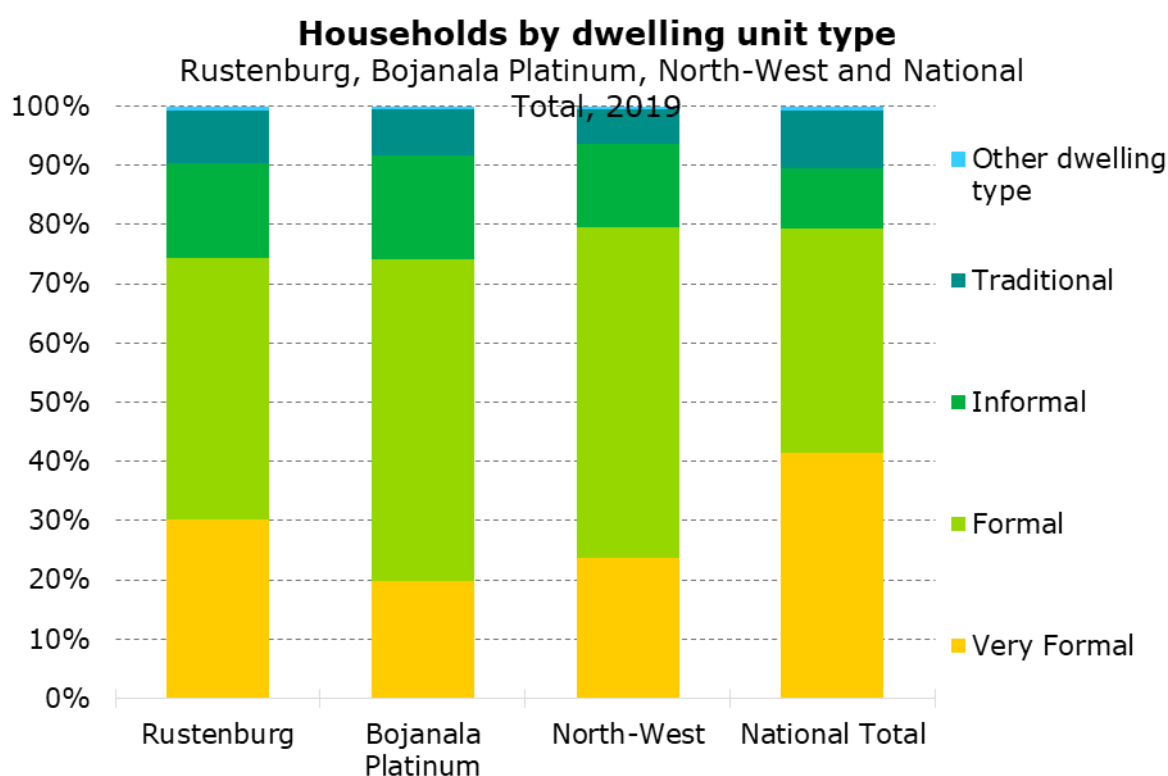
Formal dwellings - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.

Informal dwellings - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.

Traditional dwellings - structures made of clay, mud, reeds, or other locally available material.

Other dwelling units - tents, ships, caravans, etc.

Households by dwelling unit type - Rustenburg, Bojanala Platinum, North-West and National Total, 2019 [Percentage]



Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality had a total number of 74 400 (30.13% of total households) very formal dwelling units, a total of 109 000 (44.26% of total households) formal dwelling units and a total number of 39 400 (15.95% of total households) informal dwelling units.

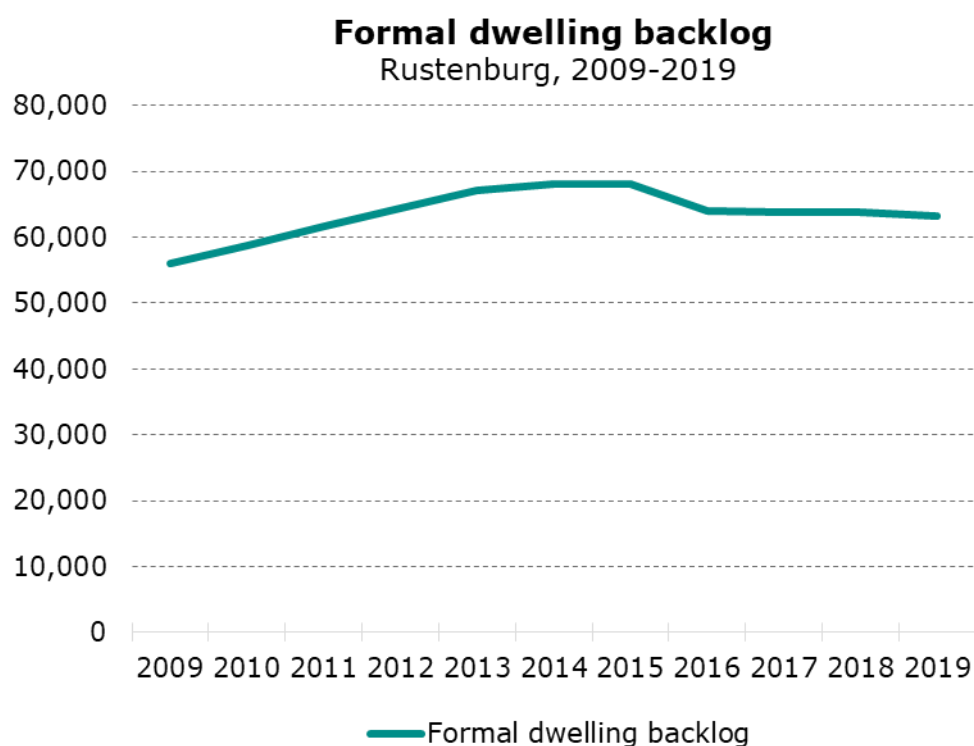
Households by dwelling unit type - Rustenburg and the rest of Bojanala Platinum, 2019 [Number]

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Rustenburg	74,353	109,233	39,358	22,278	1,584	246,806
Moretele	1,052	49,486	5,930	1,670	75	58,214
Madibeng	33,353	99,533	46,791	19,273	603	199,553
Kgetlengrivier	5,126	8,663	2,900	1,806	123	18,618
Moses Kotane	6,513	61,539	10,866	2,902	397	82,217
Total Bojanala Platinum	120,397	328,454	105,846	47,929	2,783	605,408

Source: IHS Markit Regional eXplorer version 2112

The region within the Bojanala Platinum District Municipality with the highest number of very formal dwelling units is Rustenburg Local Municipality with 74 400 or a share of 61.76% of the total very formal dwelling units within Bojanala Platinum. The region with the lowest number of very formal dwelling units is Moretele Local Municipality with a total of 1 050 or a share of 0.87% of the total very formal dwelling units within Bojanala Platinum.

Formal dwelling backlog - number of Households not living in a formal dwelling - Rustenburg Local Municipality, 2009-2019 [Number of Households]



Source: IHS Markit Regional eXplorer version 2112

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2009 the number of households not living in a formal dwelling were 55 900 within Rustenburg Local Municipality. From 2009 this number increased annually at 1.24% to 63 200 in 2019.

The total number of households within Rustenburg Local Municipality increased at an average annual rate of 3.38% from 2009 to 2019, which is higher than the annual increase of 1.96% in the number of households in South Africa. With high in-migration into a region, the number of households increased, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

Household by Type of Sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

No toilet - No access to any of the toilet systems explained below.

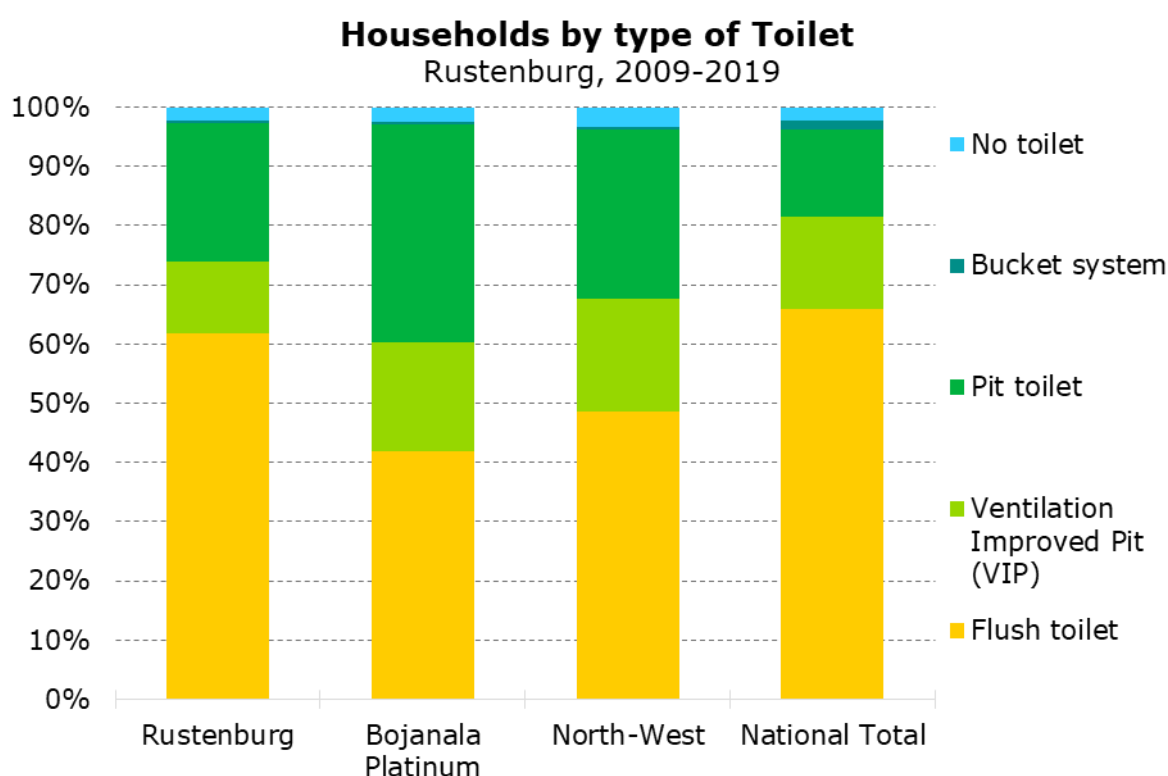
Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).

Pit toilet - A top structure over a pit.

Ventilation improved pit - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.

Flush toilet - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

Households by type of sanitation - Rustenburg, Bojanala Platinum, North-West and National Total, 2019 [Percentage]



Source: IHS Markit Regional eXplorer version 2112

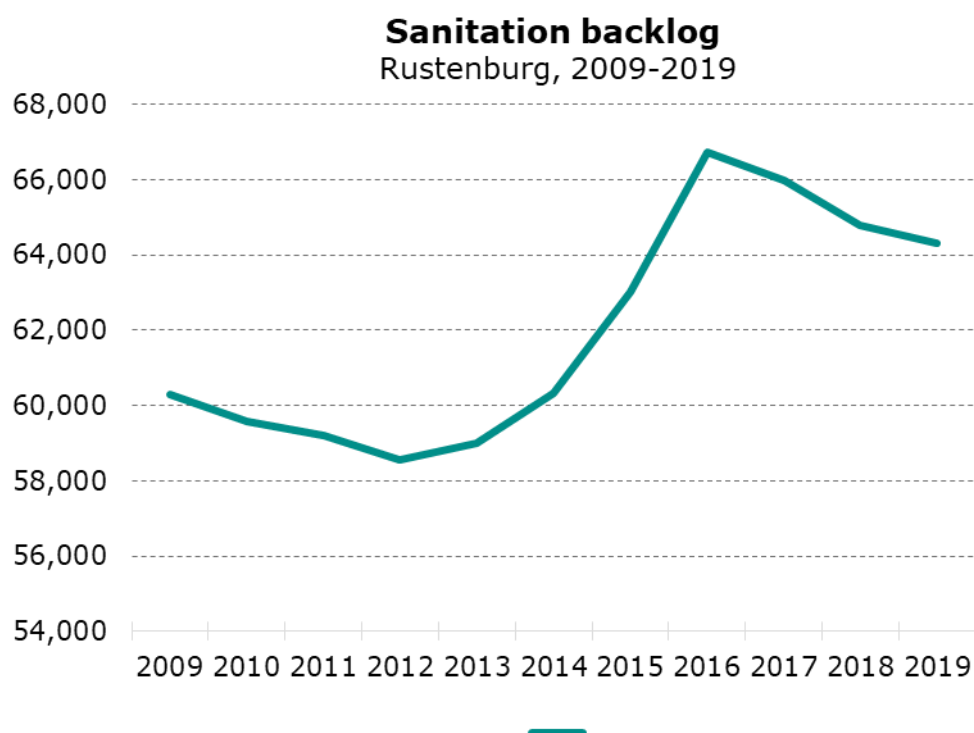
Rustenburg Local Municipality had a total number of 153 000 flush toilets (61.92% of total households), 29 700 Ventilation Improved Pit (VIP) (12.02% of total households) and 57 900 (23.47%) of total households pit toilets. Households by type of sanitation - Rustenburg Local Municipality and the rest of Bojanala Platinum, 2019 [Number]

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Rustenburg	152,813	29,671	57,913	775	5,635	246,806
Moretele	3,972	27,965	25,479	244	555	58,214
Madibeng	72,003	28,544	92,707	1,225	5,075	199,553
Kgetlengrivier	14,613	1,136	1,172	169	1,529	18,618
Moses Kotane	10,657	23,536	45,862	307	1,855	82,217
Total Bojanala Platinum	254,058	110,852	223,132	2,719	14,649	605,408

Source: IHS Markit Regional eXplorer version 2112

The region within Bojanala Platinum with the highest number of flush toilets is Rustenburg Local Municipality with 153 000 or a share of 60.15% of the flush toilets within Bojanala Platinum. The region with the lowest number of flush toilets is Moretele Local Municipality with a total of 3 970 or a share of 1.56% of the total flush toilets within Bojanala Platinum District Municipality.

Sanitation backlog - Rustenburg Local Municipality, 2009-2019 [Number of households without hygienic toilets]



Source: IHS Markit Regional eXplorer version 2112

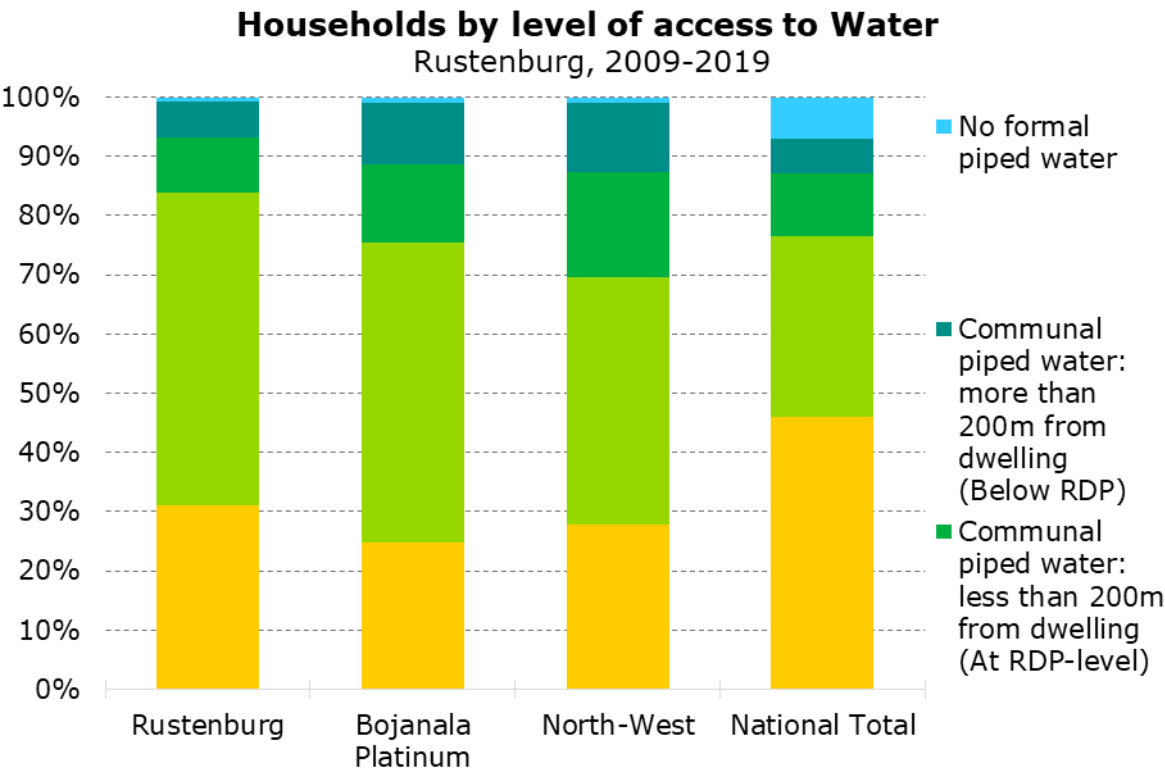
When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2009 the number of Households without any hygienic toilets in Rustenburg Local Municipality was 60 300, this increased annually at a rate of 0.65% to 64 300 in 2019.

The total number of households within Rustenburg Local Municipality increased at an average annual rate of 3.38% from 2009 to 2019, which is higher than the annual increase of 1.96% in the number of households in South Africa. With high in-migration into a region, the number of households increases, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

Households by Access to water

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

Households by type of water access - Rustenburg, Bojanala Platinum, North-West and National Total, 2019 [Percentage]



Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality had a total number of 76 800 (or 31.14%) households with piped water inside the dwelling, a total of 130 000 (52.66%) households had piped water inside the yard and a total number of 1 700 (0.69%) households had no formal piped water.

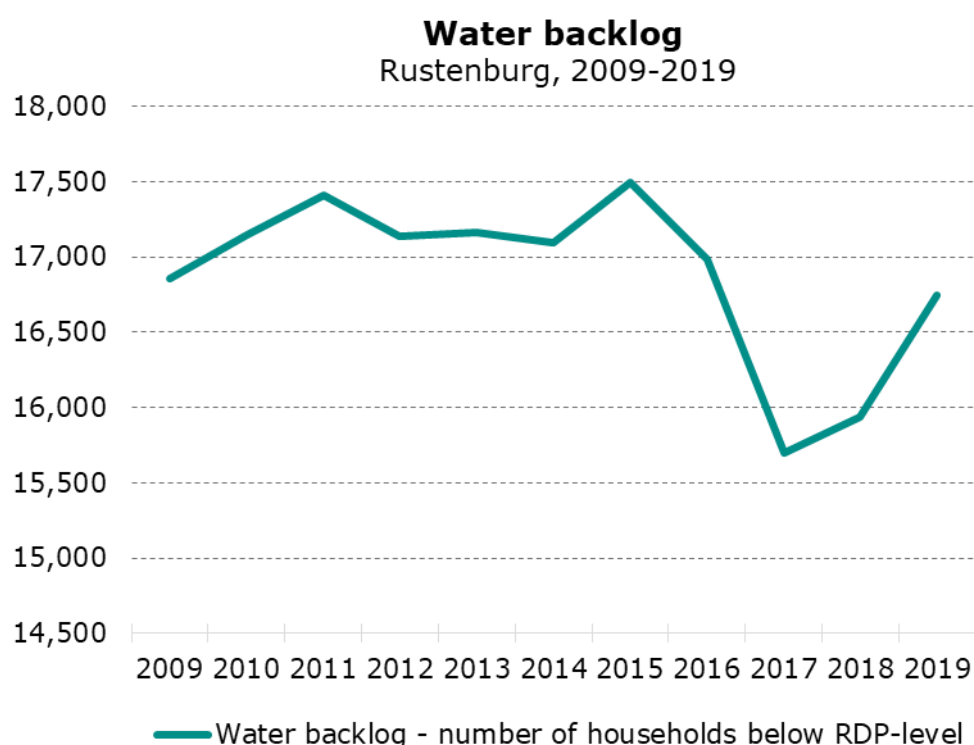
Households by type of water access - Rustenburg and the rest of Bojanala Platinum, 2019 [Number]

Municipality	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Rustenburg	76,847	129,970	23,242	15,044	1,703	246,806
Moretele	6,190	31,045	10,603	9,838	539	58,214
Madibeng	48,131	108,636	19,777	19,789	3,220	199,553
Kgetlengrivier	6,753	9,198	1,573	964	131	18,618
Moses Kotane	12,734	27,160	25,283	16,508	532	82,217
Total Bojanala Platinum	150,656	306,009	80,477	62,142	6,124	605,408

Source: IHS Markit Regional eXplorer version 2112

The region within the Bojanala Platinum District Municipality with the highest number of households that have piped water inside the dwelling is the Rustenburg Local Municipality with 76 800 or 51.01% of the households. The region with the lowest number of households that have piped water inside the dwelling is the Moretele Local Municipality with a total of 6 190 or 4.11% of the households.

Water backlog - Rustenburg Local Municipality, 2009-2019 [Number of households below RDP-level]



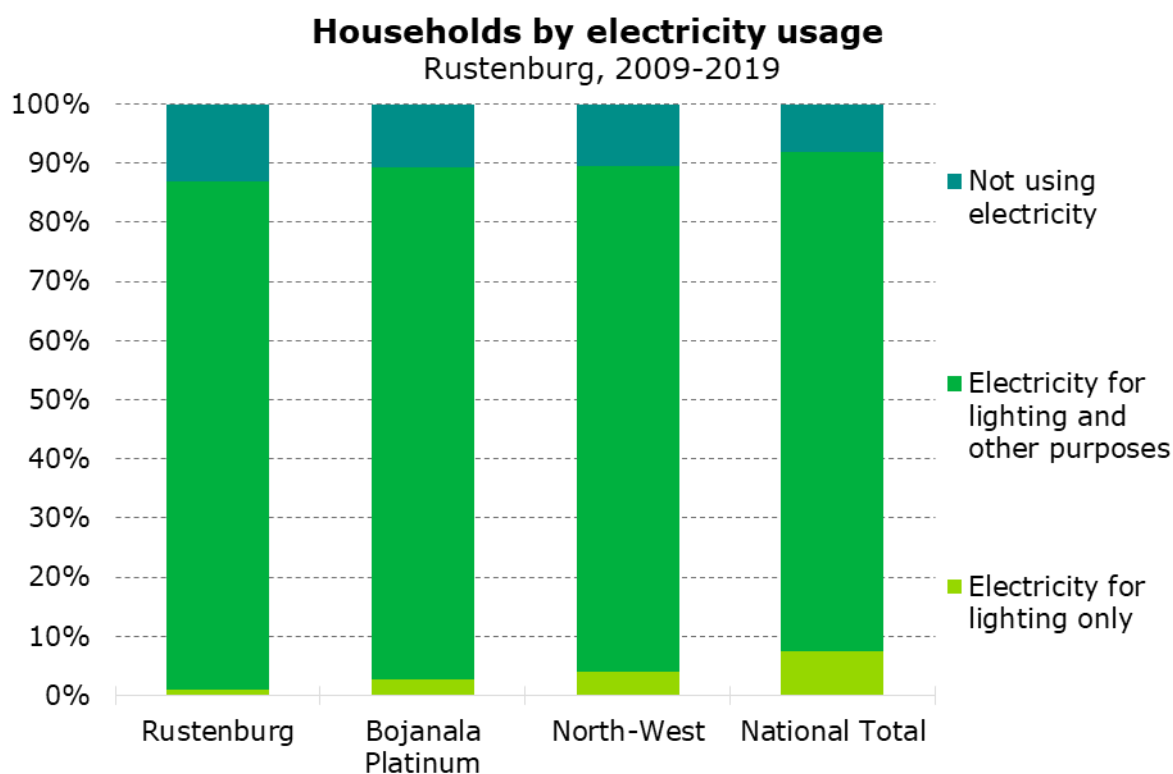
Source: IHS Markit Regional eXplorer version 2112

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2009 the number of households below the RDP-level were 16 900 within Rustenburg Local Municipality, this decreased annually at -0.07% per annum to 16 800 in 2019.

Households by Type of Electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

Households by type of electrical connection - Rustenburg, Bojanala Platinum, North-West and National Total, 2019 [Percentage]



Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality had a total number of 2 300 (0.93%) households with electricity for lighting only, a total of 212 000 (86.06%) households had electricity for lighting and other purposes and a total number of 32 100 (13.01%) households did not use electricity.

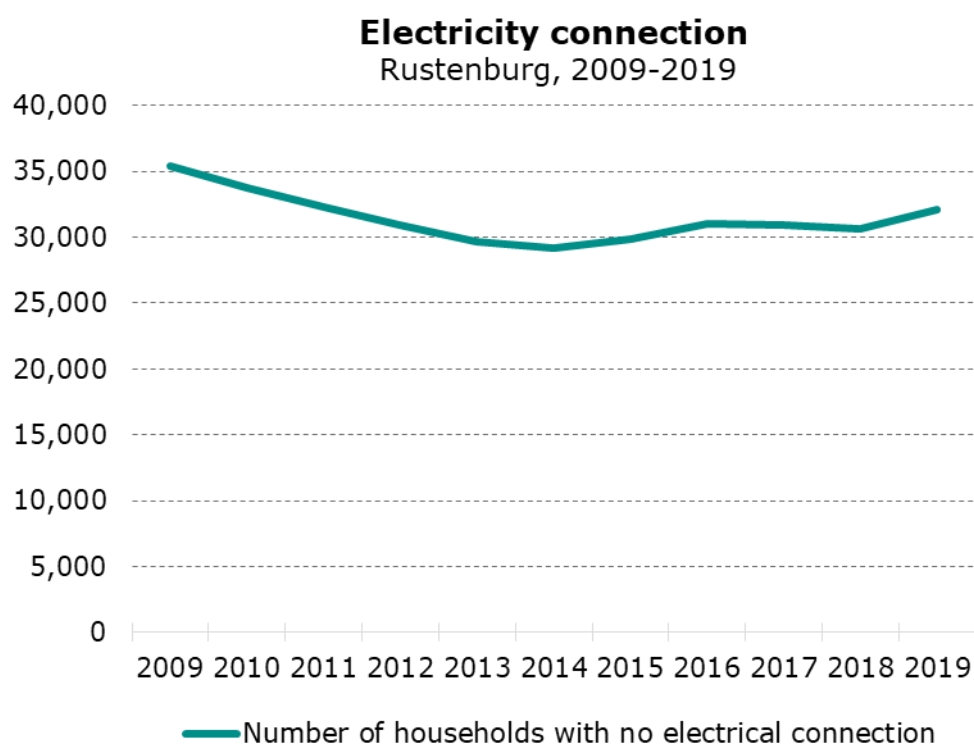
Households by type of electrical connection - Rustenburg and the rest of Bojanala Platinum, 2019 [Number]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Rustenburg	2,304	212,405	32,097	246,806
Moretele	3,888	52,407	1,919	58,214
Madibeng	3,123	173,420	23,010	199,553
Kgetlengrivier	1,304	15,651	1,664	18,618
Moses Kotane	5,302	70,816	6,099	82,217
Total Bojanala Platinum	15,920	524,699	64,789	605,408

Source: IHS Markit Regional eXplorer version 2112

The region within Bojanala Platinum with the highest number of households with electricity for lighting and other purposes is Rustenburg Local Municipality with 212 000 or a share of 40.48% of the households with electricity for lighting and other purposes within Bojanala Platinum District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is Kgetlengrivier Local Municipality with a total of 15 600 or a share of 2.98% of the total households with electricity for lighting and other purposes within Bojanala Platinum District Municipality.

Electricity connection - Rustenburg Local Municipality, 2009-2019 [Number of households with no electrical connection]



Source: IHS Markit Regional eXplorer version 2112

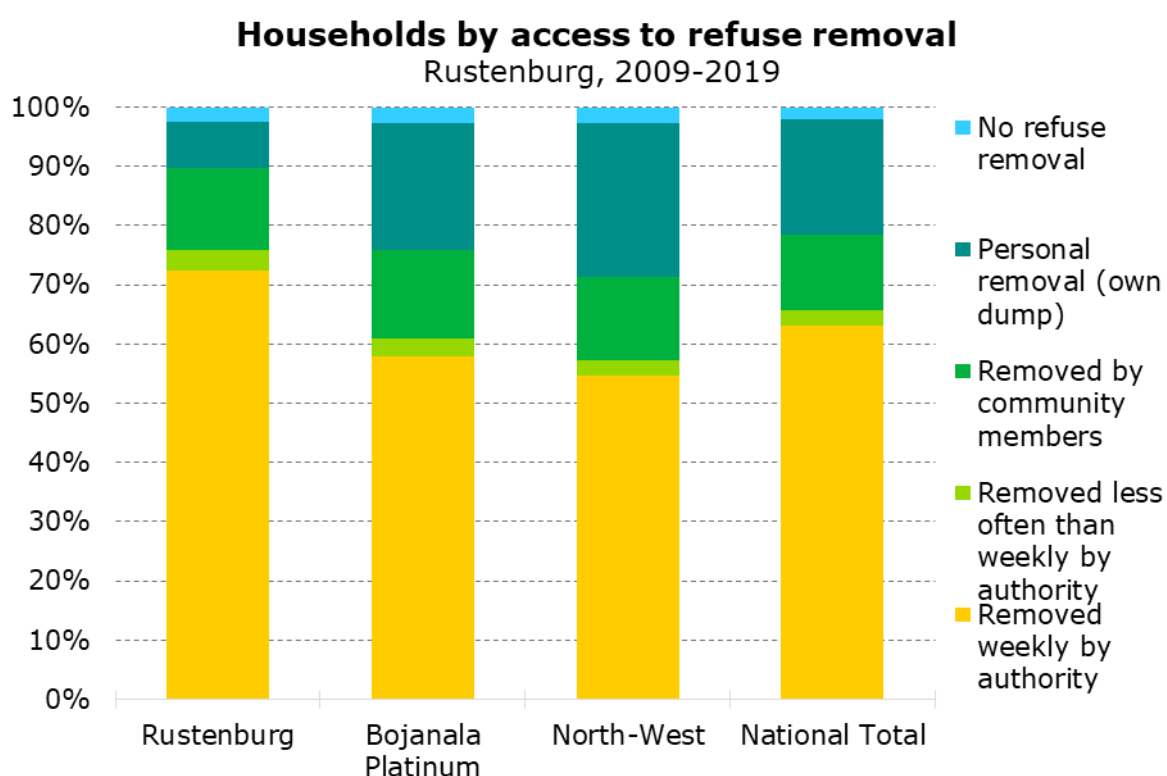
When looking at the number of households with no electrical connection over time, it can be seen that in 2009 the households without an electrical connection in Rustenburg Local Municipality was 35 400, this decreased annually at -0.97% per annum to 32 100 in 2019.

Households by Refuse Disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

Households by refuse disposal - Rustenburg, Bojanala Platinum, North-West and National Total, 2019
[Percentage]



Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality had a total number of 179 000 (72.44%) households which had their refuse removed weekly by the authority, a total of 8 640 (3.50%) households had their refuse removed less often than weekly by the authority and a total number of 19 000 (7.71%) households which had to remove their refuse personally (own dump).

Households by refuse disposal - Rustenburg and the rest of Bojanala Platinum, 2019 [Number]

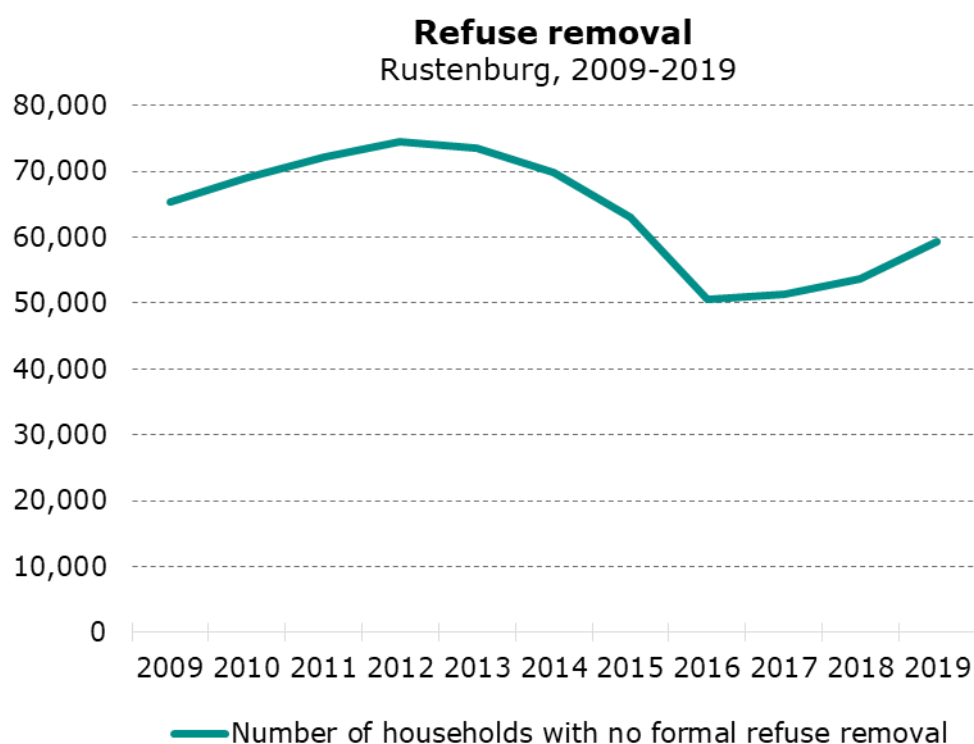
	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Rustenburg	178,780	8,639	34,183	19,035	6,169	246,806
Moretele	16,841	689	8,842	29,993	1,849	58,214
Madibeng	75,869	5,769	42,688	68,592	6,635	199,553
Kgetlengrivier	7,479	124	3,429	6,618	969	18,618
Moses Kotane	71,292	2,937	2,316	5,085	588	82,217
Total Bojanala Platinum	350,261	18,158	91,459	129,322	16,209	605,408

Source: IHS Markit Regional eXplorer version 2112

The region within Bojanala Platinum with the highest number of households where the refuse is removed weekly by the authority is Rustenburg Local Municipality with 179 000 or a share of 51.04% of

the households where the refuse is removed weekly by the authority within Bojanala Platinum. The region with the lowest number of households where the refuse is removed weekly by the authority is Kgetlengrivier Local Municipality with a total of 7 480 or a share of 2.14% of the total households where the refuse is removed weekly by the authority within the district municipality.

Refuse removal - Rustenburg Local Municipality, 2009-2019 [Number of households with no formal refuse removal]



Source: IHS Markit Regional eXplorer version 2112

When looking at the number of households with no formal refuse removal, it can be seen that in 2009 the households with no formal refuse removal in Rustenburg Local Municipality was 65 400, this decreased annually at -0.96% per annum to 59 400 in 2019.

Tourism

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

Trips by purpose of trips

As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. IHS likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

The main purpose for an overnight trip is grouped into these categories:

Leisure / Holiday

Business

Visits to friends and relatives

Other (Medical, Religious, etc.)

Number of trips by purpose of trips - Rustenburg Local Municipality, 2010-2020 [Number Percentage]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2010	171,000	50,200	490,000	35,000	747,000
2011	172,000	51,600	484,000	36,800	744,000
2012	157,000	55,100	465,000	37,200	714,000
2013	135,000	53,400	454,000	34,800	677,000
2014	120,000	48,300	445,000	31,700	645,000
2015	111,000	42,700	411,000	27,700	592,000
2016	114,000	42,200	404,000	27,600	589,000
2017	128,000	37,000	400,000	26,200	590,000
2018	141,000	34,300	386,000	22,800	584,000
2019	162,000	33,800	354,000	20,500	570,000
2020	82,400	12,400	146,000	7,820	248,000
Average Annual growth					
2010-2020	-7.06%	-13.03%	-11.43%	-13.93%	-10.43%

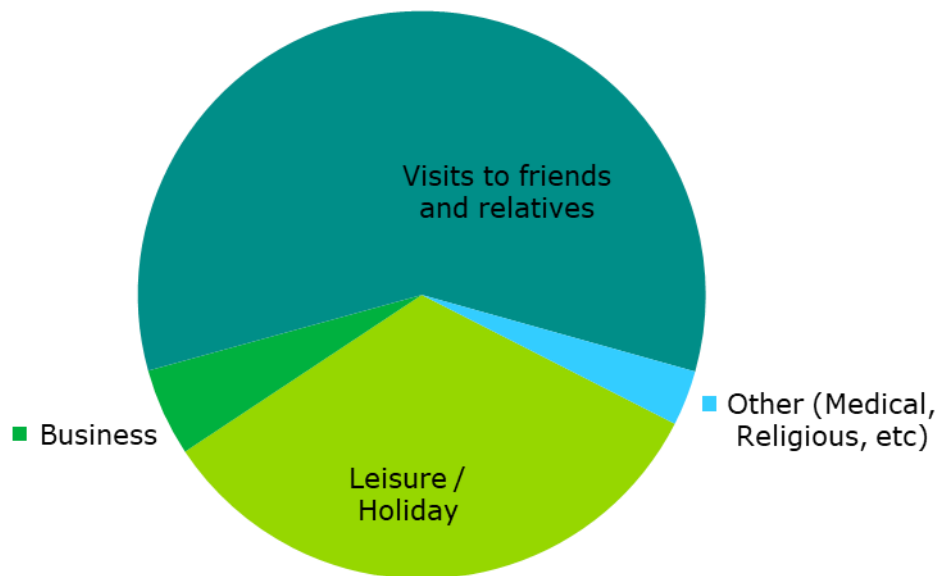
Source: IHS Markit Regional eXplorer version 2112

In Rustenburg Local Municipality, the Leisure / Holiday, relative to the other tourism, recorded the highest average annual growth rate from 2010 (171 000) to 2020 (82 400) at -7.06%. Visits to friends and relatives recorded the highest number of visits in 2020 at 146 000, with an average annual growth rate of -11.43%. The tourism type that recorded the lowest growth was Other (Medical, Religious, etc) tourism with an average annual growth rate of -13.93% from 2010 (35 000) to 2020 (7 820).

Trips by Purpose of trip - Rustenburg Local Municipality, 2020 [Percentage]

Tourism - trips by Purpose of trip

Rustenburg Local Municipality, 2020



Source: IHS Markit Regional eXplorer version 2112

The Visits to friends and relatives at 58.65% has largest share the total tourism within Rustenburg Local Municipality. Leisure / Holiday tourism had the second highest share at 33.19%, followed by Business tourism at 5.01% and the Other (Medical, Religious, etc) tourism with the smallest share of 3.15% of the total tourism within Rustenburg Local Municipality.

Origin of Tourists

In the following table, the number of tourists that visited Rustenburg Local Municipality from both domestic origins, as well as those coming from international places, are listed.

Total number of trips by origin tourists - Rustenburg Local Municipality, 2010-2020 [Number]

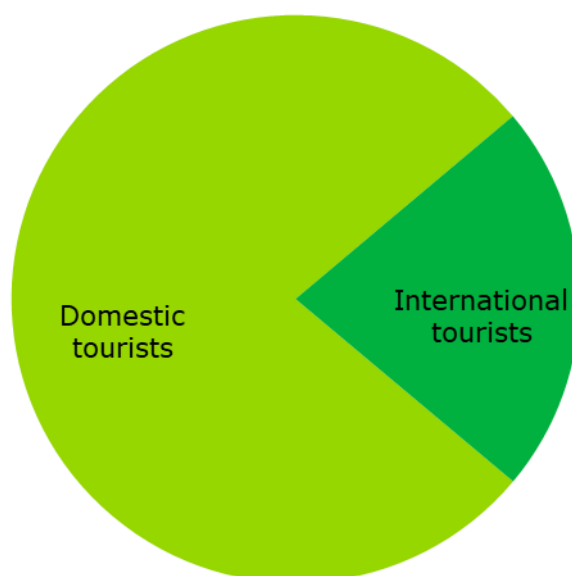
Year	Domestic tourists	International tourists	Total tourists
2010	618,000	130,000	747,000
2011	611,000	133,000	744,000
2012	568,000	147,000	714,000
2013	522,000	155,000	677,000
2014	481,000	163,000	645,000
2015	437,000	155,000	592,000
2016	412,000	176,000	589,000
2017	411,000	180,000	590,000
2018	406,000	178,000	584,000
2019	401,000	169,000	570,000
2020	193,000	55,300	248,000
Average Annual growth			
2010-2020	-10.97%	-8.17%	-10.43%

Source: IHS Markit Regional eXplorer version 2112

The number of trips by tourists visiting Rustenburg Local Municipality from other regions in South Africa has decreased at an average annual rate of -10.97% from 2010 (618 000) to 2020 (193 000). The tourists visiting from other countries decreased at an average annual growth rate of -8.17% (from 130 000 in 2010 to 55 300). International tourists constitute 22.25% of the total number of trips, with domestic tourism representing the balance of 77.75%.

Tourists by origin - Rustenburg Local Municipality, 2020 [Percentage]

Tourism - tourists by origin Rustenburg Local Municipality, 2020



Source: IHS Markit Regional eXplorer version 2112

Bed nights by origin of tourist

A bed night is the tourism industry measurement of one night away from home on a single person trip. The following is a summary of the number of bed nights spent by domestic and international tourist within Rustenburg Local Municipality between 2010 and 2020.

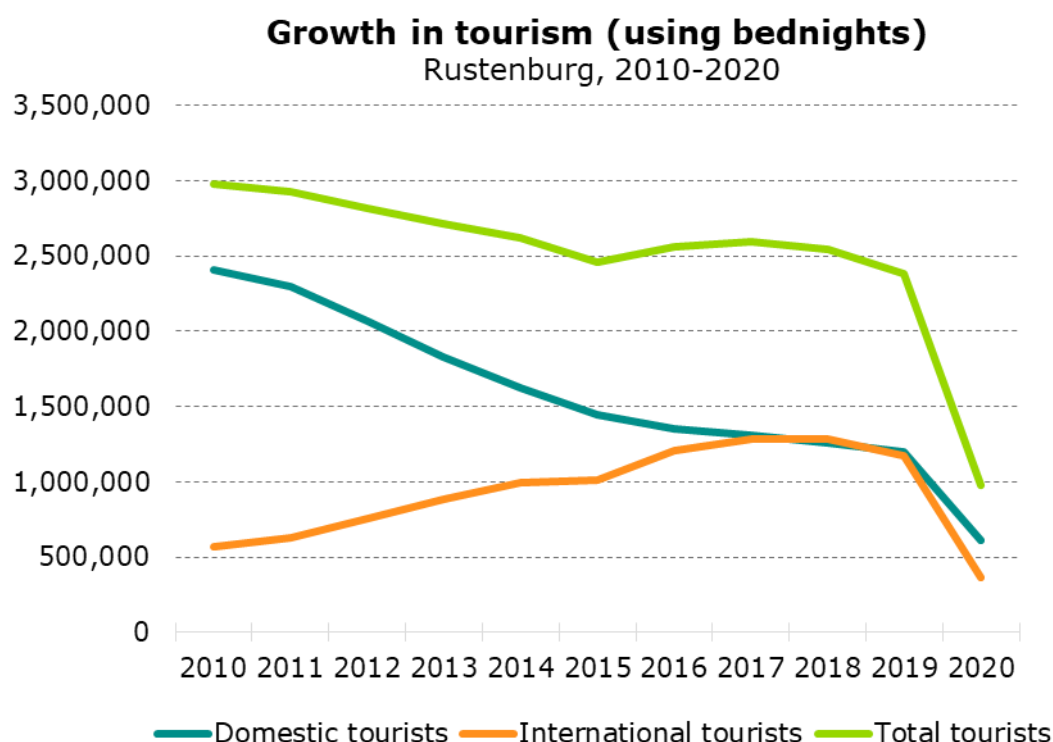
Bed nights by origin of tourist - Rustenburg Local Municipality, 2010-2020 [Number]

	Domestic tourists	International tourists	Total tourists
2010	2,410,000	570,000	2,980,000
2011	2,300,000	627,000	2,920,000
2012	2,060,000	755,000	2,820,000
2013	1,830,000	883,000	2,710,000
2014	1,620,000	995,000	2,620,000
2015	1,450,000	1,010,000	2,460,000
2016	1,350,000	1,210,000	2,560,000
2017	1,310,000	1,290,000	2,600,000
2018	1,260,000	1,290,000	2,540,000
2019	1,200,000	1,180,000	2,380,000
2020	616,000	365,000	981,000
Average Annual growth			
2010-2020	-12.76%	-4.36%	-10.52%

Source: IHS Markit Regional eXplorer version 2112

From 2010 to 2020, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -12.76%, while in the same period the international tourists had an average annual decrease of -4.36%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -10.52% from 2.98 million in 2010 to 981 000 in 2020.

Growth in tourism (using bed nights) by origin - Rustenburg Local Municipality, 2010-2020 [Number]



Source: IHS Markit Regional eXplorer version 2112

Tourism spending

In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

Total tourism spending - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [R billions, Current Prices]

	Rustenburg	Bojanala Platinum	North-West	National Total
2010	1.1	4.3	7.9	167.2
2011	1.2	4.4	8.2	174.5
2012	1.6	5.5	9.6	199.4
2013	1.7	6.0	10.7	217.8
2014	2.0	6.6	11.5	240.5

	Rustenburg	Bojanala Platinum	North-West	National Total
2015	2.0	6.7	11.3	231.4
2016	2.4	7.8	13.2	267.2
2017	2.5	8.0	13.6	277.5
2018	2.3	7.7	13.1	273.2
2019	2.2	8.4	14.1	284.6
2020	0.8	3.1	4.7	84.9
Average Annual growth				
2010-2020	-3.03%	-3.11%	-4.99%	-6.55%

Source: IHS Markit Regional eXplorer version 2112

Rustenburg Local Municipality had a total tourism spending of R 829 million in 2020 with an average annual growth rate of -3.0% since 2010 (R 1.13 billion). Bojanala Platinum District Municipality had a total tourism spending of R 3.13 billion in 2020 and an average annual growth rate of -3.1% over the period. Total spending in North-West Province decreased from R 7.9 billion in 2010 to R 4.73 billion in 2020 at an average annual rate of -5.0%. South Africa as whole had an average annual rate of -6.6% and decreased from R 167 billion in 2010 to R 84.9 billion in 2020.

Tourism Spend per Resident Capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

Tourism spend per resident capita - Rustenburg Local Municipality and the rest of Bojanala Platinum, 2010,2015 and 2020 [R Thousands]

	2010	2015	2020
Rustenburg	R 2,112	R 3,132	R 1,153
Moretele	R 1,400	R 1,583	R 536
Madibeng	R 3,382	R 4,070	R 1,992
Kgetlengrivier	R 2,133	R 3,048	R 1,141
Moses Kotane	R 5,042	R 7,777	R 3,302

Source: IHS Markit Regional eXplorer version 2112

In 2020, Rustenburg Local Municipality had a tourism spend per capita of R 1,150 and an average annual growth rate of -5.88%, Rustenburg Local Municipality ranked third amongst all the regions within Bojanala Platinum in terms of tourism spend per capita. The region within Bojanala Platinum District Municipality that ranked first in terms of tourism spend per capita is Moses Kotane Local Municipality with a total per capita spending of R 3,300 which reflects an average annual decrease of -4.14% from 2010. The local municipality that ranked lowest in terms of tourism spend per capita is Moretele with a total of R 536 which reflects an decrease at an average annual rate of -9.16% from 2010.

Tourism Spend as a Share of GDP

This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

Total spending as % share of GDP - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [Percentage]

	Rustenburg	Bojanala Platinum	North-West	National Total
2010	3.0%	5.0%	4.8%	6.1%
2011	2.8%	4.6%	4.4%	5.8%
2012	3.6%	5.5%	5.1%	6.1%
2013	3.2%	5.1%	4.8%	6.2%
2014	3.5%	5.6%	5.1%	6.3%
2015	3.4%	5.4%	4.7%	5.7%
2016	3.9%	5.9%	5.1%	6.1%
2017	3.7%	5.7%	5.0%	6.0%
2018	3.3%	5.3%	4.6%	5.6%
2019	3.1%	5.5%	4.7%	5.6%
2020	1.1%	2.0%	1.6%	1.7%

Source: IHS Markit Regional eXplorer version 2112

In Rustenburg Local Municipality the tourism spending as a percentage of GDP in 2020 was 1.14%. Tourism spending as a percentage of GDP for 2020 was 2.02% in Bojanala Platinum District Municipality, 1.60% in North-West Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 1.71%.

International Trade

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

Relative Importance of international Trade

In the table below, the Rustenburg Local Municipality is compared to Bojanala Platinum, North-West Province and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

Merchandise exports and imports - Rustenburg, Bojanala Platinum, North-West and National Total, 2020 [R 1000, current prices]

	Rustenburg	Bojanala Platinum	North-West	National Total
Exports (R 1000)	3,299,261	6,189,990	9,936,026	1,394,345,999
Imports (R 1000)	489,895	2,610,311	5,760,462	1,109,458,999
Total Trade (R 1000)	3,789,156	8,800,302	15,696,488	2,503,804,998
Trade Balance (R 1000)	2,809,366	3,579,679	4,175,564	284,887,001
Exports as % of GDP	4.5%	4.0%	3.4%	28.0%
Total trade as % of GDP	5.2%	5.7%	5.3%	50.3%
Regional share - Exports	0.2%	0.4%	0.7%	100.0%
Regional share - Imports	0.0%	0.2%	0.5%	100.0%
Regional share - Total Trade	0.2%	0.4%	0.6%	100.0%

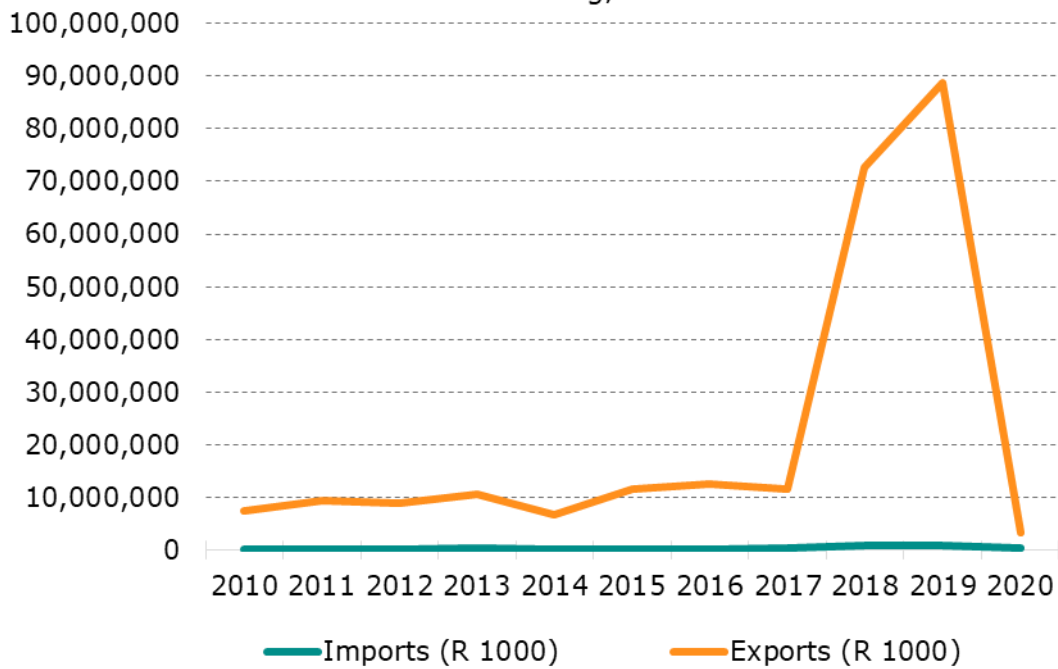
Source: IHS Markit Regional eXplorer version 2112

The merchandise export from Rustenburg Local Municipality amounts to R 3.3 billion and as a percentage of total national exports constitutes about 0.24%. The exports from Rustenburg Local Municipality constitute 4.53% of total Rustenburg Local Municipality's GDP. Merchandise imports of R 490 million constitute about 0.04% of the national imports. Total trade within Rustenburg is about 0.15% of total national trade. Rustenburg Local Municipality had a positive trade balance in 2020 to the value of R 2.81 billion.

Import and Exports in Rustenburg Local Municipality, 2010-2020 [R 1000]

International trade - Imports and Exports

Rustenburg, 2010-2020



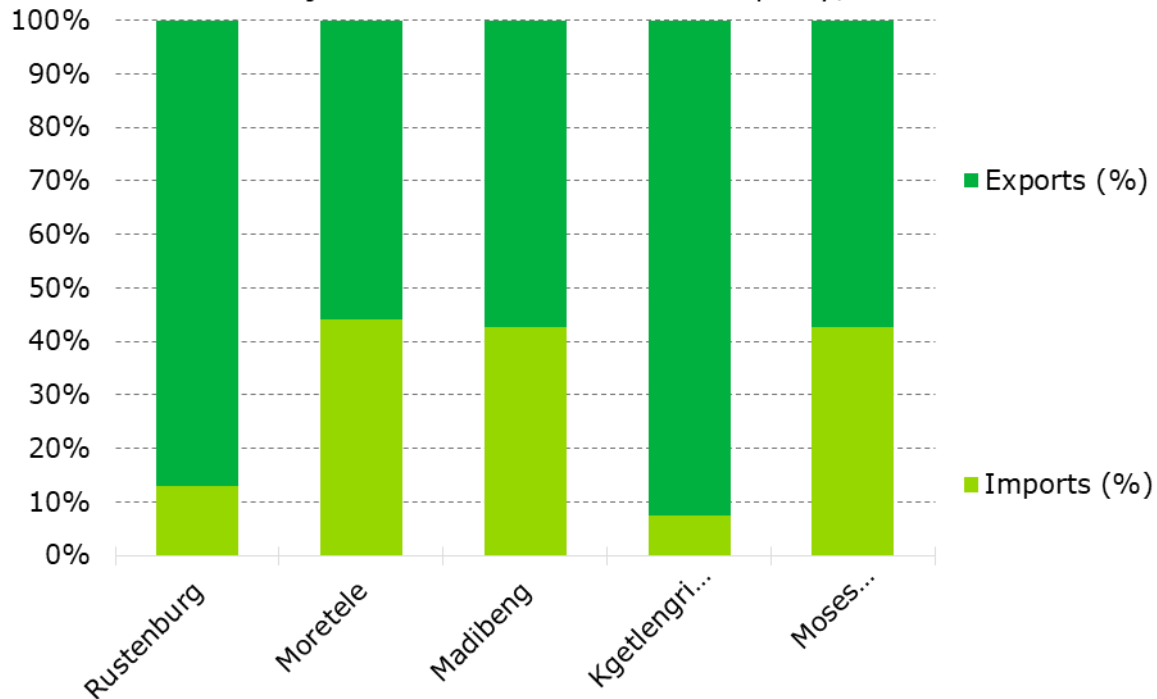
Source: IHS Markit Regional eXplorer version 2112

Analysing the trade movements over time, total trade decreased from 2010 to 2020 at an average annual growth rate of -6.97%. Merchandise exports decreased at an average annual rate of -8.04%, with the highest level of exports of R 88.7 billion experienced in 2019. Merchandise imports increased at an average annual growth rate of 10.47% between 2010 and 2020, with the lowest level of imports experienced in 2010.

Merchandise exports and imports - Rustenburg and the rest of Bojanala Platinum, 2020 [Percentage]

International trade - Imports and Exports

Bojanala Platinum District Municipality, 2020



Source: IHS Markit Regional eXplorer version 2112

When comparing the Rustenburg Local Municipality with the other regions in the Bojanala Platinum District Municipality, Madibeng has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 4.95 billion. The region that exports the most in currency value is Rustenburg with a total of R 3.3 billion. Moses Kotane had the lowest total trade figure at R 2.62 million. The Moses Kotane also had the lowest exports in terms of currency value with a total of R 1.5 million exports.

2.2 SWOT ANALYSIS

STRENGTH	WEAKNESS
Council approved and adopted strategies (LED Strategy, Integrated Master Plan). By-laws & policies Strategic positions are filled (Section 57 Manager) 6 out of 9 Municipality is functioning as both the Water Services Authority and Water Services Provider simultaneously Mining Town	Outdated Spatial Development Framework (SDF) Limited access to strategically located land Areas that are not habitable Land invasion Contravention of Land Use Management Scheme Poor maintenance and management of open space and heritage sites Poor maintenance of municipal assets High rate losses in Water & electricity Negative Audit Opinion Lack of cash reserves Low revenue collection rates
OPPORTUNITIES	THREATS

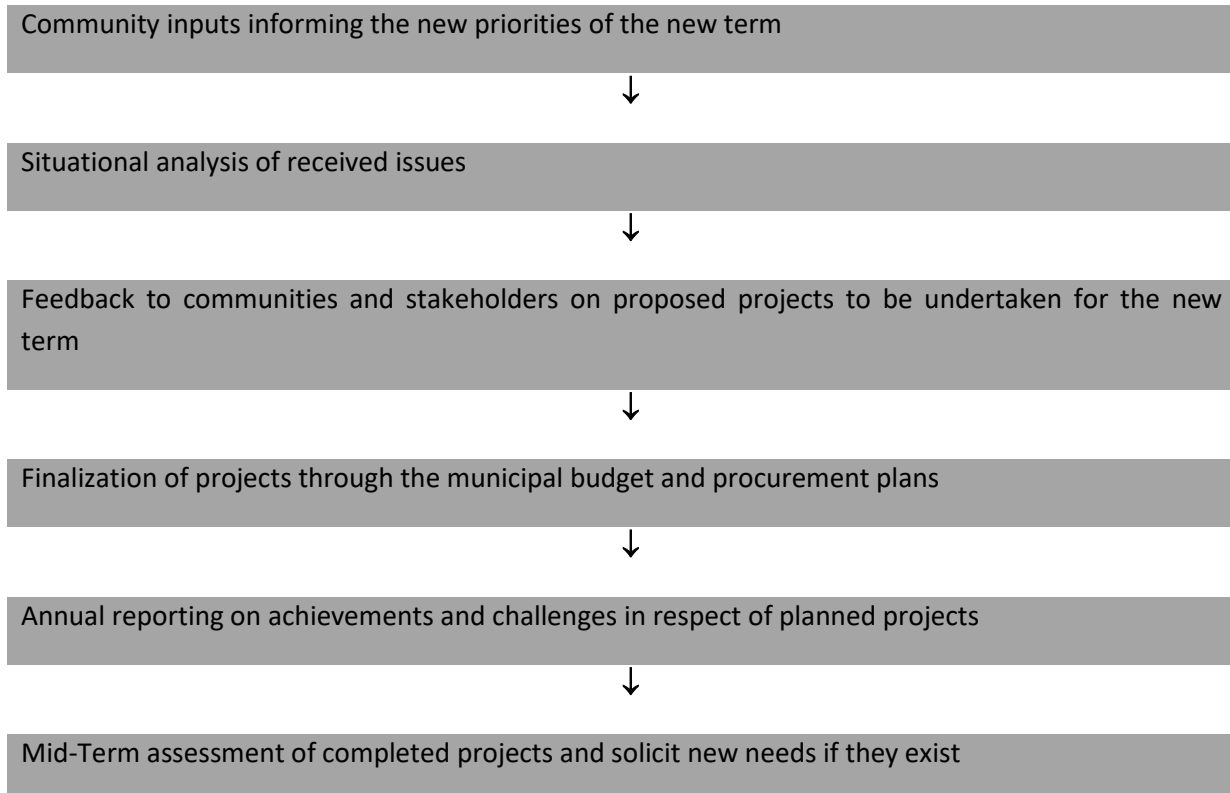
Municipality strategically located along the N4 corridor Potential for agricultural, tourism and mining related sectors. Increased revenue base Private Public Partnership, mining industries to be engaged to assist in capital funding; The Municipality is classified as the economic HUB of the province. Development of integrated public transport network. Explorer Green energy/alternative sources	Declining mining economy Service delivery protests. Insufficient budget for infrastructure development and maintenance. Ageing and failing Infrastructure. Low levels of skills and education. High dependency rate (Growing indigent register) Negative perception about the municipality by the community Illegal connection of services. (Unauthorized usage of municipal services) Undiversified economy High unemployment rate Low level of household income Influx of migrant workers Vandalism and theft from infrastructure network

2.3 MANAGING THE PEOPLE’S CONTRACT

Introduction

The preparation of the municipal IDP is a serious engagement and participatory process. Consultation is a legislated necessity as enshrined in Chapter 4 of the Local Government Municipal Systems Act (MSA), 32 of 2000. Participation allows for communities to raise their issues, concerns and needs and get a platform for receiving feedback.

In ensuring that the municipality responds to community issues and needs which are endless, the following guiding steps will be followed:



The municipal council will within its term embark on Community Based Planning (CBP) which will enhance deeper community participation at ward/area level.

2.3.1 Profile of Each Ward in RLM

Table 1-1 provides an overview of the RLM Ward Demarcation in 2021. The RLM is divided into 45 wards each made up of various areas.

Table 1-1: Rustenburg Local Municipality Ward Demarcation, 2021

WARD NUMBER	CLR	AREAS
1	Cllr D M Sethonga	Phatsima, Boshhoek, Boekenhoutfontein, Rasimone, Mafenya, Rafredi
2	Cllr E. Langeni	Chaneng and Robega
3	Cllr V. Mputle	Bafokeng North Mine, Impala, Luka Mogono, Rathibedi, Tau, Ralesobesobe, Ratshwene, Impala Number 6 Hostel
4	Cllr E K Vena	Luka, Phokeng: - Windsor – old Police Station – Punodung Section
5	Cllr B I Moreki	Phokeng – Lemenong to Kgale, Lenatong, Punodung – Segema
6	Cllr S S Tause	Phokeng: Tshwara – Kotokoto, Saron, Dithabaneng, Masosobane, Masosobane 2, Salema, Mosetlha & Radiala, Ntsweng & Pitso, Greenside & Riverside, Makgokgwane, Ratshufi.
7	Cllr E S T Pule	Bubuanja, Lefaragatlhe, Matlhasi Marwane Section, Letlhaneng Section, Raphafana Section, Bethel, Mahosana Section, Ngeneng Section Tlhabane – Lekwakwa P.S, Mashao Street,
8	Cllr T O Moduke	Tlhabane West 15 th – 24 th Avenue, Geelhout view 24 th to 37 th Avenue, Mountain Ridge partly, Geelhoutpark 6; 9; Mmilo Drive, Geelhoutpark Phase 1 and 2.
9	Cllr M Malinga	Tlhabane: Mokgethi Street, Bester, Monareng, Lebone, Glycerine – Spar, G.G - 11,14, 16, 17 & 18 Rauwane, Phomolong
10	Cllr F S Moatshe	Tlhabane: From Monareng street, Foxlake, Lebone, RTB North-Plight, Sundown, Oukasi
11	Cllr S P Petlele	Tlhabane: Mokgethi, Mogotsi, Zinniaville – Gousblou, Industrial side
12	Cllr S M Motshegwe	Meriting ext 1, phase 1, 2 & 3 and Boitekon X13&14; Boitekong Ext 23; Lusikisiki.
13	Cllr S L Sentsho	Tlhabane: Oukasie - Sidzumo, Motsatsi, Lebone up to Dikgabong, Foxlake, RTB. North – Benoni; Hommer; Byron; Napolion; Scott; Burns; Rietz; Snel; Oxford; Johnson; Foord; Schuidings; Berry; Noord Park & part of Taxi rank

WARD NUMBER	CLR	AREAS
14	Cllr G J Du Plessis	Geelhoutpark ext 4, Proteapark above field college, BoDorp; Rustenburg North: Even numbers of Homer str. From Dr. Moroka to crn. Rietz to Benoni, Dr. Moroka from house no. 108 up to corner Homer, Protea park, Boo Dorp, Cashan 1,2, Safari garden 2,3,5,8, Rustenburg North – Benoni to Impala
15	Cllr E Ilse	Protea Park, Safari Tuin
16	Cllr J C Cronje	Mooka Farm, Geelhout park Ext 5, Protea Park, Rietvlei
17	Cllr T Rothman	Cashan 3, 4,& 28; Azalliapark, Portion of Safarituin 4, 5, 7, 13 &15, Schoongesicht.
18	Cllr J J Nortje	Rustenburg East, Rustenburg North, and CBD
19	Cllr J B Mpele	Paardekraal ext 1, Sunrise Park ext. 9, sunrise view phase 1 & 2
20	Cllr A Seleka	Boitekong Ext 4 & 2
21	Cllr D T Rampou	Boitekong Ext
22	Cllr A Makhuto	Kanana Hostel, Sunrise 10,11, Leshibidung, Mpho Khunou, Popo Molefe, Skeirlik, Mzanzi, Siza; Plot 45, powerline and Majozi view.
23	Cllr L Mokapi	Kanana, Mafika, Chachalaza
24	Cllr G S Motlhamme	Freedom Park
25	Cllr P H Serongoane	Monnakato, Kopman, Rooikraal, Chaneng (Part),
26	Cllr O C Mmapitsa	Tantanana, Mamerotse, Tlaseng, Tsitsing, Mogajane , impala Hostel
27	Cllr K B Morei	Lethabong
28	Cllr W Fulane	Lethabong
29	Cllr K K Phutu	Mabitse, Maumong, Makolokwe, Barseba, Rankelenyane and Iekgalong view.
30	Cllr T Z Mooketse	Modikwe, Bethanie
31	Cllr V Shomang	Marikana, Marikana CBD, Skierluk, Storm Huis, Brampie, Big House, Group Five, Burnley, RDP, Mahumapelo 1 &2, Mabonvana and Marasmas.
32	Cllr J Salang	Wagkraal, Suurplaat, Mmaditlhokwa, Marikana West, Retief, Mabomvaneng, Lapologang, New stands, part of Marasmas, Phase

WARD NUMBER	CLR	AREAS
		1 RDP and rental flats.
33	Cllr L Khoeli	Nkaneng, Bleskop Hostel, Ngawana Hotel
34	Cllr K B Phiri	Mfidikoe, Zakhele, Hostel, Bokamoso
35	Cllr S P Mkholwa	Matebeleng, Ikemeleng, Phuane, Lenvus Bayer, Lekotjaneng, Bolane, Waterval, Dinie Estate,
36	Cllr C K Serunye	Cyverbuilt, Breedvlei, Vlakdrift, Sandfontein, Manharand, Donkerhoek, Mathopestad, Boons, Molote, Moderfontein, Spakling Water, Olifantsnek, Boshfontein, Naauwpoort
37	Cllr M C Dumani	Jabula, Sondela and Million Dollar
38	Cllr M E E Mosete	Freedom Park, New Freedom Park, Merititing exts 4 & 5
39	Cllr A M Mosito	Ramotshanana, Tsumani section phase 2, D4 section E2 & E5
40	Cllr J Gobeka	Boitekong Ext 8, Boitekong Ext 2 – Paardekraal, Flats Ext23, plot 14 portion 50, Yizoyizo (Boitekong) Boitekong ext 1 , Abudabi and part of million dollar and New stands.
41	Cllr Z Xhinela	Seraleng RDP
42	Cllr A S Grova	Waterfall East, CDB, Ext 5
43	Cllr L B Snyders	Seraleng, Jabula, Zinniaville, KarlienPark, part of Rtb. North – Burns str., Johnson from crn Burns to Middle, part of Snel from crn Napolion towards railway line, Middle , Haarhoff & Witt streets.
44	Cllr I S Malone	Lekgalong, Ikageng, Mosenthal, Serutube, Lesung, Marakana
45	Cllr M P Morapedi	Photsaneng, Thekwana, Karee Mine

2.3.2 Integrated Development Planning

The Integrated Development Plan (hereinafter referred to as the IDP) is the principal strategic planning document of the municipality. It is important, due to the fact that it ensures vertical and horizontal integration between projects, programmes and activities, both internally (between department or directorates) and externally (with other organs of state of government and traditional authorities).

The IDP therefore gives character to service delivery in an integrated way and upholds sustainable, integrated communities, providing full cross sectoral services as communities cannot be developed in a disjointed manner. As a key strategic plan of the municipality, the priorities identified in the IDP must inform all financial planning and budgeting undertaken by the municipality.

2.3.3 Legislative and Regulatory Contents and Context

Where the legislative and regulatory contents and context find its expression in the IDP document:

a. The **constitution of the Republic of South Africa** outlines the type of local government needed. Section 152 and 153 of the constitution prescribes local government being in charge of the development process and municipal planning and describes the following objects of local government:

- To ensure a sustainable provision of services
- To provide democratic and accountable government for all communities
- To promote social and economic development
- To promote a safe and healthy environment
- To give priority to the basic needs of communities
- To encourage involvement of communities and community organisations in matters of local government.

(In terms of the devolution of powers and functions, different municipalities were allocated different powers and functions and such determines the extent to which a municipality can perform certain functions).

b. The **Municipal Systems Act (MSA) Act 32 of 2000** requires that the planning undertaken by the municipality must be aligned with and complement, the development plans and strategies of other affected municipalities and organs of state, as to give effect to the principles of co-operative governance contained in section 41 of the constitution.

(The district municipality, as well as the provincial and national department were consulted to communicate and to incorporate their programme and project to be implemented within the jurisdiction of the municipality)

The section 25 of **Municipal Systems Act (MSA) Act 32 Of 2000** specifically requires:

“Each Municipal Council must, within a prescribed period after the start of its elected term, to adopt a single, inclusive and strategic plan for the development of the municipality.”

Section 26 further prescribes the core component of the Integrated Development Plans as summarised below:

- (a) Municipal Councils Vision for the long-term development
- (b) As assessment of the existing levels of development in the municipality, which must include identification of communities which do not have access to basic municipal service
- (c) Council development priorities and objectives for the elected term, including its local economic development aims and its internal transformations needs;
- (d) The council’s development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the municipality in terms of legislation
- (e) A Spatial Development Framework which must include the provision of basic guidelines for local land use management systems for the municipality
- (f) Councils operational strategies
- (g) Applicable disaster management plans

- (h) A financial plan, which must include budget projections for at least the next three years
 - (i) Key performance indicators and performance targets determined in terms of section 41.
- c. **Local Government: Municipal Planning and Performance Management Regulations of 2001** as amended set out the following specific requirements to supplement the core component as prescribed. Regulation 2 (1) states that:
- (1)** A municipality's IDP must at least include -
- (a)** The municipal council's vision statement which describes the council's long-term goals and outcomes for the development in the municipality, and which is informed by national, provincial and district or metro long-term developmental and transformation policies, plans and strategies including the district or metro One Plan;
 - (b)** An assessment of existing level of development in the municipality including-
 - (i) The level of socio-economic development;
 - (ii) Levels of service delivery and infrastructure status;
 - (iii) Information on available resources; and
 - (iv) The state of the natural environment including climate change impact;
 - (c)** A high level analysis of the existing infrastructure within the municipality which shows the extent, condition, age, capacity, location and replacement cost of the infrastructure;
 - (d)** The developmental priorities and objectives which are informed by paragraph (a) and paragraph (b), and which describe the council's goals for the elected term;
 - (e)** Development projects to be implemented in the municipality during the council's elected term, including-
 - (i) the projects which have been identified by the council to attain its developmental priorities and objectives referred to in paragraph (d) above and which will be implemented by the council;
 - (ii) the existing multi-year projects which have been initiated by the previous council and which will be completed within the term of the present council; and
 - (iii) all known projects, plans and programs to be implemented within the municipality by any organ of state;
 - (f)** the municipality's developmental strategies which-
 - (i) are aligned with the national and provincial sector plans and planning requirements;
 - (ii) integrate, co-ordinate and link the different plans and programmes within the municipality, including the plans and programmes of other organs of the state;
 - (iii) facilitate the logical sequencing of projects; and
 - (iv) seek to address gender equality, youth development, protection of children, social cohesion and the rights of persons with disabilities;
 - (g)** the council's five-year operational strategies must, consider co-operating with other organs of state and promote local economic development.”;
- (2) the disaster management plan reflected in the municipality's integrated development plan must be prepared in terms of section 53 of the Disaster Management Act, 2002 (Act No. 57 of 2002.”;**
- (3)** A spatial development framework reflected in a municipality's integrated development plan must-
- (a) Give effect to the principles contained in section 7 of the Spatial Planning and Land Use Management Act;

- (b) Comply with section 12 of the Spatial Planning and Land Use Management Act, read with Part D of Chapter 4 or Part E of Chapter 4 of the Spatial Planning and Land Use Management Act, whichever is applicable;
 - (c) Be aligned to the spatial development framework of the district municipality of the area;
 - (4)** A Financial Plan reflected in a municipality's integrated development plan must at least-
 - (a) Include a budget projection required by section 26(h) of the Act, which is aligned to the priorities in the integrated development plan;
 - (b) Indicate the Financial resources that are available for capital development projects and operational expenditure;
 - (c) Illustrate how the financial resources referred in paragraph (b) will be allocated to each financial year;
 - (d) Include allocations in terms of the Division of Revenue Act, as well as payments expected from other municipalities, province, national government and other institutions; and
 - (e) Include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:
 - (i) revenue raising strategies;
 - (ii) asset and liability management strategies;
 - (iii) financial management strategies;
 - (iv) capital financing strategies;
 - (v) operational financing strategies; and
 - (vi) strategies that would enhance cost-effectiveness.
 - (5)** The institutional framework included in the integrated development plan must include an organogram, required for-
 - (a) The implementation of the integrated development plan; and
 - (b) Addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the integrated development plan.
 - (6)** An integrated development plan may-
 - (a) have attached to it maps, statistics and other appropriate documents; or
 - (b) refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.
- a. Section 21(2) of the **Municipal Finance Management Act (Act 56 of 2003) (MFMA)** states that, when preparing the annual budget, the mayor of a municipality must:
- Take into account the IDP of the municipality
 - Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years
 - Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum

- Consult:
 - the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality
 - all local municipalities within its area, if the municipality is a district
 - the relevant provincial treasury, and when requested, the National Treasury
 - any national or provincial organs of state, as may be prescribed.
- Provide, on request, any information relating to the budget:
 - to the National Treasury
 - subject to any limitations that may be prescribed, to
 - the national departments responsible for water, sanitation, electricity and any other service as may be prescribed
 - any other national and provincial organ of states, as may be prescribed
 - another municipality affected by the budget.

The Act requires municipalities to consider approval of the annual budget at least 30 days before the commencement of a new financial/budget year.

2.3.4 Other advantages of the IDP

2.4 Institutional Arrangements

Introduction

This section will explain the framework of the institutional structures that the council will use to implement its strategies and appropriate resources. The Rustenburg Local Municipality consists of two interlinked organisational streams; one providing Political leadership and governance and the other performing Operational and Administrative functions.

Political Governance Structure

The Council elected **Clr. Koketso Mogomotsi** to the position of a Speaker, in terms of section 36 of the Municipal Structures Act, act 117 of 1998, to chair Council meetings and also responsible to capacitate Councillors and Ward Committees.

The municipality operates within an Executive Mayoral System under the leadership of Executive Mayor **Clr Shiela Mabale-Huma**, who was appointed as per section 55 of Municipal Structures Act, act 117 of 1998.

The council of RLM is constituted by 90 Councillors, with 45 ward and 45 proportional representative Councillors and the Mayoral Committee consisting of ten members. Ward Councillors are chairpersons of their respective ward committees, which are responsible for discussing local concerns.

Clr. Louisa Mabe was elected the Single Whip of Council.

The party-political representation of Councilors is reflected in the **Table 1-2** below:

Table 1-2: Political Representation

POLITICAL PARTY	NUMBER COUNCILLORS	GENDER DISTRIBUTION	
		MALE	FEMALE
African Christian Democratic Party	1	1	-
African Independent Congress	1	1	-
African National Congress	43	31	12
Arona	1	1	-
Batho Community Movement	1	1	-
Democratic Alliance	13	8	5
Economic Freedom Fighters	17	8	9
F4SD	1	1	-
Independent	1	1	-
Tsogang	7	4	3
UDM	1	-	1
Freedom front+	3	2	1
SUB-TOTAL		59	31
TOTAL	90		

The municipality had **293 244** registered voters, of whom **104,913** cast their vote in the November 2021 local government elections, that translates to 35,7% of the registered voters.

2.4.1 Council Committees

The council has established Committees in terms of Section 79 and 80 of the Municipal Systems Act to give political guidance and direction to the municipal council. Section 79 Committees:

- Performance Audit Committee; Local Labour Forum; Municipal Public Accounts Committee
- Performance Audit Committee; Land Management Tribunal
- Rules of Order Committee
- Municipal Public Accounts Committee (MPAC)

Table 1-3: Section 80 Committees

No.	PORTFOLIO	MEMBER OF MAYORAL COMMITTEE
1	Corporate Support Services	Gaonakala, M
2	Community Development	Xatasi, NS
3	Public Safety	Mputle, V
4	Planning and Human Settlement	Marekoa, B
5	Budget and Treasury Office	Nke, R
6	IDP and Legal	Pule, S
7	Local Economic Development	Phutu, K

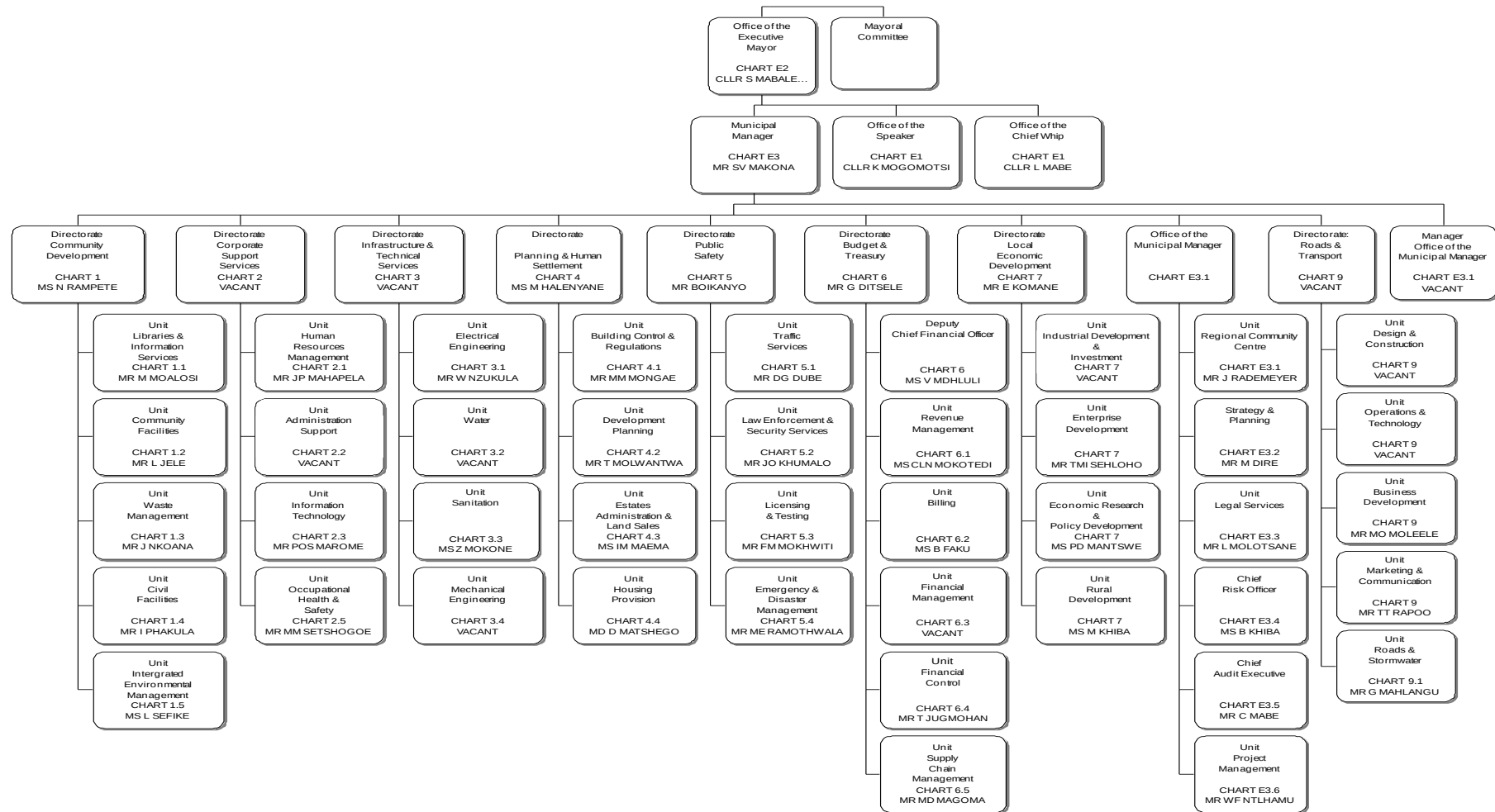
No.	PORTFOLIO	MEMBER OF MAYORAL COMMITTEE
8	Rustenburg Roads and Transport	Pule, L
9	Technical and Infrastructure services	Rampai, T
10	Inter-Governmental Relations, Traditional Affairs and Special Projects	Khoeli, L

2.4.2 Administration Governance Structure

The new term of office for the current council will provide an opportunity to examine the efficiency and efficacy of the governance and institutional structures and arrangements, and if necessary introduce improvement measures. The Municipal Manager is the head of the Administration and Accounting Officer, supported by Line Function Directors and Managers. The overleaf diagram depicts the macro organisational Structure of the RLM.

2.4.3 Macro Organisational Structure

Diagram 1-1: Top Management Structure of Rustenburg Local Municipality



The attached top management structure is based on the organizational structure previously approved. The Accounting Officer shall in line with section 66 of the Municipal Systems Act as well as Chapter 2, Regulation 4(2) of the Local Government: Municipal staff regulations, 2021 embark on the organizational restructuring process and any such new organogram which shall be approved by Council will replace the one depicted above.

2.4.4 CORPORATE SUPPORT SERVICES VISION AND MISSION

2.4.4.1 VISION

Seamless business support services that ensure efficiency and effectiveness in service delivery.

2.4.4.2 MISSION

To provide efficient and effective support to allow the wider Department to deliver on our broader strategic business goals responding and adapting to changing internal and external challenges.

2.4.5 STATUS QUO ANALYSIS

Table 3

No.	CURRENT SITUATION	CHALLENGES	STRATEGIES TO ADDRESS CHALLENGESS
1.	Medical Surveillance Programme not in place since the service contractor's contract came to end October 2020. Tender closed 06 July 2021. One bidder passed administrative evaluation and was recommended for further evaluation; to date SCM does not provide concrete answer to the outcome.	Medical Surveillance Program is a legislative requirement to expose employees on annual basis, and employees were not examined since March 2020, and appointment of service provider not yet in place.	Requested the fast tracking of the appointment of Medical Surveillance Service Providers
2.	Employee Assistance Programme (EAP) not in place since there was difficulty in appointing a service provider due to budgetary constraints. EAP Tender went through committees and was recommended for re-advert,	Distressed employees are not provided assistance due to lack of EAP Service Provider.	Requested the fast tracking of the appointment of EAP Service Providers Proposed employment of EAP Practitioner within the Unit
3.	Municipality is non-compliant	Non-adherence by Directorates to legislative requirements, and	Arranged training of management on OHS

No.	CURRENT SITUATION	CHALLENGES	STRATEGIES TO ADDRESS CHALLENGESS
	in various directorates.	ignoring “Notices” issued by OHS Officials.	legislation. Enforce Compliance with Legislation through issuing of notices to individuals.
4.	dataSTOR as a tool to manage records.	- Employees are reluctant to use DATASTOR since the municipality suffered ransomware Cyber-attack. - Scope of work allocated to DataSTOR limits the number of the users to twenty (20).	- Provide training on the use of dataSTOR. - Request an increase in number of users
5.	Delay in disposal of old records	- Old records occupying needed storage space. - Delayed/Non-response from Provincial Archives and Records Services.	- Listing of old records and submission of application for disposal.
6.	Non-response to implementation of Council resolution Register	- Failure to update the resolution register by directorates.	- Engagement with all directorates at MANCO.
7.	Late submission of agenda items	- Non –adherence to approved Council Central Diary	- Issuance of monthly timetable of scheduled meetings.
8.	Delayed implementation of the Workplace Skills Plan due to interdependencies.	- Delayed Supply Chain Management processes	- Request fast tracking of supply chain processes
9	Non adherence to the Employment Equity Plan	- Targeted groups not responding to the job advertisement.	- Placement of adverts RCC, Disability Centres and both local and national newspapers.
10.	Prioritized Budgeted positions not filled on time.	- Non adherence to the Recruitment Policy due to interdependencies.	- Conduct policy awareness campaigns. - Enforcement of recruitment policy.
11	Not all positions in the approved structures are evaluated	- Salary discrepancies. - Delay in evaluation by Job Evaluation District Committee.	- Fast track evaluation of positions in the approved structure.
12	Prolonged Disciplinary Processes	- Lack of adequately skilled personnel to assist in the prosecution and chairing on the disciplinary cases.	- Training of internal staff on disciplinary matters - Request assistance from neighbouring municipalities.

No.	CURRENT SITUATION	CHALLENGES	STRATEGIES TO ADDRESS CHALLENGESS
13	Unreliable electricity back-up system	- Uninterrupted Power supply System is insufficient to sustain the server	- Procurement of a bigger Uninterrupted Power supply System for the server to increase capacity.
14	Loss of computers	- Municipal unaccounted Data loss due to loss of computers. - Users are not held accountable by their managers	- Enforce ICT Policy. - Installation of trackers on laptops
15	Vandalism of network infrastructure	- Lack of security to the infrastructure.	- Random Security Patrol

CHAPTER 3. SITUATIONAL ANALYSIS AND STRATEGIES PER DIRECTORATE

3.1 CORPORATE SUPPORT SERVICES DIRECTORATE

3.1.1 HUMAN RESOURCES SERVICES UNIT

The Human Resource Unit, deals with, inter alia, the following;

Policy Framework

The Directorate Corporate Support Services through its Human Resources Unit developed a substantial number of policies to support and enhance Human Resources systems, process and procedures.

Existing Municipal Policies							
Directorate	Unit	Title of an Existing Policy	Date approved by Council	Date of next review	Item number	Aligned to Business process	
						Yes	No
DCSS	Human Resource Management	Acting Appointment and Allowance policy	2021.02.23 Item 45	27.02.2024	45	Yes	
DCSS	Human Resource Management	Career & Succession Management	2006.05.30 Item 90	29.03.2022	90	Yes	
DCSS	Human Resource Management	Policy: Official Funerals	2014.10.28 Item 334	07.07.2023	334	Yes	
DCSS	Human Resource Management	Parking: Municipal Building	2003.05.26 Item 245	7/1/2023	245	Yes	
DCSS	Human Resource Management	Recruitment and Selection Policy	2020.03.31 Item 57	7/03/2023	170	Yes	
DCSS	Human Resource Management	Remuneration Structure for Scarce Skills	2006.06.27 Item 163	7.07.2022	163	Yes	
DCSS	Human Resource Management	Secondment Policy	24.11.2020. Item 207	20.11.2023	207	Yes	

DCSS	Human Resource Management	Transfer Policy	24.11.2021. Item 208	20.11.2023	208	Yes	
DCSS	Human Resource Management	Placement Policy	24.11.2021. Item 209	20.11.2023	209	Yes	
DCSS	Human Resource Management	Sport Participation of the Rustenburg Local Municipality	2003.09.16 Item 538	27.08.2022	538	Yes	
DCSS	Human Resource Management	Training and Development policy	2011.12.20 Item 374	30.08.2022	374	Yes	
DCSS	Human Resource Management	Transport Allowance policy	LLF 2015.10.07 Item 53	30.06.2022	53	Yes	
DCSS	Human Resource Management	Study Aid Policy	25.05.2010	28.03.2022	100	Yes	
DCSS	Occupational Health & Safety (OHS)	HIV & AIDS Policy	29 Oct 2002	March 2022	797	Yes	
DCSS	Occupational Health & Safety (OHS)	ALCOHOL AND DRUG ABUSE POLICY	29 Sept 2020	September 2023	139	Yes	
DCSS	Occupational Health & Safety (OHS)	EMPLOYEE ASSISTANCE PROGRAMME POLICY	29 Sept 2020	September 2023	140	Yes	
DCSS	Occupational Health & Safety (OHS)	MEDICAL SURVEILLANCE POLICY	29 Sept 2020	September 2023	141	Yes	
DCSS	Occupational Health & Safety (OHS)	PERSONAL PROTECTIVE EQUIPMENT POLICY	29 Sept 2020	September 2023	142	Yes	
DCSS	Occupational Health &	OCCUPATIONAL HEALTH AND	23 Feb 2021	November	46	Yes	

	Safety (OHS)	SAFETY POLICY		2022			
DCSS	Information Technology	Data Backup and Recovery Policy	29 September 2020	30 September 2022	143	Yes	
DCSS	Information Technology	Group Information Security	29-Sep 2020	30 June 2022	144	Yes	
DCSS	Information Technology	CGICT Policy	29-Sep-2020	30 October 2022	146		
DCSS	Information Technology	Patch Management Policy	29-Sep 2020	30 Sep 2022	145	Yes	
DCSS	Information Technology	Information Technology Management Policy	24 –Nov-2020	30-Nov 2023	213	Yes	
DCSS	Information Technology	ICT Strategic Plan	24 –Nov-2020	30 –Nov 2022	212	Yes	
DCSS	Information Technology	IT Service Continuity Plan	24 –Nov-2020	30 –Nov 2023	211	Yes	
DCSS	Information Technology	Computer Hardware Management Policy	30 March 2021	30 March 2022	148	Yes	
DCSS	Information Technology	Information Technology Management Policy	24 –Nov-2020	30-Nov 2023	213	Yes	
DCSS	Information Technology	ICT Strategic Plan	24 –Nov-2020	30 –Nov 2022	212	Yes	
DCSS	Information Technology	IT Service Continuity Plan	24 –Nov-2020	30 –Nov 2023	211	Yes	
DCSS	Information Technology	Computer Hardware Management	30 March 2021	30 March 2022	148	Yes	

		Policy					
DCSS	Information Technology	Password Policy	26 November 2019	30 November 2023	226	Yes	
DCSS	Information Technology	Firewall Policy	26 November 2019	30 November 2022	225	Yes	
DCSS	Administrative Support Services	Records Management Policy	31 May 2016	August 2021	154		
DCSS	Administrative Support Services	Cell Phone Policy	31 May 2016	May 2018	160		

Municipal Policies to be developed							
Directorate	Unit	Title of a NEW Policy to be developed	Date to be submitted to Council	Date of next review	Item number if applicable	Aligned to Business process	
						Yes	No
DCSS	Human Resource Management	Workplace Skills Plan		30 April 2022			No
DCSS	Human Resource Management	Succession Planning	29.03.2022	29.03.2024	90		No
DCSS	Human Resource Management	Study Aid Policy	20.03.2022	29/03.2024	100		No
DCSS	Human Resource Management	Experiential Training	20.03.2022				No
DCSS	Information Technology	Cyber Security Policy	20.03.2022	30.03.2025		Yes	

WORKFORCE

WORKFORCE TOTALS ON 2022/01/31			New structure	
Directorate	Division	No of posts	No Employees	Vacancies
Community	Director & Admin Support	7	2	5
Development	Community Facilities	603	199	404
	Libraries & Information Serv.	94	55	39
	Waste Management	305	140	165
	Integrated Environmental Mang	5	4	1
	Civil Facilities & Maintenance	40	19	21
	Sub-Total	1054	419	635
Corporate	Director & Admin Support	4	2	2
Support Services	Human Resources	37	19	18
	Information Technology	19	12	7
	Admin Support Services	37	25	12
	Occupational Health & Safety	19	8	11
	Sub-Total	116	66	50
Technical and	Director & Admin Support	8	4	4
Infrastructure Serv.	Electrical Engineering	235	104	131
	Mechanical Engineering	77	32	45
	Sanitation Services	303	21	282
	Water Services	317	220	97
	Sub-Total	940	381	559
Planning and	Director & Admin Support	9	6	3
Human Settlement	Building Control & Regulations	15	10	5
	Development Planning	31	19	12
	Unit Housing	40	31	9
	Estate Admin & Land Sales	15	7	8

	Sub-Total	110	73	37
Public Safety	Director & Admin Support	8	6	2
	Emergency & Disaster Mang.	363	81	282
	Licensing & Testing	178	70	108
	Traffic Services	505	100	405
	Law Enforcement	524	85	439
	Sub-Total	1578	342	1236
Budget and	CFO & Deputy CFO & Admin Support	4	3	1
Treasury	Revenue & collection	86	31	55
	Billing	61	34	27
	Financial Management	59	28	31
	Financial Control	22	15	7
	Supply Chain Management	29	25	4
	Sub-Total	261	136	125
Local Economic	Director & Admin Support	4	4	0
Development	Trade & Invest/Rural Dev	11	4	7
	Economic Research & Policy	10	4	6
	Enterprise Development	16	5	11
	Sub-Total	41	17	24
Office of the	MM & Admin Support	5	5	0
Municipal Manager	Strategy & Planning	9	6	3
	Project Management	26	11	15
	Legal & Valuation	9	7	2
	Auditing	8	7	1
	Risk Management	4	2	2
	RCC Offices	38	22	16
	Customer Care	53	23	30

	Sub-Total	152	83	69
Rustenburg	Director & Admin Support	12	6	6
Rapid	Roads & Stormwater	228	158	70
	Sub-Total	240	164	76
Office of the	Admin Support Services	16	8	8
Executive Mayor	Mayoral Admin Officer	10	8	2
	Communication	7	1	6
	Intergovernmental Relations	3	3	0
	Special Projects	7	6	1
	VIP Protection Services	4	3	1
	Monitoring & Evaluation	6	2	4
	Sub-Total	53	31	22
Office of Chief Whip	Admin Support Services	5	3	2
Office of the Speaker	Admin Support Services	17	8	9
	MPAC	7	4	3
	Sub-Total	29	15	14
GRAND	TOTAL	4574	1727	2847

EMPLOYMENT EQUITY

The Municipality has approved Employment Equity Plan starting from 2022 to 2027

The plan targets employment ratios that reflect the racial demographics of the community of Rustenburg as follows

RACE	%	RACE	%	RACE	%	RACE	%	RACE	%
Africans	13%	Indians	21%	Coloured	16%	Whites	40%	People with disability	2%

A gender ratio 44% females and 2% people with disabilities are targeted. The racial representation on the first four reporting levels of management is as follows:

Numerical Goals

The numerical goals as contained in the EE Plan (i.e. the entire workforce profile **including people with disabilities**) you project to achieve at the end of your current Employment Equity Plan in terms of occupational levels. Note: A =Africans, C =Coloureds,

I =Indians and W =Whites

Occupational Level	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	1	0	1	2	1	1	1	0	0	9
Senior Management	0	1	1	1	0	1	1	1	0	0	6
Professionally qualified and experienced specialists and mid-management	47	23	10	20	0	15	20	15	0	0	150
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendent	70	30	45	55	0	20	25	35	0	0	280
Semi-skilled and discretionary decision making	61	35	60	120	0	40	62	220	0	0	598
Unskilled and defined decision making	10	50	40	99	0	24	43	109	0	0	375
TOTAL PERMANENT	190	140	156	296	2	101	152	381	0	0	1418
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	190	140	156	296	2	101	152	381	0	0	1418

Numerical Targets

The numerical targets as contained in the EE Plan (i.e. the workforce profile **including people with disabilities**) you project to achieve at the end of the next reporting cycle, in terms of occupational levels.

Note: A =Africans, C =Coloureds, I =Indians and W =Whites

Occupational Level	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	1	0	1	2	1	1	1	0	0	8
Senior Management	0	1	1	1	0	1	1	1	0	0	6

Professionally qualified and experienced specialists and mid-management	15	10	8	10	0	5	12	13	0	0	73
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendent	10	5	6	25	0	5	5	20	0	0	76
Semi-skilled and discretionary decision making	8	6	10	15	0	4	3	40	0	0	86
Unskilled and defined decision making	3	5	6	7	0	4	8	1	0	0	34
TOTAL PERMANENT	38	28	31	59	2	20	30	76	0	0	284
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	38	28	31	59	2	20	30	76	0	0	284

Employees with disabilities only in each of the following **occupational levels**: note: A =Africans, C =Coloureds, I =Indians and W =Whites

Occupational Level	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendent	1	0	0	2	1	0	0	0	0	0	4
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	340
Unskilled and defined decision making	2	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	3	0	0	2	1	0	0	0	0	0	6
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3	0	0	2	1	0	0	0	0	0	6

SKILLS DEVELOPMENT WITHIN THE MUNICIPALITY

The Municipality also complies with the Skills Development Act and Skills Development Levies Act by submitting the Workplace Skills Plan and Annual Training Report to LGSETA on the 30th April year, and by paying a monthly skills levy of 1% of the salary bill to SARS. After compliance, RLM receives mandatory grants to be used for the implementation of Skills Programmes, and Discretionary Grants for implementation of learnership Programmes for both the employed (18.1) and unemployed (18.2) from LGSETA.

The appointment of one or more accredited training service provider(s) to be advertised to render specialised training as and when needed for the implementation of Rustenburg Local Municipality's Workplace Skills Plan for a period of three years.

The Workplace Skills Plan of the municipality will be implemented in line with the Skills Development Strategy of Local Government Sector Education Training Authority (LGSETA) focusing on the following priority areas:

- a. Infrastructure and Service delivery
 - b. Financial Viability
 - c. Community- based Participation and Planning
 - d. Management and Leadership
 - e. Adult Education and Training
 - f. Workplace Training Systems
7. training skills programmes and learnership programmes will be included in the advert. The Human Resource Unit, together with Occupational Health and Safety Unit also identified legal compliance training programmes that should be implemented to ensure compliance with the requirements of the Department of Employment and Labour (DoEL).

The following legislative compliance courses were then recommended for implementation:

- Renewal of Operators Drivers Licences
- Operating Regulations on High Voltage System (ORHVS)
- Working within the Confined Spaces
- Working at Heights
- Hazards Identification Risk Assessment
- Operating Procedures

The Rustenburg Local Municipality also have a Study Aid Policy to assist all permanent employees who wish to pursue part-time studies towards formal recognised tertiary qualifications. The policy is due for review and will serve at the Council meeting of 29th March 2022.

BUILDING OF THE RUSTENBURG CITY TRAINING ACADEMY

Council approved the establishment of the Rustenburg City Training Academy (RCTA). The academy aims to provide a broad, holistic & integrated theoretic and work practical education in a relaxed, caring environment where employees and Community member are encouraged to develop their skills in line with their career path.

The Academy will give learners a wide range of work educational experiences to ensure a well-balanced Education, Training and Development of their academic, social, economic & emotional level, thereby building a strong foundation for working environment & successful adult life and ultimately the organization.

The Academy will create the environment that encourages discipline, enthusiasm, creativity and innovation. It will be a Service Delivery Orientated Institution aiming at concertizing employees/learners on the importance of service delivery to the community. It will as well offer structured learning through learnership programs, Recognition of Prior Learning (RPL), Skills Programmes and Apprenticeships.

Expected Cash Flow income Projection for RCTA

Financial Year (s)	Discretionary Grants that the RLM will receive for learnerships	Mandatory Grants that the RLM will receive annually after the submission of ATR /WSP Report	Income from other Municipalities within the NW Province	Pivotal Grants	Adult, Education and Training (AET)
2022/23	±R8m	±R2m	±R8m	±R300 000	±R500 000
2023/24	±R10m	±R2.3m	±R12m	±R350 000	±R500 000
2024/25	±R13m	±R2.6m	±R14m	±R400 000	±R550 000

The estimated cost for building of the Rustenburg City Training Academy is ± R 25, 000 000.00

3.1.2 ADMINISTRATIVE SUPPORT SERVICES

3.1.2.1 Document Management System;

MSCOA compliant Electronic Document Management System (EDMS) will be procured as part of MSCOA project implementation in 2022. Metro file is a subcontractor under SAGE. They are service provider of dataSTOR electronic document management system. The contract between RLM and SAGE ended on 30th June 2021 however the it was extended until 30th June 2022 to allow the municipality a chance to appoint the another MSCOA compliant systems by following correct procurement process.

3.1.2.2 Operations of Section 79 & 80 Committee;

The scheduling of portfolio committees, mayoral committee as well as Council meetings for 2022 has been approved as per resolution number 276 of the special Council meeting dated 15th December 2021, to allow effective administration of Council.

Cell phones:

The cell phone and data allowance policy of the Municipality that was approved as per Council resolution 160 of 2016 makes provision for allocation of allowances as follows:

- Standby phones and data for officials
- Data for a total approximately 600 meter reading infrastructure

- Provision of cell phones and data to certain officials whose nature of work requires that they should be always available and reachable
- Management perks for Unit Managers and Specialists
- Councillors receive cell phones and data allowance as per Determination of Upper Limits of Salaries, Allowances and Benefits of Different Municipal Councils as promulgated on the 21 December 2015.

3.1.3 INFORMATION AND COMMUNICATION TECHNOLOGY

Information and Communications Technology (ICT) has become a vital part of any organisation's capability. The defining character of modern times is the importance of gathering and dissemination of information, a phenomenon referred to as "Information Society" or the "Knowledge Age". What is seen is an unprecedented proliferation of ICT technologies to the point where all key processes of service delivery have information as a key core ingredient of execution. We live in an age that emphasises the rapidity and extensiveness of distribution of information as a key determinant of the effectiveness of organisations. This centrality of information calls for a strategic approach to the design and deployment of information systems of an organisation.

The RLM is host to the reputedly fastest growing city in South Africa. This growth which is fueled by rich harvesting of minerals of the Merensky Reef; platinum constituting the primary mineral mined in this area. Stewardship of such resources demands that the municipality invest in infrastructure that will drive industrial growth of Rustenburg and its continued relevance in the economy beyond the age when caterpillars have ceased to excavate for minerals. The legacy of mineral wealth must persist in the form of a rich metropolis that has diversified its economy to encompass other viable industries.

It is a common feature in a globalised environment for cities that investors generally look at a city's infrastructure and the quality of human resources in the immediate catchment area to decide on where they will invest. This laudable vision of the RLM becoming a metropolitan requires it to become a "smart city" equipped with all the infrastructure of a modern city. ICT infrastructure development is a key requirement to attain this vision. The journey must start with a transformative approach to deploying and utilising ICT to make RLM a model of an efficient and effective organisation. The office intends to do the following strategies different over the next five years:

Strategic Pillars: strategy will be based on the following pillars

- Integrated systems: ensure that all systems (financial, HR, support, CRM, etc.) are integrated and work off the same master data
- Leverage outsourcing contracts: to ensure high quality of service and manage SLAs effectively
- Team development: Through training, hiring and performance management ensure IT team is effective
- Use best practice frameworks such as ITIL (service management) and TOGAF (for Enterprise Architecture) and CoBIT (for IT Governance)
- Create roadmaps towards exploiting benefits of latest trends such as cloud computing and mobility.

Strategic Objectives

- Improved customer relationship management
- Cost reduction
- Develop a high performance organisation
- Strategic use of business intelligence for decision support
- Effective and automated IT asset management system

- Creating a paperless environment (e-government)
- Enhance network security.

Strategic Initiatives

- Explore opportunities for cost reduction e.g. using VoIP and Unified Communications to reduce voice costs
- Development of Enterprise Architecture for Municipal systems
- Integration of core systems (Financial, Support, Human Resources and Telephony)
- Enterprise Project Management tools deployed to ensure project governance and visibility
- Improve customer satisfaction through improved customer interactions using Customer Relationship Management (CRM) and Computer Telephony Integration (CTI) systems (for call centre) and online self-service
- Introduction of Business Intelligence for assisting key decision makers with timely information
- Security and IT Governance frameworks put in place. Develop policies and procedures to ensure all IT assets secure and ensure Governance compliance
- IT asset management system put in place
- Broadband strategy- through wireless and fiber-optic medium for high speed internet access.

The RLM intends to follow the following practical approach toward spending beyond 90%:

Programmes

- IT policy workshops
- Workshops on optimum utilisation of latest technology trends
- Enhanced support and improved turnaround time
- Enhance IT organisation in terms of skills and structure
- Monitoring existing contracts and outsourced services
- Evaluate software license agreements and explore opportunities to reduce costs
- Engage with other stakeholders to understand their long-term plans and IT needs
- Establish existence or effectiveness of Customer Relationship Management system
- Develop an IT Strategic Plan
- Develop a 100day plan to realise short-term gains
- Put into effect the Disaster Recovery Plan by ensuring offsite storage of backup information is affected
- Redesign network architecture and make it hierarchical and introduce VLANs and automatic assignment of IP addresses. Plan for re-addressing using private IP address in accordance to RFC 1918
- Implement Information Security Management; in particular institute security policies, identity management, place servers in DMZs and use proper firewalls, introduce intrusion prevention systems and other measures
- Convert from Workgroup into a domain and implement user access policies
- Move to Microsoft Exchange based email
- Implement WLAN security and open the service to users
- Define standard desktop and put in place standard based on branded equipment
- Define standard configurations for servers
- Work on plan towards virtualisation of server infrastructure. In collaboration with RRT procure an infrastructure of blade servers that can be deployed as a private cloud supporting the whole municipality. The incremental costs will be minimal but the benefits will be immense
- Commence planning for integrated applications

- Assign team to look into master data management and assign a leader of that project
- Put in place policies on configuration and management of applications including password policy, documentation, support backup, management and measurement of SLAs
- Monthly reports on application performance
- Put in place application monitoring
- Periodic routines such backups and preventative maintenance.

Projects

➤ IT Strategy or Master Systems Plan and Enterprise Architecture:

Required to provide a long-term IT strategic plan for information systems and information technology, this will encompass the broadband strategy, IT governance framework, business continuity and disaster recovery plans and risk management

➤ Wireless network upgrade:

Municipal broadband wireless networks that allow access anywhere within the city limits employees who are traveling to meet with clients can have access to company resources and email wherever they are, connection to RCCs, waste management system and remote meter reading

➤ Active Directory (domain) and Exchange:

The RLM does not operate off a domain. It is an anomaly for such a large network to operate as a Microsoft Workgroup. This constrains the management of the whole network and misses the opportunity of using policies to manage the domain. As a result, securing the network is not easy. It is then best advised to switch to a Microsoft Exchange based email. It gives the municipality more control over their messaging application and assists in the migration to unified communications. A hosted email solution is limiting in certain cases of standardization of e-mail to make it professional such as using uniform signature templates or adding important notices to all outgoing emails. The control over spam, archiving of e-mails, anti-virus, etc., should not be relinquished to a third party as it can easily result in serious embarrassment should sensitive emails be leaked or stolen.

➤ VoIP and Integrated Communication Centre:

Reduced telecom cost, increased mobility, i.e. when employees are no longer tied up with the phone in their offices, it enables workers to communicate on business matters from home or even on the road. Benefits of virtual workforce, i.e., this system enable call centers and other business desks to operate independent of physical boundaries. Effective as well as efficient management of a person's fax, voicemail, and email messages

Computer Telephony Integration for call center to enhance service delivery

➤ Data Center/Server Upgrade and virtualisation:

Virtualisation is the technology that abstracts hardware from an operating system and allows operating environments to be independent of the underlying hardware. One of the inefficiencies of having discrete servers is that some of these servers are operating under-capacity while others are over-capacity. (To have infrastructure that is a RRT project and cloud computing ready).

➤ ERP-Enterprise Resource Planning:

For integration, automation and real-time information flow. ERP forms the core system for Financial System, Customer Relationship Management, Project Management, Document Management System and

Business Intelligence. Typical ERP systems such as SAP will contain CRM, PM and BI as modules, to enable e-government services

➤ Integrated Operations:

Integration of real-time communication services such as instant messaging (chat), presence information, telephony, video conferencing, data sharing (including web connected electronic whiteboards), call control and speech recognition with non-real-time communication services such as unified messaging (integrated voicemail, email, SMS and fax)

➤ Network Security:

Network security is rudimentary in the RLM network. There is no security on the LAN ports and WLAN

The security architecture of the network will be revised and bring in proper firewalls and multi-tiered security architecture

There is need to introduce intrusion inspection and host based intrusion detection. There are devices that are called unified threat management solutions which address all possible angles of security breach

It is important to introduce Windows domain to effect security policies for users

➤ Integrated Security:

The best practice is to have integrated identity and access management where a person's credentials on their access cards correlate to their network access and there is a link to CCTV system

With increasing use of biometric and technologies like Radio Frequency Identification (which can be used for tracking assets) the opportunities for securing the municipality's access and concomitantly ensure safe access to municipal premises are limitless

➤ Internet Access:

The municipality currently has two ADSL lines one is dedicated to e-mail while the other one is for internet.

Internet: the bandwidth provided by Telkom's ADSL line for internet is not enough to support all users within the municipality. We have altered the internet router IP address and limited access to essential offices.

The IT unit has approached DBSA for installation on an additional internet line, this is free internet provided by DBSA on the Local Government Network (LGNet). The LGNet provides free internet access, webhosting, GIS server, etc. to all municipalities in South Africa.

After the installation of the LGNet line we will then re-connect all users to the internet and develop intranet.

A broadband wireless network to be rolled out for high speed internet access for the community of Rustenburg.

➤ Printing Solutions

The service provider was appointed on a three-year contract effective from 02 June 2021. The scope of the agreement is leasing and maintenance of printers and equipment for the period of three years.

3.1.4 OCCUPATIONAL HEALTH AND SAFETY

The OHS strategic plan provides Rustenburg Local Municipality with a clear program of improvement to achieve our safety objectives, based on the risk profile of the organisation. The plan is endorsed by management and shows commitment to the development of a resilient safety culture, and encourage all employees to take the pledge and commit to help achieve our safety vision and objectives.

Safety Vision

RLM's Safety Vision is to eliminate work-related injuries and illnesses, unsafe work practices, and promote the health, safety and wellbeing of all employees, contractors, volunteers, and visitors.

Important objectives in achieving our vision include:

- Creating a positive safety culture
- Maintaining an effective health and safety management system
- Reducing risk in the workplace through provision of necessary resources
- Continuous supervision and monitoring of compliance

Purpose

The **purpose** of the plan is to protect workers from health and safety hazards on the job in line with the OHS Act. It sets out duties for all workplace parties and rights for workers. It establishes procedures for dealing with workplace hazards and provides for enforcement of the law where compliance has not been achieved voluntarily.

Safety Culture

The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organization's health and safety management. Safety culture is a part of organizational culture, and has been described by the phrase "the way we do things around here".

Other factors important for developing safety culture are ensuring training and information is provided for everyone, a system for hazard management is in place and good safety practice is acknowledged and celebrated with positive feedback and reinforcement.

Strategic priorities

A health and safety management system is a process put in place by an employer to minimize the risk of injury and illness. This is achieved by identifying, assessing and controlling risks to workers in all workplace operations. The Health and Safety Management System (HSMS) has been developed to achieve our safety objectives. The HSMS is built on five pillars each containing key elements of safety management.

Each pillar supports the other and the elements are not mutually exclusive, they are interlinked such that one is crucial to the success of the other.

FIVE PILLARS OF OHS				
OHS Policies and Procedures	OHS Training	Hazard Management	Incident Management	Health and Wellbeing
The development and regular review of OHS policies, procedures, safe work procedures (SWPs), inspection forms and checklists to ensure that RLM complies with all legislative requirements and as far as is practicable, mitigates the risk of injury to all employees, contractors and visitors.	The identification and provision of appropriate OHS related training as identified through risk assessment process. All training identified will be included in the OHS training matrix.	A systematic approach to the identification, assessment and control of all the hazards RLM employees may be exposed to. For example, will include, risk assessment process, Job Safety Analysis (JSA), ergonomics, Personal Protective Equipment (PPE) and after-hours employee welfare.	The provision of an electronic reporting and investigation system to enable the appropriate follow up of all incidents and injuries. This also includes first aid management, emergency response procedures and Workmen Compensation Insurance	The development of an annual plan to help build a more resilient workforce. The program aims to improve employees' work life balance. Also includes the Employee Assistance Program (EAP) and mental health initiatives.
FIVE (5) YEAR ACTION PLAN				
- Develop new policies or review existing policies, procedures, guidelines, SWPs, multiple forms, checklists, and more appropriate use of JSAs - Establish a review process of all OHS documents managed by	- OHS training matrix Established - Training matrix reviewed and approved by OHS	<i>Risk Register</i> included in annual OHS calendar with OHS Committee responsible for ensuring all actions implemented, 100% of all scheduled inspections completed	- All managers / team leaders trained in investigation process - New performance measures established	- Annual budget for health and wellbeing established - Annual plan established with

the OHS Committee • Implement a clear document control procedure and process for all OHS documents consistent with RLM wide policies/procedures • Implement an internal audit process, managed by OHS Committee to ensure the effectiveness of the OHSMS • Purge all obsolete documents	Committee annually • Training matrix update includes input from risk register annual review • Annual OHS training plan established • Training in all OHS systems included in annual plan • Key training courses included in annual plan: » Hazard Identification and Risk Assessment (HIRA)	with 85% of all actions completed within 20 days • Establish ergonomic champions in each office / directorate with annual plan for ergonomic assessments in place • Develop a clear documented procedure and training for: » Use of and management of all PPE /equipment » Contractor/visitor management » Vehicles/driver training for employees » Hazard ID risk assessment	and reported quarterly • Establish and implement first aid / wellness room management plans • Include emergency scenarios in annual emergency training plan	yearly calendar of events • Health and wellbeing Brochures/information available • Mental health first aid training provided to key RLM employees • Training from EAP provider included in annual OHS training plan

3.1.5 Allocated Powers and Functions

The Powers and Functions in the table below are those gazetted by the MDB for performance by the RLM. P indicates that the function is performed while NP means it is not performed.

Table : Allocated Powers and Functions

Directorate	Powers from the Allocated Carried out	Performed/ Not Performed
Community Development	• Municipal Parks and Recreation • Cemeteries and Funeral Parlours • Local Amenities • Local Sports Facilities • Public Places • Cleansing • Municipal Abattoir • Fencing and Fences	P P P P P P NP NP
Public Safety	• Control of Public Nuisance • Fire Fighting • Municipal Public Transport (only with regard to taxis) • Traffic and Parking • Noise Pollution • Public Places • Licensing of Dogs • Municipal Airports • Pounds	P P P P P P NP NP P
Planning and Human Settlement	• Municipal Parks and Recreation • Air Pollution • Building Regulations • Public Places	P P P P
Technical and Infrastructure Development	• Municipal Public Works • Water • Sanitation • Street Lighting • Refuse Removal • Solid Waste disposal • Municipal Roads • Electricity Regulations • Storm Water • Fencing and Fences • Municipal Airports	P P P P P P P P P NP NP
Local Economic Development	• Local Tourism • Street Trading • Licensing and control of undertakings that sell food to the public	P P P

Directorate	Powers from the Allocated Carried out	Performed/ Not Performed
	• Control of Undertakings that sells Liquor to the Public • Trading Regulations • Billboards and display of Adverts • Municipal Airports • Local amenities • Markets	NP P P NP P P NP
Office of the Municipal Manager	• Municipal Planning	P

3.2 DIRECTORATE PLANNING AND HUMAN SETTLEMENT

Spatial, Land Use and Natural Features

3.2.1 Spatial

3.2.1.1 Introduction

Several features exist that influence the land-use and spatial structures of Rustenburg, these factors have had a tremendous effect on settlement patterns and extension of the built-up area. These features in some instances act as physical boundaries, such as the existing built-up area of Rustenburg, the Platinum Mines and the Road Network (especially with the N4 substituting the Swartruggens Road). The Tribal Lands acts as socio-political boundary, which inhibits development based on supply and demand considerations). Rustenburg acts as sole CBD within the municipality and therefore provides employment opportunities, social amenities, economic activities and services to the entire municipality.

Several segregated townships are located within the municipality; some as a result of the Mining Industry's housing programs. The greatest concentration thereof is located within 20 km of Rustenburg.

The most prominent environmental aspect within the municipality is the Magaliesburg Mountain Range, bordering Rustenburg to the south-west and running parallel to the N4. The largest river in the municipality is the Hex River, originating from Kgaswane Nature Reserve. There are also four dams within the hydrological structure of the municipality, being the Olifantsnek Dam, the Buffelspoort Dam, Bospoort Dam and Vaalkop Dam.

The Agricultural Sector is also a major sector in the economy of the municipality, most of the land contained in the municipality has been cultivated and therefore environmental-significant land is mostly contained within the protected area along the Magaliesburg Mountain Range.

Purpose of the SDF and its Relationship with the Land Use Management System

The main purpose of the SDF is to guide the form and location of the future physical development within a Municipal Area. The SDF should be flexible and be able to change its priorities, whereas the Land Use Management System (LUMS) should be tighter and only amended where required for a particular development. The SDF should inform the content of the LUMS, and does not act as a direct source of rights and control itself. In this regard, the SDF should:

- Act as a strategic, indicative and flexible forward planning tool to guide planning and decision on land development
- Develop a clear argument or approach for spatial development in the area of jurisdiction of the municipality
- Develop a spatial logic which guides private sector investments
- Ensure the social, economic and environmental sustainability of the area
- Establishment priorities for public sector development and investment

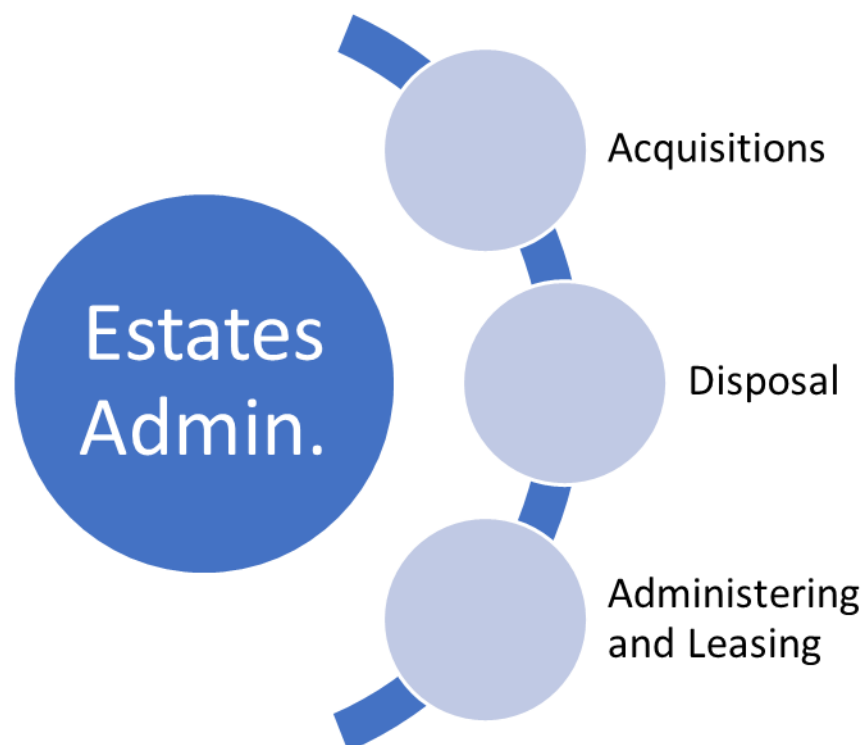
- Identify spatial development priorities and places.

The purpose of the SDF is not to infringe upon existing land but to guide future land uses, and the maps should be used as a systematic representation of the desired spatial form to be achieved by the municipality.

3.2.2 ESTATE ADMINISTRATION AND LAND SALES

3.2.2.1 LAND DISPOSAL

Council may alienate the land or rights on land by means of direct sale, public tender, auction or donation once it is satisfied such property or right is not required to provide the minimum level of basic municipal service.



CORE FUNCTIONS

- Management of applications of right in the land
- Management of pre-emptive conditions registered against the title deeds(Consent)
- Survey and compilation of property data
- Initiation of investor interest in property development.
- Management of servitude and encroachments.

RAPID LAND RELEASE PROGRAMME

The programme plans for the municipality's intended Program of residential, mixed use, community land releases with particular emphasis on the previously disadvantaged communities, within a well-planned environment. The programme is indicative and subject to change as forecast population changes, demand for land and the capacity to cost effectively deliver key infrastructure and services.

The programme seeks to assist effective communication of the municipality's intentions or actions thereby avoiding the pitfalls of desperate people who would be vulnerable to exploitation and encourage people to be wary of land grabbers.

Through the land release strategy, legitimate beneficiaries would be able to get legal access to the property through transfer. The programme seeks to verify and quantify the total number of properties owned by the municipality. The process would provide economic incentives to invest in strategic parcels of land and thereby identifying specific precincts that stimulate economic and social development.

By transferring the properties, simultaneously compiling verifiable and more accurate asset register, the land release will be an important source of revenue (Will secure and increase the rate base), contributing to financial, social and environmental objectives by seeking to:

- Facilitate housing diversity through different typology and the provision of affordable housing choices;
- Meet the demand for land by allowing “ mixed use proposal” and stimulate economic activity in the residential sector;
- Establish appropriate inventory of serviced/developable land;
- Achieve satisfactory returns, e.g. rates and taxes from the potential sale of such land,
- Assist in curbing potential land invasion in municipal/privately owned land.

The following erven were made available through the Rapid Land Release Programme in the following townships:

- **Ward 27/ Ward 28: Lethabong:** A total of 1871 beneficiaries have been allocated stands. Although 2000 stands are available note that the rest of the stands cannot be allocated due to the location within the wetland area.
- **Ward 25: Monnakato:** There are 500 stands identified for allocation. A total of 485 beneficiaries have been identified. The rest of the properties are incorporated within the precinct plan.
- **Ward 1 : Phatsima :** There are a total of 291 un-serviced stands that are to be allocated. A list of beneficiaries for Phatsima Extension 3 has already been finalised and to date, a total of 123 stands have been allocated to qualifying beneficiaries. The rest of the stands are invaded.
- **Ward 42: Cashan 28:** The sale of stands is in progress. There are eight (8) stands left to sell from a total of 177 stands.
- **Ward 40: Portion 187(a Portion of Portion 50) of the farm Paarkeraal 279 JQ:**
The beneficiary list in the process of being finalised.

LAND ACQUISITION

The Rustenburg Local Municipality requires land for Integrated Human Settlement. Economic expansion in the city, as a result of mining in the area resulted in high population growth and in-turn the sprawl of informal settlements. There are currently 24 profiled informal settlements in the Municipality and various requests for assistance have been sent to Government entities such as the NW COGHSTA and HDA.

Land availability is a big challenge within the Rustenburg Local Municipality, with land ownership being vested in the hands of Traditional Authorities, Mines, Private owners and Government. Another issue is that of the concentration of mining rights within the jurisdiction; preventing any form of development on that particular land. These aspects impact on housing development activities within the jurisdiction.

The following acquisitions have been initiated as a means of securing tenure and creating sustainable human settlements.

The following land acquisitions were achieved:

Ward 1: Boshhoek Cluster:

- Portion 8 of the farm Boschoek 103 JQ in the extent of 34 hectares was acquired by the Rustenburg Local Municipality. Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA) is in the process of formalisation.

Ward 31: Rooikoppies Cluster:

- Portion 182 of the farm Rooikoppies 297 JQ in the extent of 40,46 hectares was acquired through the assistance of Housing Development Agency (HDA). The Deed of Sale was signed. The formalisation process is being driven by the Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA) as part of Marikana x 13.
- Portion 61 of the farm Rooikoppies 297 JQ and Portion 273 of the farm Rooikoppies 297 JQ to the total extent of 16,61 hectares was acquired through the assistance of Housing Development Agency to Council. The formalisation process is being driven by the Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA) as part of the Greater Marikana.

Ward 40: Paardekraal Cluster:

- Sibanye Stillwater donated the Remainder of Portion 26 Paardekraal 279 JQ in the extent of 101 hectares and the Remainder of Portion 109 of the farm Paardekraal 279 in the extent of 81 hectares. The formalisation process is being driven by the Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA) as part of Popo Molefe and Mbeki Sun.
- Portion 148, 39, 15 and 112 of the farm Paardekraal 279 JQ in the extent of 65 hectares were acquired through the assistance of Housing Development Agency and are in the final stage of transfer. The formalisation process is being driven by the Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA) as part of the upgrading of Popo Molefe and Mbeki Sun.
- Anglo American has donated Portion 187(a Portion of Portion 50) of the farm Paarkeraal 279 JQ in the extent of 59,7966 hectares. Transfer is in process. Council is driving the formalisation process with regard to Chachalaza and residents from Plot 14.

- Portion 3, 79 and 80 of the farm Waterval 303 JQ in the extent of 131 hectares were donated by Sibanye Stillwater. (Rustenburg Landfill Site). Is in the process of transfer.

Land Acquisitions still in process:

Ward 31/32 : Marikana Cluster

A request has been submitted to the Housing Development Agency (HDA) for acquisition of various parcels of land, on the RLM's behalf. The HDA has been mandated to assist on the upgrading of informal settlements within the Rustenburg area, especially the Paardekraal and Marikana cluster that has been identified under the Rapidly Growing Area with a potential for rapid urbanization.

The land acquisitions currently in process are as follows:

- Portion 183, 184 and an undivided share of the Remainder of Portion 55 (A portion of Portion 12) of the farm Rooikoppies 297 JQ in the extent of 183 hectares is to be expropriated through the assistance of the Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA). This area is to be formalised as part of Marikana x 13. Await MEC approval on the extension of expropriation.
- Portion 9, 65, 66, 67 and 69 of the farm Rooikoppies 297 JQ in the extent of 40 hectares is to be expropriated through the assistance of the Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA). This area is to be formalised as part of Marikana. Await MEC approval on the extension.
- Due to the rapid increase of land invasion within Marikana the assistance with regard to the acquisition of land is further requested from the Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA) with regard to the following portions identified:
 - Portions 273, 187, 186, 83, 324, 274, 89, 92, 94, 93, 91, 90, 275, 269 of the farm Rooikoppies 297 JQ in the extent of 49,256 hectares.
 - Portion 11 of the farm Rooikoppies 297 JQ in the extent of 36,615 hectares.
 - Portion 149 of the farm Rooikoppies 297 JQ in the extent of 164,13 hectares.
- Tharisa Minerals has also agreed to donate 16 portions of land, measuring 117.5318 hectares to the Municipality to accommodate the community of Mmaditlhokwa. The current settlement is not suitable for the permanent establishment and needs to be relocated to a proclaimed township as it is in close proximity to mining operations. Currently the transfer process is in abeyance until the Environmental Impact Assessment is successfully completed.

The properties that will be donated by Tharisa Minerals Proprietary Limited to the Rustenburg Local Municipality are listed as follows:

- Portion 16 (4.808 ha)
- Portion 194 (1.174 ha)
- Portion 195 (2.348 ha)

- Portion 196 (1.545 ha)
- Portion 198 (0.6618 ha)
- Portion 199 (1.835 ha)
- Portion 200 (1.323 ha)
- Portion 201 (1.323 ha)
- Portion 202 (1.323 ha)
- Portion 203 (7.648 ha)
- Portion 204 (8.013 ha)
- Portion 205 (14.367 ha)
- Portion 206 (7.612 ha)
- Portion 207 (15.224 ha)
- Portion 57 (33.064 ha)
- Portion 58 (15.263 ha)

Total – 117.5318 Hectares

- The Rustenburg Local Municipality has also requested Sibanye Stillwater (Western Platinum Mine) to consider the donation of the land/shares as mentioned within the Marikana area since the land is already occupied by informal settlements.
- Sibanye Stillwater has donated a parcel of land located south of Marikana Extension 2 being portions 242 and 243 of the farm Rooikoppies 279 JQ in the extent of 28,9392 hectares. A Land suitability study is being conducted by the Housing Development Agency. Drafting of the Deed of donation is to commence once positive resolution is received. The formalisation process will then be driven by Council with the assistance of the Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA).

Sibanye Stillwater has further identified other land parcels that is to be donated namely Portions 55, 231, 232, 233, 229, 8, 91, 92, 93, 94, 186, 187, 269 and 274 of the farm Rooikoppies 297 JQ. In terms of the Title Deeds applicable, with regard to Portion 55 of the farm Rooikoppies 297 JQ, the total shares registered in the name of Western Platinum Mines is 21 % and Portions 231, 232, 233, 229, 8, 91, 92, 93, 94, 186, 187, 269 and 274 of the farm Rooikoppies 297 JQ, the total amount is 114,9977 hectares.

Rustenburg Cluster

- **Ward 10: Tlhabane (Yizo-yizo)**

The North West Department of Public Works and Roads has donated land to the Municipality, to allow for the establishment of a formal township to accommodate the community of Yizo yizo; an informal settlement located in Tlhabane in the extent of 9 hectares. The properties applicable are:

- the Remaining Extent of Portion 207 of the Farm Town and Townlands 272 JQ
- Erven 3463- 3467 Tlhabane Unit 1

The formalisation process is being driven by the Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA). Township application is already submitted to Council for the necessary approval although the transfer is still in process.

Ward 35: Waterkloof Cluster

Increased efforts to acquire land by the Municipality to ensure the delivery of basic services is in process with regard to the Waterkloof area.

○ **Expropriation of land : Boschfontein**

Increased efforts to acquire land by the Municipality to ensure the delivery of basic services is also in process with regard to the Waterkloof area

Council is in the process with new negotiations with private landowners concerning the location of a servitude to provide water three meter wide to the Waterkloof East Extension 31 and an electricity servitude of two meter wide. If negotiations are not to succeed, then expropriation will follow.

The properties applicable are:

PROPERTY DESCRIPTION
Holding 29 Waterglen Small Holdings
Holding 30 Waterglen Small Holdings
Holding 34 Ptn 4 Waterglen Small Holdings
Holding 34 Ptn 3 Waterglen Small Holdings
Holding 34 Ptn 2 Waterglen Small Holdings
Holding 34 Ptn 1 Waterglen Small Holdings
Holding 15 Waterglen Small Holdings
Holding 55/Remainder Waterglen Small Holdings
Holding 55 Ptn 2 Waterglen Small Holdings
Holding 54 Waterglen Small Holdings
Remainder of Portion 317 of the farm Waterkloof 305 JQ
Remainder of Portion 250 of the farm Waterkloof 305 JQ
Remainder of Portion 263 of the farm Waterkloof 305 JQ

The total area applicable is to the extent of 19 885 hectares.

○ **Payments regarding the Service Level Agreements on the provision of Roads:**

During the Service Level Agreement certain costs are written off against the total bulk contribution that usually entertain the construction of roads for the cost of the developer and not for the council.

One such application is currently in the process:

Waterkloof East Extension 43: Portion 363 of the farm Waterkloof 305 JQ:

The area applicable is 1104 hectare.

A meeting was scheduled but unfortunately no agreement could be reached and is to serve before an arbitration.

Ward 34: Bokamoso / Thekwane and Photsaneng Cluster

Sibanye Stillwater has donated the following portions of land within the vicinity of Bokamoso, Thekwane and Photsaneng. Land suitability studies are being conducted by the Housing Development Agency. Drafting of the Deed of donations is to commence once positive resolutions are received. The formalisation process will then be driven by Council with assistance from the Housing Development Agency (HDA), the North West Provincial Government responsible for Human Settlements (NW COGHSTA) and Sibanye Stillwater.

The properties are as follows:

- Remainder of Portion 49, 84, 85 and 87 of the farm Waterval 303 JQ in the extent of 39 hectares.
- A part of Portion 10 and a Part of the Remainder of the farm Waterval 303 JQ in the extent of 162,4 hectares.

Boitekong Cluster

○ **Ward 22: Popo Molefe and Mbeki Sun**

The Council enrolled on a process regarding the formalisation of Popo Molefe and Mbeki Sun.

Council resolved on the 25th of June 2019, per item 112 that:

1. That the report on the acquisition of land for the upgrading of Informal Settlements: Popo Molefe and Mbeki Sun be noted;
2. That the acquisition of Portions 15, 112, 148 and 39 of the Farm Paardekraal 279 JQ, be approved; (64,9 hectares)
3. That a portion of portion 45 of the Farm Paardekraal 279 JQ measuring approximately 30 hectares, be expropriated in line with section 25 of the Constitution of the Republic of South Africa (1996)
4. That the Acting Municipal Manager be authorized to finalise all documentation in respect of the acquisition and transfer of land;
5. That the Acting Municipal Manager be authorized, in terms of Section 45 (1) (b) of the Spatial Planning and Land Use Management act, 2013, to formalize a township on the acquired land;

The acquisition of Portions 15, 112, 148 and 39 of the Farm Paardekraal 279 JQ, in the extent of 64,9 hectares is in the final stage of transfer.

Housing Development Agency (HDA) and the North West Provincial Government is responsible for Human Settlements (NW COGHSTA) is responsible for the upgrading of Popo Molefe and Mbeki Sun and has already appointed two service providers to do the township applications applicable. The township establishment for Mbeki Sun was already submitted for the necessary approval.

- Council is further investigating for alternative land located in the Boitekong cluster and is listed as follows:

FARM NAME	PORTION	EXTEND(H A)	REGISTERED OWNER	MOTIVATION
Wilbebeestfontein 274 JQ	7	107	Motsuenyane E	The property is located next to Freedompark x 2
Wilbebeestfontein 274 JQ	3	107	Frajo108 CC	The property is located in the direct vicinity of Freedompark x 2
Wilbebeestfontein 274 JQ	10	85	Motsuenyane A	The property is located in the vicinity of Meriting
Paardekraal 279 JQ	182	3	African Dune	The property is located adjacent to Boitekong Mall
Paardekraal 279 JQ	A Portion of the Remainder of Portion 50	27	African Dune	The property is located adjacent to Boitekong Mall

- Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA) entered into new discussion with the registered owner of Portion 45 Paardekraal 279 JQ in the extent of 36 hectares. The registered owner agreed to sell to COGHSTA and is in the process of finalization of Deed of Sale.

Ward 1: Boschoek Cluster

Currently the acquisition of Portion 68 (a Portion of Portion 6) of the farm Boschoek 103 JQ in the extent of 8 hectares is being investigated by the Housing Development Agency (HDA) and the North West Provincial Government responsible for Human Settlements (NW COGHSTA). Await feedback.

Ward 16: Rietvly Cluster

The Community of Rietvly mainly consists of farm workers. There is a need for sustainable human settlements in the area.

The Municipality had identified a new portion of land for resettlement, Portion 48 of the Farm Rietvly 271 JQ from Mr Matome Edmund Modipa. In the extent of 6 hectares

This application for expropriation is currently in court. Housing Development Agency (HDA) and the North West Provincial Government for Human Settlements (NW COGHSTA) was already involved with the upgrading of water on the property.

Ward 35: Kroondal Cluster

The informal township Ikemeleng is situated on a portion of Portion 53, a portion of Portion 99, a portion of Portion 129, a portion of Portion 157, a portion on the Remaining extent of Portion 185 and a portion of the Remaining extent of Portion 164 of the farm Kroondal 304 JQ.

The fore mentioned donation offer to donate has come about as a result of the intervention to assist on the upgrading of informal settlements within the Rustenburg area, especially in the Kroondal cluster that has been identified under the Rapidly Growing Area with a potential for rapid urbanization

With regard to the different registered land owners donating land, they are:

Kroondal Operations which is now Sibanye Stillwater, Samancor Chrome Limited, Kroonvestment, Aug Behrens, Deutsche Evangelisch-Lutherische Gemeinde von Kroondal , Deutcher Schulverein Kroondal and the Rustenburg Local Municipality.

The Deeds of Donation will be signed after the conclusion of the Section 53 application in terms of the Mineral Rights Act.

Another offer to sell a property to Council was received from private owner of Portion 25 and 52 of the farm Kroondal 304 JQ to the extent of 24,305 hectares. The properties are directly located adjacent to Ikemeleng and can assist with the upgrading of the informal settlement. These properties were indicated to the Housing Development Agency and a feasibility study was concluded. It was also indicated as part of the Three Year Acquisition Plan.

MUNICIPAL FACILITIES

The Directorate Planning and Human Settlement has taken over the functions of contract management for the following municipal facilities: Kloof Resort, Rustenburg Aerodrome, Rustenburg Golf Course and Bojanala District Municipality Offices. This entails checking for compliance in terms of the lease for the municipal facilities, this includes adherence to clauses in the lease agreement as well as timeous payment of the rental amount. These facilities are assets of the Municipality and through effective contract management can generate considerable revenue for the Municipality.

3.2.3 BUILDING CONTROL & REGULATIONS

SITUATIONAL ANALYSIS

Purpose of the National Building Regulations

Development in the building industry is a continuous process. With the passage of time, new materials become available, design methods are refined, and innovative building systems are introduced. Political change also results in the development of new policies and approaches to various aspects of building and construction that might impact on regulatory requirements. It is therefore obvious that building regulations and the interpretation thereof cannot remain static if they are to accommodate such policy changes and allow for the early use of innovation in construction.

The Bill of Rights contained in the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), contains rights relating to the environment. Section 24 reads as follows:

Everyone has the right to:

- (a) an environment that is not harmful to their health or well-being; and*
- (b) have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:
 - i. prevent pollution and ecological degradation;*
 - ii. promote conservation; and*
 - iii. secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.**

The major non-tariff trade barriers that inhibit building and the construction trade are prescriptive or deemed-to-comply building codes and standards. To address this issue, the World Trade Organization (WTO) has included Clause 2.8 in the Agreement on Technical Barriers to Trade (WTO 1997), which states that *“Wherever appropriate, Members shall specify technical regulations based on product requirements in terms of performance rather than design or descriptive*

Introduction (continued)

Cognizance of the constitutional imperatives and World Trade Organization requirements has been taken into account in the revision of **SANS 10400**.

The National Building Regulations do not purport, and were never intended, to be a handbook on good building practice. They set out, in the simplest and shortest way possible, requirements to ensure that buildings will be designed and built in such a way that persons can live and work in a healthy and safe environment.

There are other aspects of a building that might affect only the comfort or convenience of people, but these are not controlled by the National Building Regulations.

Market and economic considerations will obviously also limit the degree to which these matters can be considered in the design of a building. It is important, therefore, that entrepreneurs, designers and building owners should be aware that the mere fact that a building complies with the National Building Regulations does not necessarily indicate that it is a desirable building.

There are many aspects to be considered and the relative economic worth of each should be related to the final cost of the building. Professional designers are trained to take these matters into account and can be expected to do so without any obstructive and possibly inhibiting and inappropriate control by the Regulations. In the case where the designer of a building is not professionally qualified, there is a wealth of information on good building practice available in textbooks and from organizations such as the CSIR, the South African Bureau of Standards, the National Home Builders Registration Council, the South African Institution of Civil Engineering and various trade associations.

In order to understand and interpret the National Building Regulations correctly, it is important to understand the philosophy and intent behind the Regulations.

One aim of the drafters of the Regulations was to keep the number of Regulations to a minimum. It was therefore decided that, as far as possible, the Regulations should be concerned only with the health and safety of persons in a building, that all technical aspects should be covered by functional regulations and that the Regulations should be written in such a way that they assist rather than impede the use of innovative building systems and designs. This philosophy was taken a step further in the current amendment of the interpretation of the regulations by introducing the concept of two different types of buildings to cater for different user needs and expectations.

A new category of buildings (category 1 buildings) has been introduced in certain classes of buildings that have a floor area not exceeding 80 m² to make buildings affordable to poorer communities. The revised SANS 10400 allows choices to be made in the performance requirements of certain attributes for buildings falling within this category. Such buildings have comparable safety standards with buildings not so categorized, but may, depending upon the choices exercised in respect of particular attributes, have different resistances to rain penetration, deflection limits, maintenance requirements, lower levels of natural lighting, etc. It should, however, be stressed that choices exercised in respect of these buildings relate only to the performance of some of the attributes of such buildings.

The nature of developments is determined by environmental and town planning processes which are independent of such choices. This should be kept in mind by any local authority when assessing a building in terms of these revised functional regulations. In applying the National Building Regulations it will be found that, in certain instances, there is an overlap with the requirements of regulations made in terms of other Acts. Some of these anomalies have been overcome by suitable amendments to other regulations, but there are some regulations made in terms of local town planning schemes that it might be desirable to retain.

In particular, this refers to requirements for building lines and for materials which are permitted as exterior finishing for buildings. The requirements in the National Building Regulations are there for technical reasons, but what is technically acceptable might not necessarily be acceptable for other reasons.

Level of Service	What was planned for 2023/27	Achievements	Challenges	Changes in the ranked community needs
Regulatory implementation on the application of the National Building Regulations and Building Standard Act.	Extensive community awareness regarding the requirements of the legislation. Law Enforcement activity undertaken by the Directorate has	NBRs provides for the building that meet health, safety, access (disability) and of recent – eco or “green” building	Erection of building and government buildings without prior approval of the Local Authority.	All wards.

	yielded some progress but the impact is static. Revision of by-laws supplementary to the National Building Regulations And Building Standards Act, 1977 (Act 103 of 1977), and the regulations made under the act and approved by the minister of trade and industry in terms of section 29(2) and 29(8) (a) of the act.	standards.		
National Heritage Resource Act No 11 of 1999.	To audit and regulate to preserve buildings of monument stature.	All buildings that are older than sixty years need the approval (permit) of the heritage council prior to their demolition or the approval by the municipality for their alterations.		All wards.

STRATEGIES

The following are remedial plans that will be put in place to address challenges and re-ranked community priorities as outlined in the situational analysis.

Identified Challenges	Changed/reprioritised community needs
From time to time breaches and contraventions occur and land owners, businesses, applicants and general public many claims to have limited experience and knowledge of how the system works.	Extensive community awareness regarding the requirements of the legislation. Applicants and general public complain about financial implications caused by the implementation of the recent – eco or “green” building standards.
Capacity of staff dealing with this function is not practicable enough to carry out the service standards as customers can expect.	Implementations of the municipal court will save municipality lots of money spent on private lawyers to deal with municipal by-law cases.

3.2.4 DEVELOPMENT PLANNING

Municipalities throughout the country have dealt with planning matters in terms of various old-order planning ordinances and acts, some dating as far back as the 1967 and 1995. In some instances, this resulted in a fragmented and ancient planning system. In 2010 the Constitutional Court found that the state of affairs was inconsistent with the planning powers of municipalities and it was decided that a uniform legislature be formulated known as the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) which came into effect in July 2014; and the Regulations in terms of the Spatial Planning and Land Use Management Act, 16 of 2013 were promulgated in March 2015. In complying with the requirements of the SPLUMA, the Rustenburg Local Municipality Council has approved and promulgated its Spatial Planning and Land Use Management By-Law so as to give effect to “Municipal Planning” as contemplated in the Constitution of South Africa, 1996 (Act 106 of 1996) and in so doing to lay down and consolidate processes and procedures, to provide for the establishment of structures such as a Municipal Planning Tribunal, Authorised Official/Land Development Officer and Appeal Authority, and to provide for any other matters incidental thereto. The implementation of the By-law has allowed the Municipality to consider all planning land development and land use applications, include innovative systems which reduce the red tape and increase public involvement in the processes.

Spatial Planning

Spatial planning aims to positively shape the way a city develops in space into the future, it therefore seeks to influence or change the urban form. Spatial plans (Spatial Development Framework's) are also used to assess applications submitted by property developers/owners. While the Spatial Development Framework's guide changes in land-use rights and public investment in infrastructure they do not, however, give or take away land use rights. A Spatial Development Framework is therefore a useful and effective tool with which to manage and monitor growth and development in the city, and informs investors about what they are 'buying' and where development opportunities exist in the short and longer term.

The Rustenburg Spatial Development Framework, (hereafter referred to as the Rustenburg SDF), forms part of a hierarchy of plans of which is informed by the Integrated Development Plan (IDP). The Spatial Development Framework is one of the required Sector Plans of the IDP. It serves as an input into the IDP and concentrates on the spatial aspects of development planning, whereas the IDP focuses on broader development and financial issues. Following the SDF in the hierarchy of plans are the local Spatial Development Framework plans focusing on specific areas within the municipal area and thus deals with these areas in more detail than the SDF. The LSDF's were drafted on selected towns located within the Municipal area as terms of reference. Precinct plans typically deal with the specific areas requiring a specific form of planning intervention and are typically identified for the establishment of mixed nodes, development corridors etc.

The Rustenburg SDF was approved by the Rustenburg Local Municipality during 2005. An amendment with regard to the SDF was approved on 11 February 2009 with regard to the amendment of the densities applicable to the SDF.

The current SDF of the Rustenburg Local Municipality is currently undergoing revision to ensure compliance to SPLUMA.

Land Use Management

The review of the Land Use Management Scheme is currently underway, to ensure that it is SPLUMA (Spatial Planning and Land Use management Act, 2013 (Act 16 of 2013) compliant.

In terms of the Rustenburg Local Municipality Spatial Planning and Land Use Management By-law, 2018, there are two categories of land use and land development applications: Category 1 considered by the Municipal Planning Tribunal and Category 2 considered by the Authorised Official (Land Development Officer).

Forward Planning

RLM SDF (2010) Priority Projects

The SDF (at the time) identified the following priority projects to be initiated in the RLM area:

- Project 1: preparation of a detailed development plan, including road network hierarchy, for the Waterkloof/Waterval development areas south east of Rustenburg. During the SDF review process, it became clear that the individual developments are taking place in this area in an uncoordinated fashion and it is very difficult to plan a systematic road network hierarchy in this area.
- Project 2: the implementation of the detailed proposals for the Rustenburg core area will be dependent on a detailed traffic modeling study of the proposed Beyers Naude/Pres Mbeki one-way system as proposed in the Rustenburg integrated transport plan. The services capacities, and potential upgrading requirements associated with these land use proposals should also be analysed as part of this investigation prior to in-principle support for these proposals.
- Project 3: the implementation of the detailed proposals within Karlienpark, Tlhabane, Rustenburg North and Zinniaville will be dependent on the availability of services (water, electricity and sanitation) in the area. A service infrastructural study assessing the current capacity of services in these areas needs to be undertaken prior to densification being permitted.
- Project 4: the mixed land use precinct around the Waterfall node and N4 will form one of the primary commercial growth and development areas of Rustenburg in the future. It would be

imperative to prepare a detailed precinct development plan for this mixed land use precinct in order to facilitate coordinated development and infrastructure investment.

- Project 5: the development of a mixed land use service delivery center in the Boitekong cluster remains a development priority. A detailed feasibility study is required to identify the most appropriate site for such development, the infrastructure and other development requirements associated therewith and identifying potential investors to support this initiative.
- Project 6: the proposed mining supply park is one of the anchor local economic development projects of the RLM. It is also identified as a priority project in the Provincial Growth and Development Strategy. The proposed location of this facility is identified in the spatial development framework proposals. A detailed feasibility study considering all relevant factors relating the implementation of this supply park should be completed as a matter of priority.
- Projects 7: a number of intensive urban agricultural focus areas have been identified in the local Spatial Development Framework. The feasibility of these areas should be investigated in more detail, taking cognisance of physical factors such as geology, soil conditions, availability of ground water, possibility of obtaining water for irrigation purposes and other relevant factors. Priority implementation areas should emanate from this investigation.
- Projects 8: the possibility of establishing a tertiary education facility in Rustenburg was under discussion for a period of time. A detailed feasibility analysis regarding the sustainability of such an initiative, as well as identifying a potential location thereof should be undertaken.

Projects 9: the Rustenburg LM should develop, implement and maintain a GIS based land use information system to keep track of all development applications, and applications for land use changes within the municipal area. This system should be fully integrated with the day-to-day activities of the planning directorate and will significantly enhance the effectiveness and productivity of these functions within the municipality

3.2.5 HUMAN SETTLEMENT

The Rustenburg Local Municipality faces the enormous housing challenge of providing housing opportunities to some 40 000 families in Rustenburg who are currently without adequate shelter. As the provision of housing at scale is often socially, technically and financially demanding, the task is a difficult one that is further complicated by increasing population growth rates, and beset by impediments such as Environmental Impact Assessment (EIA) processes, limits in construction industry capacity, and skills, funding and land shortages.

The Unit's activities, which are primarily concerned with reducing the housing backlog and providing the service infrastructure for housing. This is being addressed via the development of social housing, the upgrading of informal settlements, the developing of subsidy (BNG) housing and the provision of subsidised rental accommodation. The 2019/2020 review of the plan provides an overview of the housing development strategies therein and details key challenges that need to be addressed to meet its objectives.

Legislative framework

The Constitution of the Republic of South Africa, 1996

The Bill of Rights contained in the Constitution of the Republic of South Africa entrenches certain basic rights for all citizens of South Africa, including: 'The right to ... access to adequate housing' (Section 26).

The Constitution broadly defines the role for each sphere of government as follows:

- National Government must establish and facilitate a sustainable housing development process for the entire country.
- Provincial Government must do everything in its power to create and promote an enabling environment for this process.
- Municipalities must pursue the delivery of housing (within the framework of national and provincial housing legislation and policy).

The Housing Act, 107 of 1997

The Housing Act of 1997, which supports the aims and goals of the Constitution, sets out the general principles of housing development that the three spheres of government must adhere to, encourage and promote. The Act gives the Municipality responsibility for primary development (major housing development) and also sets out policies that establish the needs of the poor as paramount, and advice on how to achieve sustainability, integration, consultation, good governance, empowerment, equity and the optimal use of resources.

Section 9(1)(f) of the Act obliges the Municipality to ‘as part of the municipalities’ process of integrated development planning, take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction.’

The Municipal Finance Management Act, 56 of 2003

The Municipal Finance Management Act (MFMA) was enacted in 2003 to establish sound financial governance frameworks for South African municipalities. It does this by clarifying the roles and responsibilities of their constituent political and administrative parts.

National Housing Code

The Municipality’s housing strategies are guided by a policy framework that is contained in the National Housing Code. The Code is the government’s overall vision for housing in South Africa and provides guidelines on how to achieve this. As such, it is a live document and is enhanced as and when policy changes and evolves.

A comprehensive plan for development of sustainable human settlements – Breaking New Ground:

The Municipality is committed to the principles in National Government’s BNG strategy. BNG, which was approved by Cabinet in 2004, specifies the role that South Africa’s Municipalities must play in the creation of sustainable human settlements. It envisages:

- That the supply of State-assisted housing responds to the demand for different State-assisted housing types.
- A greater integration of housing in the Municipality’s IDP.
- That the Municipality will ensure that new developments facilitate spatial restructuring in accordance with its Spatial Development Framework.
- Efforts to effect densification, integration and the development of social and economic infrastructure.

Municipal integrated development planning

Municipal integrated development planning is the mainstream process by which the country's municipalities allocate their resources to their development priorities and strategies. The Rustenburg Local Municipality's IDP delineates how its budget will be spent over the period 2022/08 – 2026/12, on what and where. It is a collaborative and consultative plan, formed after a thorough process of public participation. It identifies eight strategic focus areas on which to concentrate its activities over the next five years, with the creation of integrated human settlements being one of these.

Other legislation

Other enacted laws that impact on housing development and administration include:

- The Rental Housing Act, 1999 (Act No 50 of 1999).
- The Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998 (Act No 19 of 1998).
- The Housing Consumers' Protection Measures Act, 1998 (Act No 95 of 1998).
- The Social Housing Act, 2008 (Act No 16 of 2008.)
- The Housing Development Agency Act, 2008 (Act No 23 of 2008.)
- The National Environmental Management Act, 2009 (Act No 62 of 2009).

Housing Programmes

The Municipality's housing programmes are aligned to those of National Government and informed by its own spatial development planning frameworks. Most of them are run via partnerships between the Municipality and other arms of government and private organisations.

The table below details the intervention categories, definitions and the various National Housing Subsidy instruments being implemented by the Municipality.

PROGRAMME	DESCRIPTION	ADDITIONAL COMMENTS
RDP house BNG 45 m² house	Provide a minimum of a 45 m ² RDP (subsidised house built between 1994 and pre-September 2004) or BNG (a house built according to the BNG policy, post-September 2004) house to families on the Municipality's waiting list earning a combined income of R0 - R3 500 per month, with the subsidy amount provided by the National Housing Department.	Beneficiaries must be in the jurisdiction of RLM and meet the requirements as prescribed in the National Housing Code.
Consolidation subsidy	Facilitate improvements to a home where people already own a serviced stand without a top structure.	Access a subsidy for top structure only

People's Housing Programme	Households that wish to maximise their housing subsidy by building or organising the building of their homes themselves. Beneficiaries can apply for subsidies via the Project-linked instrument (the subsidy granted to qualifying beneficiaries to enable them to acquire a house as part of an approved project), the Consolidation instrument (the subsidy granted to owners of a serviced site for the construction of a house) or the Institutional subsidy (the subsidy that is available to institutions to enable them to create affordable housing stock on a deed of sale, rental or rent to buy option).	Beneficiaries must comply with prescribed policy criteria.
Emergency Housing Programme	Temporary assistance to victims of housing-related disasters (such as fire and flood damage), including the provision of Temporary Resettlement Areas (TRA).	Provide funding for minimum services and shelter.
Upgrading of Informal Settlements Programme	Provide (1) basic services (water, standpipes and toilet facilities) (2) permanent services and (3) houses to existing informal settlement areas wherever possible (including <i>in situ</i> upgrading)	Participants less restricted than beneficiaries who qualify for an individual subsidy. Aimed at permanent areas for upgrading, not temporary in nature.
Social Housing Programme	Higher density subsidised housing that is implemented, managed and owned by independent accredited social housing institutions in designated restructuring zones (for rental purposes). Households earning between R3 000 and R15 000 per month qualify.	Municipality is encouraging SHI to invest in Rustenburg through social Housing Development
Institutional Housing Subsidy Programme	This mechanism targets housing institutions that provide tenure alternatives to immediate ownership.	Rent with option to purchase after a certain period.
Community Residential Units	Programme for the building of new rental stock (including hostels) and upgrade of existing higher density stock. Caters for families who prefer rental housing and earn less than R3 500 per month). The City remains the owner of the rental units. Includes the former Hostels Redevelopment Programme.	

Social and rental housing	Programme that facilitates access to rental housing opportunities to support urban restructuring and integration.	Social Housing Community Residential Units

Finances

The Municipality's funding for housing is of two primary types:

- Capital funding: Major maintenance/services installation
- Operating funding.

Capital funding: Housing development/major maintenance/services installation/informal settlement upgrades.

Capital funding for housing originates from the following sources:

- State Housing Subsidy (Division of Revenue Act (DORA)).
- Rustenburg Local Municipality: Social Development Capital Fund.
- MIG.
- Informal Settlement Upgrading Partnership Grant Provinces

Division of Revenue Act

The Division of Revenue Act (DORA), which is prepared annually by National Treasury, allocates funding to the Provincial Housing Department which, in turn allocates funding to the City. Attaining Level Three accreditation will alter this procedure by channelling these funds directly to the City.

Municipal Infrastructure Grant

Municipal Infrastructure Grant (MIG) funding, which is obtained from National Government, supplements the Municipality's other funding sources to allow it to address the infrastructure backlogs that are necessary for it to provide basic services and subsidy housing.

Human Settlement Developments

The Municipality's primary response to the challenge of addressing Rustenburg's housing backlog is joint effort between the Municipality and North West Department of human settlement through the provincial HSDG

DISTRESSED MINING AREAS PROGRAMME - RUSTENBURG LOCAL MUNICIPALITY PROJECTS

Project	Project Description	2022/23 Planned Targets-units	Location	Time-Frame	Estimated Budget 2021/22	Estimated Budget 2022/23	Estimated Budget 2023/24	Estimated Budget 2024/25	Co-Funding Sources	Project Partners	Progress/Project Readiness
Department of Human Settlements Funded											
Bulk Infrastructure Projects											
2016/2017 Marikana/ Rooikoppies – Phase 1	Bulk Infrastructure		Marikana			R30,000,000	R20,000,000	R20,000,000	HSDG		Project budget for bulk services
Rustenburg Bokamoso 1400 – Phase 1	Bulk Infrastructure		Bokamoso			R30,000,000	R20,000,000	R30,000,000	HSDG		Project budget for bulk services
Rustenburg Boitekong Ext 16 Bulk Services – Phase 1	Bulk Infrastructure		Boitekong			R30,000,000	R20,000,000	R30,000,000	HSDG		Project budget for bulk services
Rustenburg Mbeki Sun Bulk Services - Phase 1	Bulk Infrastructure		Rustenburg			R 0	R20,000,000	R40,000,000	HSDG		Project budget for bulk services
Rustenburg Popo Molefe Bulk Services - Phase 1	Bulk Infrastructure		Rustenburg			R 0	R20,000,000	R30,000,000	HSDG		Project budget for bulk services
Housing Units											

Rustenburg Municipality - Rankunyane (Monnakato) - Phase 1	Housing Units	20	Rankunyane			R3 249 716	R3 249 716	R1 624 858	HSDG		Project under construction
Rustenburg Municipality - Rankunyane (Monnakato) - 93 Units	Housing Units	27	Rankunyane			R4 387 117	R4 874 574	R1 624 858	HSDG		Project under construction
Rustenburg L M, Meriting Ext 4 & 5 (1590 Sub) - Phase 1	Housing Units	28	Meriting			R4 544 825	R3 275 936	R8 189 840	HSDG		Project under construction
Rustenburg Boitekong Flisp 1559 (impala) - Phase 1	Housing Units	17	Rustenburg Boitekong (impala)			R2 057 000	R2 420 000	R2 420 000	HSDG		Project under construction
Rustenburg, Rankelenyane, 65 - Phase 1	Housing Units	13	Rankelenyane			R2 112 315	R 812 429	R1 624 858	HSDG		Project under construction
2016/17 Rustenburg Bokamoso 1600 - Phase 1	Housing Units	21	Bokamoso			3439732,8	R3 275 936	R0,00	HSDG		Project under construction
2016/17 Rustenburg Bokamoso 1600 - Malapane	Housing Units	39	Bokamoso			R6 388 075	R3 275 936	R0,00	HSDG		Project under construction
2016/17 Rustenburg Bokamoso 1600 - Metro Projects	Housing Units	53	Bokamoso			R8 681 230	R3 275 936	R0,00	HSDG		Project under construction

2016/17 Rustenburg Bokamoso 1600 - T Julius	Housing Units	50	Bokamoso			R8 189 840	R4 913 904	R1 637 968	HSDG		Project under construction
2016/17 Rustenburg Bokamoso 1600 - GR Makopo	Housing Units	46	Bokamoso			R7 534 653	R4 913 904	R1 637 968	HSDG		Project under construction
2016/17 Rustenburg Ikemelengsup - Phase 1	Housing Units	0	Ikemeleng			R 0	R8 189 840	R0,00	HSDG		Project ready for implementation
2016/17 Rustenburg Lethabong Ext 2 - Makole	Housing Units	42	Lethabong Ext 2			R6 879 466	R8 189 840	R16379680	HSDG		Project under construction
2016/17 Bojanala Military Veterans - Phase 1	Housing Units	9	Bojanala			R2 071 593	R1 474 171,20	R2 301 770,00	HSDG		Budget for Military vets
2016/17 Rustenburg Rural Dini 300 - Drop Dot - Phase 1	Housing Units	30	Dini Estate			R 4 874 574	R 3 249 716,00	R812 429,00	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Tantanana Village	Housing Units	4	Tantanana Village			R 649 943	R 0,00	R0,00	HSDG		Project ready for implementation
Rustenburg - Rustenburg Villages 1050 - Mamerotse Village	Housing Units	20	Mamerotse Village			R 3 249 716	R 2 437 287,00	R649 943,20	HSDG		Project ready for implementation

Rustenburg - Rustenburg Villages 1050 - Syferbult Village	Housing Units	39	Syferbult Village			R 6 336 946	R 2 437 287,00	R3 249 716,00	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Tlapa Village	Housing Units	30	Tlapa Village			R 4 874 574	R 2 437 287,00	R1 624 858,00	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Mabitse Village	Housing Units	30	Mabitse Village			R 4 874 574	R 2 437 287,00	R1 624 858,00	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Lefarakatlhe Village	Housing Units	19	Lefarakatlhe Village			R 3 087 230	R 1 624 858,00	R1 624 858,00	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Bobuampya Village	Housing Units	19	Bobuampya Village			R 3 087 230	R 1 624 858,00	R1 624 858,00	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Photsaneng Village	Housing Units	31	Photsaneng Village			R 5 037 060	R 2 437 287,00	R1 624 858,00	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Phase 2	Housing Units	0	Rustenburg - Rustenburg Villages 1050 - Phase 2			R 2 000 000	R 0,00	R0,00	HSDG		Project under construction

Rustenburg - Rustenburg Villages 1050 - Makolokwe 150	Housing Units	6	Makolokwe 150			R 974 915	R 0,00	R0,00	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Lesung Village 50	Housing Units	29	Lesung Village 50			R4 712 088	R812429,00	812 429,00	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Mosenthal	Housing Units	29	Mosenthal			R4 712 088	R1624858	R1 624 858	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Maumong	Housing Units	19	Maumong			R3 087 230	R1 624 858	R974 914,80	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Rankelenyane	Housing Units	29	Rankelenyane			R4 712 088	R1 624 858	R1462372,20	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Kanana	Housing Units	19	Kanana			R3 087 230	R1 624 858	R1299886,40	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Phokeng Village	Housing Units	41	Phokeng Village			R6 661 918	R3 249 716	R1 624 858	HSDG		Project under construction
Rustenburg - Rustenburg Villages 1050 - Thekwane Village	Housing Units	34	Thekwane Village			R5 524 517	R3 249 716	R1 624 858	HSDG		Project under construction

Rustenburg Rustenburg Flisp 100 - Phase 1	Housing Units	10	Rustenburg Rustenburg Flisp 100 - Phase 1			R1 210 000	R1 452 000	R1 600 764	HSDG		Project ready for implementa tion
Rustenburg Rustenburg Military Vets 26 - Phase 1	Housing Units	9	Rustenburg Military Vets			R2 071 593	R1474 171,20	R0,00	HSDG		Project ready for implementa tion
Informal Settlements Upgrading (ISUP)											
2016/17 Rustenburg Marikana Rooikoppie s	Pre-planning	0	Various farm portions in Rooikoppie s 297 JQ (Marikana included in township)			R 0	R 0,00	R 0,00	ISUPG		Under township establishme nt
2016/17 Rustenburg Mbeki Sun 2000	Planning	0	Various farm portions Paardekraai 297 JQ (Popo Molefe & Mbeki Sun)			R1 179 302	R 0,00	R 0,00	ISUPG		Project under planning for township establishme nt
2016/17 Rustenburg Popo Molefe	Planning	0	Various farm portions Paardekraai 297 JQ (Popo Molefe & Mbeki Sun)			R1 295 107	R 0,00	R 0,00	ISUPG		Project under planning for township establishme nt

2016/17 Rustenburg YizoYizo	Planning	0	Portion 94 and 95 Paardekraai 279-JR, Erf 2667, Boitekong Ext. 2			R 864 473	R 0,00	R 0,00	ISUPG		Project under planning for township establishment
Rustenburg Boshoeck	Planning	0	Property description : Ptn 8 Boschoek 103 JQ Extent: 34.3184 hectares			R 644 955	R 0,00	R 0,00	ISUPG		Project under planning for township establishment
2021/22 Rustenburg Bokamoso - Phase 1	Internal Services	0	Bokamoso			R 0	R 0,00	R 0,00	ISUPG		Project under construction
2016/17 Rustenburg Marikana Rooikoppies - Phase 1	planning	0	Ptns 273, 187, 186, 83, 324, 274, 89, 90,92 94, 93, 91,90, 275,269 Rooikoppies 297 JQ			R2 000 000	R 0,00	R 0,00	ISUPG		Project under planning for township establishment
2016/17 Rustenburg Mbeki Sun 2000	Internal Services	0	Various farm portions Paardekraai 297 JQ			R16678500	R 0,00	R 0,00	ISUPG		Project ready for implementation for internal

			(Popo Molefe& Mbeki Sun)								services
2016/17 Rustenburg Popo Molefe	Internal Services	0	Various farm portions Paardekraai 297 JQ (Popo Molefe& Mbeki Sun)			R16 678 500	R 0,00	R 0,00	ISUPG		Project ready for implementation for internal services
Rustenburg Boitekong Ext16 Bulk Services - Phase 1	Internal Services	0	Ptn 39 Paardekraai 279 JQ,Ptn 148 Paardekraai 279 JQ,Ptn15 and 112 Paardkeraai 279JQ			R26 796 790	R 0,00	R 0,00	ISUPG		Project ready for implementation for internal services
2016/17 Rustenburg MarikanaRooikoppies - Phase 1	Internal Services	0	Ptns 273, 187, 186, 83, 324, 274, 89, 90,92 94, 93, 91,90, 275,269 Rooikoppies 297 JQ			R 0	R11 563 760	R11 119 000	ISUPG		Project ready for implementation for internal services

Rustenburg Rietvlei Township Establishment - Phase 1	Internal Services	0	Rietvlei			R 0	R16 678 500	R27 797 500	ISUPG		Project ready for implementation for internal services

DISTRESSED MINING AREAS PROGRAMME - RUSTENBURG LOCAL MUNICIPALITY, LAND

The steady delivery of housing by the State is fundamentally premised on the acquisition and release of sufficient quantities of land, which is unfortunately a finite resource. In Rustenburg, the scarcity of land is exacerbated by the mining activities, sterilised land for housing development. In addition, the underlying premise of the SDF is that urban sprawl is unlimited to the city centre.

DISTRESSED MINING AREAS PROGRAMME - RUSTENBURG LOCAL MUNICIPALITY PROJECTS

Properties at transfer stage

Property Description	Extent (H)	Progress Readiness
Portion 182 of the Rooikoppies 297 JQ	40	- Deed of sale signed - At transfer stage
Portion 61 of the Rooikoppies 297 JQ	8.3	- Negotiation completed - Signing of Contract underway
Portion 273 of the Rooikoppies 297 JQ	8.31	
Properties to be expropriated		
Property Description	Extent (H)	Progress Readiness
Portion 183, 184 and Undivided share of the Re of Portion 55 (Portion of Portion 12) of the Farm Rooikoppies 297 JQ	183	- MEC approval for expropriation was obtained on 16/02/2021 - Municipal request assistance for legal cost on 30/03/2021 - PAJA notices drafted and submitted to municipality for consent - MEC approval lapsed - Awaiting MEC extension of time from NW Department of Human Settlements
Portion 9, 65, 66, 69 & 67 of the Farm Rooikoppies 297 JQ	40	- Negotiation reached deadlock - Land recommended for expropriation - Awaiting MEC approval

Properties to be donated by Sibanye Stillwater's mine

Project Description	Extent (H)	Progress Readiness
Portion 8 of the farm Rooikoppies 297 JQ	7,2091	Completed pre-donation feasibility
Re Portion 10 of the farm Rooikoppies 297 JQ	3,9608	

Portion 229 of the farm Rooikoppies 297 JQ	16,1834	investigations • Consent to donate the properties received from the mine • Completed deed of donation and circulated for adoption • Awaiting Municipal Council resolution
Portion 231 of the farm Rooikoppies 297 JQ	4,5263	
Portion 232 of the farm Rooikoppies 297 JQ	4,4700	
Portion 233 of the farm Rooikoppies 297 JQ	53,0097	
Undivided share of 0,21% in the Re of Portion 55 (Portion of Portion 12) and unregistered Portions 186, 254, 260, 261, 262, 263, 264, 265, 266, 267, 268, Portions of the Re of Portion 55) of the Farm Rooikoppies 297 JQ	142,3339	
Undivided share of 0,13% in the Re of Portion 28 and unregistered Portions 89, 90, 91, 92, 93, 94 (Portions of the Re of Portion 29) of the farm Rooikoppies 297 JQ	21,091	
Portion 3,79 and 80 of the Farm Waterval 303 JQ	131,800	• Land feasibility investigation not required; land current utilised as landfill site • Consent to donate the properties received from the mine • Council resolution available • Drafting of deed of donation
Properties located south of Marikana ext 2:	28,9392	Land suitability investigation underway to cover the following: • Issues of EIA, Geotech and land contamination by mining activities. • Consent to donate the properties received from the mine • Council resolution available • Drafting of deed of donation to commence once positive feasibility is received.
Portion 242 and 243 of Farm Rooikoppies 297 JQ		
Central Deep houses: Portion 49,84,84 and 87 of the Farm Waterval 303 JQ	41,9814	
Khomanani properties:	162,4	
A Part of Portion 10 and A Part of the Remainder of the Farm Waterval 303 JQ		

3.3 COMMUNITY DEVELOPMENT DIRECTORATE

The work of the Directorate is affected by the need to provide a service to:

14 libraries, 14 Community halls

617 Municipal Buildings (incl. flat, rental stocks, substations, public toilets etc.)

78 Sports facilities, 5 Swimming pools, 17 Parks, 14 Cemeteries

More than 100 000 Waste Collection points

Support the Municipality with Environmental Management Services

These services serve the estimated + 650 000 residents and 1800 employees of the municipality.

3.3.1 Civil and Facilities Management unit

The Unit: Civil and Facilities Management is responsible for the maintenance and upgrading of all municipal buildings and facilities and ensuring that these adhere to set high standards and that these facilities are well kept at all times. Municipal properties/buildings are becoming dilapidated because of insufficient budget and vandalism and burglary caused by the lack of security, and generally the ageing condition of the property/building.

There are five different types of maintenance namely:

Planned maintenance,

Conditioned-based maintenance

Preventative maintenance,

Day to day maintenance and

Reactive maintenance

Directorate Community Development will also through partnerships increase its capacity to maintain facilities. There's a need for condition assessment to be conducted at least every three years in order to determine the true value of all assets of the Rustenburg Local Municipality. Below are the future projects that the Council has to consider in order for the improvement of service delivery.

FUTURE RENOVATION PROJECTS WITH ESTIMATES TO BE CONSIDERED IN ORDER FOR THE MUNICIPAL BUILDINGS TO MEET THE SERVICE DELIVERY OBJECTIVES			
Building Name	Site Description	Current status	Amount
Mpheni House Missionary Building	Mpheni House Missionary Building which is the head office of the Rustenburg Local Municipality. The site where this building is located has approximately 2 Ha and is composed by three buildings, Mpheni is the main with up to the 8 floors for from natural ground level, it is adjacent to the single storey building on the northwest side.	Mpheni building is in a good condition and need major maintenance for it to operate normal. All hinges of the window frames are not functioning, which poses a risk should an official plan to open such window in order to access fresh air. The chiller plant which works a centralised air conditioning system need to be revamped. The building need to be re-wired in order to accommodate all officials within the building and to meet the Building Regulations Standards.	R55,000,000.00
Bojanala House	Bojanala House is the building which is accommodating Bojanala District Municipality officials, it is adjacent to Mpheni House Missionary Building on the south side. This is a single story building which is very close to Old Town Hall Building on the west side.	Bojanala House is in a good condition, however the building need to be renovated due to backlog maintenance that was not attended to due to financial constraint. The roof must be waterproofed, and some ceiling boards must be replaced. The roofing at the entrance of the building must be replaced. The whole building need to be repainted. There is a need for new air-conditioning system to be installed, which has to be serviced at least once every 18 months. The building has few windows that are broken and must be replaced.	R10,000,000.00
Old Town Hall Building	The Old Town Hall Building is the heritage building which is accommodating officials from the IEC. This building is very close to the Bojanala Building on the east side.	The building is in a fair condition. Since this building is heritage, whenever one replaces any item within the building, it is required that no alteration must be done to change its shape or form. The roof of the Old Town Hall Building must be waterproofed, the ceiling need to be renovated, the building structure must be repainted and there's a need for electrical wiring.	R11,000,000.00

Civic Centre Building	The building consists of ground and first floor with secured parking bays located at the ground floor of the building. It is constantly being used by political leaders for meetings and other matters related to community development.	Civic Centre is in a fair condition and need to be revamped. Asbestos must be removed and be replaced with an environmental friendly beautification material. The fountain needs to be fixed. There is a need for security to be beefed up in order to minimise vandalism of the facility. The chiller plant must be refurbished as a matter of urgency.	R13,000,000.00
Olympia Park Stadium	Building has 3 floors and a basement. Building consist of 6 halls, 15 suites, 7 toilets, 8 change rooms, 8 store rooms and 2 first aid rooms. It has three steel stand structures for spectators.	The official capacity of the facility is 18000. The facility is not in good condition due to lack of proper maintenance. The steel structure has since been ruled out for usage by engineers as it is considered a risk. The four high mass lights are not in good condition and cannot be used for professional night games. The electrical system needs to be upgraded. The pitch is maintained but requires new grass. There whole stadium is guarded by one security personnel day and night. There is a need to put a clear view fence around the stadium yard. Repairs include plumbing, electrical, painting, broken doors and windows, etc. The athletic track is redundant and needs to be replaced. The carports are damaged and need to be replaced.	R50,000,000.00
Electrical Building	The building structure is that of the face-brick consisting of a one floor. There's a new structure that was built next to the existing building for administration purposes	The building is in fair condition and will need to be renovated as the roof need to be waterproofed.	R300,000.00
Waste Building	The facility consist of two floors and is utilised by Waste Management, RRT and Environmental Units	The building need to be renovated and a new fence is needed for security reasons. Additional armed security personnel to be considered as the vandalism to the building are increasing at an alarming rate.	R700,000.00

Olympia Park Sports Hall	Building consist of 2 floors, exit door, windows, toilets, kitchen, change rooms, burglars, roof, ceiling and storeroom, no stage	The facility is in user friendly condition and it is leased to Mmabana Arts and Culture Foundation. They have their own security personnel.	R200,000.00
Olympia Park Hockey Club	Building consists of windows, exit door, toilets, kitchen, change rooms, burglars, roof, ceiling and no storeroom and no stage	The facility is vandalised, the pitch is now overused by soccer players and has no more grass.	R1,500,000.00
Rustenburg Main Library	The facility consists of two floors, with a face-brick finishes which is in a good operational condition	The facility needs continuous building maintenance	R190,000.00
Olympia Park Tennis Club	Building consists of windows, exit door, toilets, kitchen, no change rooms, burglars, roof, ceiling and storeroom and no stage	The facility is vandalised, the fence for the six tennis courts is falling down due to rusted fence poles and need total revamp.	R2,500,000.00
Booster Facility (Sanitation)	The facility which consists a one floor building structures and mobile offices. The fence has been vandalised and this leads to vandalism of the assets	The building needs to be maintained and the fence be installed with a new gate. The ablution blocks and the change room to be renovated.	R400,000.00
Olympia Park Squash Club	Building consists of 2 floors, windows, exit door, toilets, kitchen, change rooms, burglars, roof, ceiling and storeroom and no stage	The facility is managed by the Rustenburg squash club and is in good condition.	R200,000.00
Olympia Park Korfball Club	Building consists of windows, exit door, toilets, kitchen, no change rooms, burglars, roof, ceiling, stage and no storeroom	The facility was vandalised but has since been repaired during this financial year.	R70,000.00
East End Library	This is a building with a face-brick and corrugated finishes. The structure is operational	The building needs to be waterproofed and that ceiling need to be replaced, the fence and the gate need some maintenance.	R200,000.00

		and is in fair condition		
Karlienpark Sports Facility		No buildings, only grandstand for spectators. Soccer pitch with no fence and no grass. Ablution block was constructed but inside the swimming pools fence for security reasons.	The facility has no soccer poles, no grass and no fence due to vandalism. The high mass lights are not functional due to vandalism. The tennis courts and basketball courts are no longer user friendly due to vandalism.	R7,800,000.00
Zinniaville Sports Facility		Ablution block for ladies & gents with showers & toilets, grandstand for spectators. Well maintained soccer pitch with tennis courts. Sports Facility is fenced with barbed wire fence.	The facility is in good condition. There are some security personnel on site. The facility needs minor repairs that can be done through quotations	R450,000.00
Marikana Precinct		This facility housed Traffic Department, Library and Halls. The building structures are that of a face-brick and are in good condition	This facility needs a new fence and regular building maintenance.	R500,000.00
Meriting Sports Facility		Ablution block with no windows and no doors and no burglars.	The facility has been vandalised. There is no fence, no soccer poles, no high mass lights and only vandalised building structure. There is no security on site.	R3,300,000.00
Paardekraal Sports Facility		Ablution Block for both male and female. Concrete Roof, windows and doors.	The building is vandalised and only structure left. The facility is fenced with palisade, but criminals are steeling it at a fast rate. There is no security on site.	R3,100,000.00
Boitekong Library		The facility is in good condition which is of the face-brick finish with a corrugated roof. There's a new structure that has been added to the old structure.	Waterproofing and continuous building maintenance need to be prioritised.	R200,000.00
Mathopestad Sports Facility		Caretaker's house and toilets on premises with proper high fence.	The facility is not well maintained and not in good condition. The toilet roof has since been blown off by wind in more than one	R700 000.00

			occasion. There is no security on site.	
Phatsima Sports Facility		Ablution Block for both male and female. Concrete Roof, windows and doors, properly fenced.	The facility is in a fair condition although the grass no-more as the pitch was over usage and without irrigation. There is no security on site	R600,000.00
Tlhabane Traffic		The facility which is utilised by Public Safety is that one of a face-brick finish. The facility is in good condition	There's a need for a new fence (Palisade) and the building structure need continuous building maintenance	R600,000.00
Tlhabane Sports Facility		Facility has an ablution block with toilets and showers. There is also a kitchen. The facility is properly fenced with wall on the other side and palisade on the other side.	There is no longer soccer pitch due to the aborted Astro-turf project sponsored by department of sports arts and culture to the tune of R6 million. Only crusher sand is left where the pitch was supposed to be constructed. The buildings were revamped during 14/15 financial year, but they have since been vandalised again. There is no security on site.	R90,000,000.00
East End Sports Facility		The facility has maintained rugby field, ablution block, rugby club house, tennis club house, tennis courts basketball courts.	The facility was once sourced out to Bobbies rugby club but is now under the care of the municipality. The rugby club house is vandalised, the tennis clubhouse roof was blown off by a recent storm, the netball courts are vandalised. The outside toilets are vandalised.	R5,000,000.00
Tlaseng Sports Facility		There is ablution block, combi courts and soccer pitch.	The facility is not in user friendly condition due to lack of proper maintenance and security.	R700,000.00
Robega Sports Facility		The facility is fenced with barbed wire fence and has ablution block, soccer pitch and combi courts.	The grass on the soccer pitch is eroded due to over usage. The irrigation system is vandalised. The ablution block badly vandalised.	R1,400,000.00
Bester Sports		Ablution block roofed with concrete, properly	The grass on the soccer pitch is eroded due over usage, the	R15,000,000.00

Facility	fenced with barbed wire fence, tennis courts and combi courts.	ablution block is badly vandalised, and the facility is no longer user friendly, the tennis court need to be revamped.	
Monakato sports facility	The facility is properly fenced with high prefab wall, two soccer fields, two combi courts, ablution block with change rooms for ladies and gents, storeroom and high mass lights.	The facility is in a friendly condition. Repairs needed on the irrigation system, ceiling and minor plumbing. The lights on the pitch are also not working.	R100,000.00
Lethabong Sports Ground	The facility is fenced with palisade fence. It has one soccer field, ablution block and four high mass lights.	The facility is well maintained and in good condition.	R50,000.00
Boitekong Stadium	The facility is properly fenced with a brick wall, soccer field, combi courts, ablution block with change rooms for ladies and gents, storeroom, caretakers house and security guard house	The facility is well maintained and in good condition.	R70,000.00
Rankelenyane Sports Grounds	The facility is fenced with 70% concrete wall and 30% stop nonsense fence. It has one soccer field, ablution block, storeroom, and security room.	The facility is in bad condition due to theft and vandalism. The stop nonsense fence is being stolen and the pitch is no longer in good condition. There is a need for revamping and placement of the security personnel	R2,000,000.00
Rankelenyane RCC	The facility is one floor building structure which has the finishing of the face-brick. Not operating	The building needs to be renovated as it has been vandalised	R900,000.00
Phatsima RCC	The facility consist of a single floor with a face-brick finishes and it is operating.	The building need continuous maintenance and the palisade fence need to be welded and painted. Most doors are damaged and need replacement, the air conditioner is not working and waterproofing.	R500,000.00
Lethabong RCC	The facility is operational, and it consist of a	The facility needs continuous building maintenance, and all air-	R300,000.00

	single floor building structure which is of a face-brick finish	conditioners need urgent maintenance, new doors are also needed.	
Monnakato RCC	The building is in fair condition, and it is of a face-brick finish which is a single floor.	The facility needs continuous building maintenance; it is required that waterproofing be implemented. The facility needs to be painted.	R200,000.00
Marikana RCC	The facility is of a face-brick finish which is operational	There's a need for fencing due to security reasons. It is required that waterproofing be implement. Continuous building maintenance is needed.	R350,000.00
Tlhabane RCC	This is a single floor building structure which is currently operation and is in a fair condition.	There's a need for the replacement of the air-conditioner and that waterproofing of the roof be prioritise. The ceiling needs some maintenance.	R250,000.00
Chaneng Traffic	The building is single floor with corrugated roofing which is currently functioning	The building structure need urgent maintenance, the roof must be waterproofed, and the building structure need to be painted and that continuous maintenance be prioritised	R400,000.00
Marikana Traffic	The facility is operational, and this is a face-brick building structure which has corrugated roofing.	Burglar doors must be installed, the structure need to be painted and that the facility need palisade fence for security reason. All damaged doors need to be replaced and that continuous building maintenance be prioritised.	R260,000.00
Tlhabane Public Safety	The facility is in good condition which has multiple buildings, and the main building structure has two floors. The building has face-brick finishes and the roof is that of corrugated and concrete slab.	There's an urgent need in repairing of the fence. The facility needs addition parking bays. Due to water-crisis and the important service provided in this facility, back-up water supply needs to be implement. The building needs to be waterproofed. Some of the ceilings need to be replaced and the same applies to the carpet which is damaged. The building need paintwork and continuous	R800,000.00

		maintenance	
Marikana Hall	The building structure is that one of a corrugated roof with a face-brick finish	The doors need to be replaced, the facility requires paintwork and there's a need for burglar doors to be installed. Continuous building maintenance to be prioritised. Palisade fence need to be installed for security reasons.	R340,000.00
Ikageng RCC	This is a single floor building structure which is in a good condition consisting of a corrugated roof and face-brick finish	The facility needs a new carport, and the burglar doors, new gate and the air-conditioners are not working.	R230,000.00
Boitekong RCC	The facility is one floor building structure which has the finishing of the face-brick	The building needs to be renovated as it has been vandalised	R900,000.00
Emergency and Disaster Building	The facility has multiple building structures and one consist of two floors and the rest are single floor building structures	The facility's palisade fence needs urgent attention. The air-conditioners need maintenance and most need to be replaced. The building needs to be waterproofed, the ceiling need some maintenance, the both gates need new motors	R390,000.00
TOTAL			R282,650,000.00

It is estimated that an amount exceeding R300m is required for maintaining all assets under the custodianship of Rustenburg Local Municipality. As the custodian of all municipal buildings, it is the responsibility of Civil & Facilities Management Unit to ensure that all activities that are associated with common law ownership are executed, including—

- Managing buildings throughout its life cycle.
- Assessing the performance of all buildings;
- Assessing the condition of each building at least every fifth year.
- Identifying the effect of the condition of each building on service delivery ability.
- Determining the maintenance required to return the building to the state in which it would provide the most effective service.

Estimating the cost of the maintenance activities identified.

3.3.2 COMMUNITY FACILITIES

This unit is responsible for Community services provisions in the form of Community Halls, Sports facilities, Cemeteries and Open space management (grass cutting). The Unit is experiencing high levels of theft and vandalism of its facilities and is continuously trying to buy community partnerships in taking care of these facilities.

3.3.2.1 Parks and Cemeteries

The Municipality is responsible for grass cutting in Municipal Open spaces, sidewalks, Cemeteries and the Green Belt. As and when required as part of the Safe City programme the Municipality assists SAPS and the Municipality's Public Safety Department with clearing open spaces due to safety considerations.

As part of the efforts of the municipality to FastTrack service delivery in partnership with the Communities, A Programme termed 'Re Direla Sechaba' meaning "We are working for the Nation" was launched by the previous Administration (2016-2021). This programme was composed of internal reengineering through interventions such as new fleet and stakeholder relations for municipal operations as well as partnership with communities through an EPWP/ Cooperatives partnership model. This model resulted in each ward having a brigade of local community members being responsible for assisting the municipality with grass cutting, cleaning and maintenance activities.

The municipality is planning to continue with this programme in the next financial year in partnership with other Directorates of the municipality to expand overall service delivery within wards.

LIST OF PARKS, GARDENS AND OPEN SPACES

Cemeteries

Ward	Description	Status
01	Phatsima cemetery	Needs proper fencing
14	Donkerhoek cemetery	Active for reserved, booked graves and reopening. Needs proper fencing and upgrading of ablution facilities, storerooms and office
11	Moraka cemetery	Inactive. Needs proper fencing and removal of illegal dumping
07	Motsatsi cemetery	Active for reserved and re-opening. Needs proper fencing and upgrading of ablution facilities
16	Rietvlei cemetery	Well-developed cemetery
14	Pioneer cemetery	Old church building is burned down. Needs to be restored
43	Zinniaville /Karlienpark cemetery	Needs ablution facilities
20	Boitekong cemetery – Old	Inactive due to near water table. Grass cutting and proper fencing
25	Monakato cemetery	Needs replacement of fence y-standards
25	Monakato cemetery	Inactive due to close water table
27	Lethabong cemetery 01	Needs proper fencing and repair of ablution facilities
27	Lethabong cemetery 02	Needs proper fencing and repair of ablution facilities
28	Lethabong cemetery – Old	Needs proper fencing and construction of ablution facility
19	Sunrise cemetery	Inactive. Needs proper fencing and repairing of toilets
31	Marikana cemetery	Needs proper fencing and repair of ablution facilities and office

Parks and gardens

Ward	Description	Status
11	Tlhabane park GG	Needs overall development i.e. irrigation, lawn, planting of new trees
11	Tlhabane park (new)	Needs proper fencing, repair of ablution facilities, upgrading, repair of irrigation system, repair of braai area

09	Bester park	Partly developed. No fencing, swings, fencing, ablution facilities and braai area(s)
13	Noord / Kloofspruit park	Needs repair of fence, ablution facilities, Repair of kiosk, installation of play equipment and electrical components.
14	Paul Bodenstein park	Needs proper fencing, repair of ablution facilities, dams, irrigation system, electricity, replace play equipment and water feature,
14	Joubert / Burgers ford park	Fenced with bollards. Irrigation system needs to be repaired
18	Dawies park	Needs to be fenced with bollards. Needs play equipment
16	Kruisbessie park	Well fenced. Needs proper maintenance
01	Phatsima hall and fire station	Both needs garden development
14	Library garden	Well developed
15	Civic centre	Well developed
14	Fire department	Well developed
08	Traffic department	Well developed. Needs repair of irrigation system
15	Information centre garden	Needs upgrading of irrigation system
14	Mpheni house and surroundings garden	Needs upgrading of irrigation system
16	Kremetart old age home garden	Well developed
31	Marikana RCC	Well maintained

Open spaces

Description	Area / Location
Open space in front of the hall, and side walks	Phatsima -01
Open spaces at Boitekong – Behind the school	Boitekong behind Primary school (Old park) 20
Open space at Sunrise	Sunrise next to the river (Old park)19
Open space behind called Telkom	Geelhoutpark ext. 09 - 08
Open spaces at Moye crescent	
Open spaces in front of Traffic, roads depot and	

Telkom depot	
Reservoir	
Storm water channels	
Open space at Rooibessie	Geelhout ext. 06 – 14
Open space at Redadlaar	
Open space at Hedeira	
Kruisbessie open space	
Greenbelt	
Open space at Cantua	Old Geelhoutpark – 16
Open space at Green belt	
Open space at Cycad	
Open space at Kremetart	
Open space at Santolina	
Open space at Kloppe	
Open space at corner Kremetart and Watsonia	
Open space at Sheperdtree (Along N4)	
Open space at Fieddlewood	
Open spaces at Assegai	Tlhabane West 08
Open spaces Matshwane	
Open spaces at Motswere	
Open space at Tirisano and Kgomotso	
Strumosa	
Segale	
Bester open space – along the R104 road	Bester - 09
Gg Tlhabane open space	Tlhabane – 11
Open space at Matsatsi street	Tlhabane – 07
Open spaces at Dr Moroka – Between Fox Lake and	Between Rtb North and Foxlake 13

RTB North	
Open space at corners at Fox Lake	Fox Lake -
Open space at Matshwane	Tlhabane West
Assegai open space	Tlhabane West
Open space at Motswere	Tlhabane West
Open space at Tirisano and Kgomoetso street	Tlhabane West
Open space at Boven and Waterbessie Open space at Bult,Kerk and Unie Open space at Betelhem Open space next to Waste depot Open space at Fontein Open space at Boven	Middle town – 14
Open space at Witstinkhout Open space at Kruger and Kremetart Open space at Mopani and Maroela Open space at Kruger Open space at Wildevy Open space at Tamarisk Open space at Buffeldoring and Flamboyand	Protea – 16
Open spaces at TUIN street	East End – 18
Open space at Arendweg Open space at Vink Open space at Azalea Open space at Leeurick Open space at Kwartel	Safarituine – 15
Open space at Krokodilerivier Open space at Timbatierivier	Cashan Ext. 04 – 17

Open space at Caledonrivier	
Open space at Nylrivier	
Open spaces at Kloofroad	Cashan Ext. 01 -
Helen Joseph Drive	Helen Joseph Drive
Open spaces at Middel street	RTB North – 13
Open spaces at Scheiding street	
Open spaces at Benoni	
Open space at Napoleon	
Oxford open space	
Open spaces at Orchards	Zinniavile – 43
Open space at	

3.3.2.2 SPORTS AND RECREATION

The Section is responsible for maintaining Municipal Sports Facilities, assisting communities with maintenance of non-municipal rudimentary sports facilities as well as the management of Municipal Swimming Pools.

Outline of status of sporting facilities per ward – see table below.

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
01	Phatsima Sports Facility	Soccer pitch with no grass. Ablution Block for both male and female. Concrete Roof, windows and doors, properly fenced.	Soccer pitch with no grass Ablution Block for both male and female. Facility is fenced.	None	01 x soccer ground with no grass Maintenance done brush cutters and a grader
01	Phatsima ((Slovo Section x1, Bothibello Primary x1)	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	02 x soccer grounds with no grass Maintenance done with a grader and brush cutters
02	Robega Sports Facility	The facility was fenced with barbed wire fence and has ablution block, soccer pitch and combi courts.	The facility has been vandalized	01 x soccer pitch with no grass	Maintenance done with ride on mower/tractor and slasher
02	Chaneng	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	01 x soccer grounds with no grass Maintenance done with a grader
03	Luka	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	01 x soccer grounds with no grass Maintenance done with a grader
04	Luka (Rathibedi, grounds near	Rudimentary grounds, no fence,	Rudimentary grounds, no fence, no	None	05 x soccer grounds with no

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
	Thete High School, grounds near Mogono Primary, Ground 1 and ground 2 near Bakwena Tavern)	no ablution facilities	ablution facilities		grass Maintenance done with a grader and brush cutters
05	Phokeng (Lenatong & Rietvlei)	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	02 x soccer grounds with no grass Netball court Maintenance done with a grader and brush cutters
06	Phokeng (Rafrede, Kgale, Masosobane)	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	03 x soccer grounds with no grass Netball court Maintenance done with a grader and brush cutters
07	Lefaragatlhe (grounds near Primary School, Bubuanja & ground near Lekwakwa	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	03 x soccer grounds with no grass Maintenance done with a grader and brush cutters

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
	Primary)				
14	Olympia Park Stadium	Building has 3 floors and a basement. Building consist of 6 halls, 15 suites, 7 toilets, 8 change rooms, 8 store rooms and 2 first aid rooms. It has three steel stand structures for spectators.	The official capacity of the facility is 18000. The facility is not in good condition due to lack of proper maintenance The steel structure has since been ruled out for usage by engineers as it is considered a risk Usable capacity is 7300 The four high mass lights are not in good condition and cannot be used for professional night games The electrical system needs to be upgraded The pitch is maintained and in good condition The whole stadium is guarded by one security personnel day and night. There is a need to put a clear view fence around the entire stadium and improve on physical security	01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/tractor and brush cutters	04 x grounds outside the stadium No grass no irrigation Maintenance done with a grader, tractor and brush cutters

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
			The outside venue where we host festivals need a new gate and the ablution facilities needs to be repaired (vandalized and not in use)		
14	Olympia Park Hockey Club	Building consist of windows, exit door, toilets, kitchen, change rooms, burglars, roof, ceiling and no storeroom and no stage	Building has been vandalized	None	None
14	Olympia Park Tennis Club	Building consist of windows, exit door, toilets, kitchen, no change rooms, burglars, roof, ceiling and storeroom and no stage	Building has been vandalized	None	None
14	Olympia Park Squash Club	Building consist of 2 floors, windows, exit door, toilets, kitchen, change rooms, burglars, roof, ceiling and storeroom and no stage	Building requires revamping	None	None
14	Olympia Park Korfball Club	Building consist of windows, exit door, toilets, kitchen, no change rooms, burglars, roof, ceiling, stage and no storeroom	Building has been vandalized	None	None
14	Impala Cricket	Managed by Impala mine, the facility has two well-maintained	Building has been vandalized	Yes but deteriorating due	None

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
	Club	cricket fields, a number of buildings, grand stand, ablution blocks and an indoor and outdoor gym		to not being operational	
09	Bester Sports Facility	Ablution block roofed with concrete, properly fenced with barbed wire fence, tennis courts and combi courts.	Ablution facility has been vandalized The lawn is eroded	01 x soccer pitch with no grass Netball court Maintenance done with ride on mower/tractor and brush cutters	None
09/10	Tlhabane Sports Facility	Facility has an ablution block with toilets and showers. There is also a kitchen. The facility is properly fenced with wall on the other side and palisade on the other side.	All the stadium Buildings have been vandalized Palisade fence has been stolen	None	03 x rudimentary soccer ground with no grass Netball courts Maintenance done brush cutters and tractor
11	Tlhabane (ground near Rampa School)	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	03 x soccer ground with no grass Maintenance done with a grader
12	Meriting Sports Facility Ext 4 and Ext 5	Soccer pitch with no grass. No fence. Ablution block with no windows and no doors and no burglars.	Soccer pitch with no fence and no grass. Ablution block with no windows	None	03 x soccer ground with no grass Netball court x2

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
			and no doors and no burglars. Netball courts vandalized		Maintenance done brush cutters and a grader
18	East End Sports Facility	The facility has a maintained rugby field, ablution block, rugby club house, tennis club house, outside braai area, tennis courts basketball courts.	The rugby field is maintained The rugby club house, tennis courts, basketball courts and outside ablution block are vandalized	01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/tractor and brush cutters	None
19	Paardekraal Sports Facility	Soccer pitch with no grass. No fence. Ablution Block for both male and female. Concrete Roof, windows and doors.	Ablution Block for both male and female vandalized. Soccer pitch with no grass and no fence. Netball court vandalized	None	01 x soccer ground with no grass Netball court Maintenance done brush cutters and a grader
20	Boitekong Ext 2 & Ext 4	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	02 x soccer ground with no grass Maintenance done with a grader
21	Boitekong Ext 4, 5, 6 near Library/Police	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	03 x soccer ground with no grass

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
	Station				Maintenance done with a grader and brush cutters
22	Sunrisepark (Popo Molefe, & Dikhibidung)	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	03 x soccer ground with no grass Maintenance done with a grader and brush cutters
23	Kanana /Letlapeng	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	01 x soccer ground with no grass Maintenance done with a grader
24	Freedompark	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	03 x soccer ground with no grass Maintenance done with a grader
25	Monakato Sports Facility	The facility is properly fenced with high prefab wall, two soccer fields, two combi courts, ablution block with change rooms for ladies and gents, store room, kitchen and high mass lights.	The facility is properly fenced with high prefab wall, Two soccer fields and combi courts well maintained Ablution block with change rooms for ladies and gents, store room and high mass lights.	01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/tractor and slasher, brush cutters	01 x soccer ground with no grass Maintenance done with a tractor and brush cutters

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
26	Tlaseng Sports Facility	There is ablution block, combi courts and soccer pitch.	There is ablution block, combi courts and soccer pitch. Building has been vandalized	01 x soccer pitch with no grass Maintenance done with ride on mower/tractor and slasher, brush cutters	None
27	Lethabong Sports Ground	The facility is fenced with palisade fence. It has one soccer field, ablution block and four high mass lights.	The facility is fenced with palisade fence. It has one soccer field, ablution block and four high mass lights. Well maintained	01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/brush cutters	01 x soccer ground with no grass Maintenance done with a grader and brush cutters
28	Lethabong near RCC	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	01 x soccer ground with no grass Maintenance done with a grader
29	Rankelenyane Sports Facility	The facility is fenced with 70% concrete wall and 30% stop nonsense fence. It has one soccer field, ablution block, storeroom and security room.	The stadium and its ablution facilities have been vandalized	01 x ground inside the stadium Automated irrigation system Maintenance done with ride on mower/brush	None

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
				cutters	
30	Modikwe Bethanie	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	02 x soccer ground with no grass Maintenance done with a grader
31	Marikana/Tlapa	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	02 x soccer ground with no grass Maintenance done with a grader and brush cutters
32	Marikana Primary /Madiitlokoa	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	03 x soccer ground with no grass Maintenance done with a grader and brush cutters
33	Nkaneng	Soccer pitch with no grass, no ablution facilities and no fence	Soccer pitch with no grass, no ablution facilities and no fence	None	Soccer ground with no grass Maintenance done with a grader and brush cutters
34	Mfidikwe	Soccer pitch with no grass, no ablution facilities and no fence	Soccer pitch with no grass, no ablution facilities and no fence	None	Soccer ground with no grass Maintenance done with a grader and brush cutters
36	Mathopestad	Soccer pitch with no grass. Netball	Caretaker's house and toilets on	None	01 x soccer ground with no

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
	Sports Facility	court. Caretaker's house and toilets on premises with fence.	premises vandalized Soccer pitch with no grass Netball court damaged		grass Maintenance done brush cutters and a grader
36	Boons, Dinie Estate, Molote City	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	03 x soccer ground with no grass Maintenance done with a grader
37	Sondela Boitekong Ext 1 Paardekraal Ext 1	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	03 x soccer ground with no grass Maintenance done with a grader
39	Ramochana (near Primary School)	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	01 x soccer ground with no grass Maintenance done with a grader
40	Paardekraal Ext 23, Damoyi View and Dhubai View Chachalaza Boitekong Ext 2 &	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	06 x soccer grounds with no grass Maintenance done with a grader and brush cutters

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
	3				
40	New Boitekong Sports Facility	The facility is properly fenced with a wall, soccer field, two combi courts, ablution block with change rooms for ladies and gents, automated irrigation system, a boardroom, store rooms, security office, caretakers house.	The facility is properly fenced with a wall, soccer field, two combi courts, ablution block with change rooms for ladies and gents, automated irrigation system, a boardroom, store rooms, security office, caretakers house.	01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower, tractor and slasher, brush cutters Well maintained	None
41	Boitekong Ext 8 and 13	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	03 x soccer grounds with no grass Maintenance done with a grader and brush cutters
42	Old Sports Grounds	Greenified soccer pitch in good condition. Fenced with palisade fence and barbed wire fence. Ablution facility vandalized	Greenified soccer pitch with automated irrigation system in good condition. Fenced with palisade fence and barbed wire fence. Ablution facility vandalized	01 x pitch inside the facility Automated irrigation system Maintenance done with ride on mower/tractor and slasher	None
42	Impala Rugby Club	Managed by Impala mine, the facility has two well-maintained	The facility is very well maintained	02 x pitch inside the	None

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
		rugby fields, a number of buildings, grand stand, ablution blocks and an indoor and outdoor gym		stadium Automated irrigation system Maintenance done with ride on mower/tractor and slasher	
42	Bowling Club	Managed by Impala. Buildings and bowling green are 100% functional and well maintained	Managed by Impala. Buildings and bowling green are 100% functional and well maintained	None	None
42	Rustenburg Tennis Club	Managed by Rustenburg Tennis Club. Well maintained tennis courts and club house	The facility is well maintained	None	None
43	Karlienpark Sports Facility	No buildings, only grand stand for spectators. Soccer pitch with no fence and no grass. Ablution block was constructed but inside the swimming pools fence for security reasons.	No buildings, only grand stand for spectators. Soccer pitch with no fence and no grass. Netball courts vandalized Ablution block was constructed but inside the swimming pools fence for security reasons.	None	01 x soccer pitch with no grass Maintenance done with brush cutters and a grader

Ward	Area	Site Description	Current Status	Greenfield	Rudimentary
43	Zinniaville Sports Facility	Ablution block for ladies & gents with showers & toilets, grand stand for spectators. Well maintained soccer pitch with tennis courts. Sports Facility is fenced with barbed wire fence.	Ablution block for ladies & gents with showers & toilets, grand stand for spectators. Well maintained soccer pitch with tennis courts. Sports Facility is fenced with barbed wire fence.	01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/tractor and slasher	None
43	Seraleng/ Nkandla	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	04 x soccer grounds with no grass Maintenance done with a grader and brush cutters
44	Ikageng/ Mosenthal	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	02 x soccer grounds with no grass Maintenance done with a grader and brush cutters
45	Nkaneng 2 Photsaneng	Rudimentary grounds, no fence, no ablution facilities	Rudimentary grounds, no fence, no ablution facilities	None	02 x soccer grounds with no grass Maintenance done with a grader and brush cutters

Greening, Beautification and Alien Species Management in the Municipality

The Parks and Environmental Units will have an intensified programme to encourage wards in the greening and cleaning of their wards. Some of the interventions in this regard will include the provision of fruit and shade trees to developing areas of the city and schools. The Municipality's annual targets includes beautification of at least two Open Spaces annually.

The RLM engaged the Department of Environment Affairs on clearing of some Invasive Alien Plants in the areas of the upper ridges of the Rustenburg Kloof, grave sites as well as rivers passing through the city. This request was approved but the programme could not be finalized as planned during 2020/2021 financial year due to administrative issues from the province. The Municipality will engage the Provincial department to resuscitate the programme. The Bojanala Platinum District Municipality provided EPWP beneficiaries to help the local municipality with the eradication of Alien Invasive plants. The municipality's aim is to develop its own alien invasive plants eradication programme that will be sustained throughout the year.

By-laws updated and implementation

The Community Facilities By-Laws on Public Cemeteries, Swimming Pools and hiring of community facilities was gazette on 31 August 2021, Gazette nr. 8264. The by-law on street trees management was withdrawn by Council on 13 August 2019 but will be presented again during the 2022/2023 financial year. These by-laws will assist with the management of community facilities such as community halls and improve on the management of trees in the municipal area. The by-laws are subject to be review as would be guided by Council resolutions or as would be required by key developments affecting the rendering of the services. These by-laws will assist with the management of Community Facilities.

PROJECTS PLANNED (COMMUNITY FACILITIES) 2021/2022 & THREE OUTER YEARS

NO No.	PROJECT NAME	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	Budget
01	Upgrading of Rietvlei Cemetery	The current site is about to reach capacity in few years time	Develop, maintain and upgrade municipal cemeteries	To be sourced externally utilizing MIG funding	Ensure continuous provision of municipal cemeteries	Ensure continuous maintenance of facilities	Lack of physical security leading to vandalism	R13,526, 000 (21/22) R25 000 000 (22/23) (Cemeteries)
02	Supply and Delivery of Furniture and equipments for Community Halls	Insufficient furniture (steel tables, Conference tables, round tables, chairs, etc) at our community halls.	Develop, maintain and upgrade municipal community halls	Very limited resources and in some facilities no equipment and furniture	To make available the necessary equipment and furniture at all our Community Halls	Procure services externally, bar code all municipal assets	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required	R250,000 in 22/23 R260,500 in 23/34 R271,441 in 24/25
03	Greening of developing areas	Unattractive facilities due to insufficient budget to execute the required maintenance	Develop, maintain and upgrade the open spaces, Parks, municipal Cemeteries stadiums and	Horticulturists and support staff. Some of the greening material sourced externally	Beautification of Parks and open spaces, Upgrading of sports grounds, swimming pools, cemeteries and develop safe and secured amenities	To be able to source most of the greening material from our own Nursery	Lack of security to safeguard facilities, insufficient budget to maintain facilities as required, limited transport,	R104,000 in 21/22 R108,000 in 22/23 R113,000 in 23/24

NO No.	PROJECT NAME	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	Budget
			some rudimentary sports grounds				outdated/limited machinery and equipment	R118,000 in 24/25
04	Maintenance of sports facilities (buildings, fencing, electrical, sanitation etc)	Vandalized buildings mostly due to lack of security	Develop, maintain and upgrade sports facilities	Caretaker and support staff	Repair and maintenance of sports facilities	Renovation of facilities and deployment of physical security personnel	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required limited transport, outdated/limited machinery and equipment	R329.709 in 22/23 R347.000 in 23/24 R362.300 in 24/25
05	Maintenance of municipal swimming pools (buildings, fencing, electrical, sanitation, mechanical etc)	Annual maintenance (wear and tear)	Develop, maintain and upgrade swimming pools	Swimming Pool Superintendent, Caretaker and support staff	Repair and maintenance of swimming pools	Upkeep of recreational facilities	Lack of security to safeguard facilities Insufficient budget to maintain facilities as required, limited transport and limited general workers	R400,000 in 22/23 R417, 600 in 23/24 R436,000 in 24/25

NO No.	PROJECT NAME	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	Budget
06	Maintenance of Community Halls (Renovations)	Vandalized buildings mostly due to lack of security	Develop, maintain and upgrade municipal community halls	Caretakers and Regional Caretakers to oversee their areas of responsibility. Renovations to be sourced internally and externally	Repair and maintenance of community halls	Renovation of facilities and deployment of physical security personnel	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required. Lack of budget for furniture and equipments	R635,599 in 21/22
07	Development of Tlhabane West Sports Facility	Unattractive facilities due to insufficient budget to execute the required maintenance	Develop, maintain and upgrade municipal sporting facilities	To be sourced externally utilizing MIG funding	Ensure continuous provision of municipal sports facilities	Ensure continuous maintenance of sporting facilities	Lack of physical security leading to vandalism	R10,000,000 in 21/22 R25,000.000 in 22/23 R5.000.000 in 23/24
08	Maintenance and upgrading of Parks (buildings, fencing etc)	Vandalized buildings mostly due to lack of security and lack of sense of ownership from the communities	Develop, maintain and upgrade municipal parks	Horticulturists, Supervisors and support staff	Repair and maintenance of parks	Renovation of facilities and deployment of physical security personnel	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required	R475,000 in 21/22 R495,000 in 22/23 R517,000 in 23/24

NO No.	PROJECT NAME	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	Budget
							limited transport, outdated/limited machinery and equipment	23/24 R539,000 in 24/25
09	Rebuilding of Sunrisepark Community Hall	Vandalized building mostly due to lack of security and lack of sense of ownership from the Community. The hall has been vandalized to the ground	To develop, maintain and upgrade municipal community halls	Very limited resources and in some facilities no equipment and furniture. None at this facility-in-question	To make available the necessary equipment and furniture at all our Community Halls	Procure services externally, bar code all municipal assets	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required Financial constraints	R2, 500,000 in 22/23 R1, 000.000 in 23/34 R500,000 in 24/25
10	Construction of Outdoor Gyms	The municipality has only one Outdoor gym situated at Olympia Park stadium	To develop, maintain and upgrade municipal sporting and recreational facilities	To be sourced externally	Ensure continuous provision of municipal sports and recreational facilities	Ensure continuous maintenance of sporting and recreational facilities	Lack of physical security leading to vandalism Financial constraints to construct the gym	R350,000 in 22/23 R700,000.000 in 23/24 R750.000 in 24/25

3.3.3 Library and Information Services

The function of this Unit is to provide, in co-operation with the relevant governing bodies at local and provincial level, a dynamic library and information service that meets the educational, informational, cultural, economic, technological and recreational needs of the community at large. This Provincial function is currently rendered by the Municipality through an agreement. The Municipality and the Province are currently in engagements to revisit this agreement especially on funding arrangements.

Each resident must have access to basic library and information resources and facilities for information, life-long learning, culture and recreation.

Rustenburg Local Municipality has nine (9) community libraries and five (5) info hubs as listed below:

Community Libraries	Rustenburg, Tlhabane, Boitekong, Karlienpark, Marikana, Monnakato, Phatsima, East-End, Phokeng
Info Hubs	Lethabong, Barseba, Mamerotse, Mathopestad, Charora.

In the 2020/21 financial year Boitekong Library extension was concluded whilst construction of a new library Lethabong funded by the Department of Arts, Culture, Sports and Recreation is to be completed allowing the library to be operational before end of the 2021/22 financial year. Introduction of e-lending services (e-books) has been rolled out to most parts of the municipality since July 2020 allowing the registration of over 250 users especially with the Covid-19 pandemic affecting access to traditional library services. Libraries as guided by the lock down regulations had to close, reduce number of users, restrict or reduce certain services.

E-books service has been one of the best and new services rolled out and still to be rolled out to communities during the 2021/22 and 2022/23 financial years in partnership with the Department of Arts, Culture, Sports and Recreation. Marketing, creating awareness and commemoration of key calendar dates in the library space such as International Book Day in April, International World Play in May, South African Library Week in March, National Literacy Month, National Book Week as well as other national calendar months programmes such as Human Rights day, Freedom Day, Youth Day, Women's month, Heritage month, World Aids Day and other relevant dates.

Due to challenges of funds for library buildings, the Unit will start to work on the process for acquisition of MODULAR LIBRARIES to were identified as amongst those key to receiving library services. These areas include Bethanie, Freedom Park, Syferbuilt and Rankelenyane.. The provincial Department has acquired similar structures in areas which are previously disadvantaged considerate of budget constraints for building a fully fleshed library structure. It is thus anticipated that at the end of the 5 year period at least two Modular Libraries will be operational.

Phokeng library services are rendered within the space of Phokeng Mall as a free service sponsored by Bafokeng Civil Works (with the municipality paying for electricity and water). The service agreed period is from July 2015 and is to expire in 2024 requiring engagements with the Royal Bafokeng on possible extension of the same arrangement, consideration of alternative means if any with the

Royal Bafokeng and other partners. The municipality will continue to work on means to address this matter during the financial year 2022/23 before the lapse of the agreement in place.

By-laws updated and implementation

The revised Library and Information by-law came into force on the 29th January 2022 following promulgation on the 29th June 2021. The by-law has been workshopped internally and the information is made available at the various 14 libraries and other strategic municipal areas. The by-law is subject to review as would be guided by Council resolutions or as would be required by key developments affecting the rendering of the services. These by-laws will assist with the management of Library and Information Services.

3.3.4 Integrated Environmental Management

3.3.4.1 ENVIRONMENTAL IMPACT ASSESSMENT (EIA).

The Municipality is responsible for the development of relevant local by-laws to ensure that all the relevant environmental aspects are governed within a legislative framework that is in line with national and provincial principles. Municipalities have the power to influence development activities through planning tools such as EMF, SDF and LUMS, as well as through the drafting of bylaws. In commenting on an application, municipal officials should ensure that these planning tools and laws are considered in the application.

Rustenburg Local Municipality is a commenting authority in terms of Section 7(2)(3)(5) of the National Environmental Management Act (Act 107 of 1998) EIA Regulations. The Provincial North West Department of Economic Development Environment and Tourism (DEDECT) is the competent authority that issues environmental authorisation. The NWDEDECT depends on the municipal comments in order to make informed decision before issuing the EIA authorisations or rejecting the applications.

The functions of the EIA are as follows:

Environmental Impact Assessment (EIA) ensures that all development projects within the Rustenburg municipality comply with all environmental legislation, National strategies, RLM Spatial Development Framework (SDF) and Environmental Management Framework.

EIA also ensures that the activities of the municipality are as environmentally sustainable as possible, by advising the departments on possible implications that development activities may have on the environment.

EIA provides technical inputs leading to decisions on issues related to Environmental Management (Land use, Air and Water Quality and Waste Management within the Rustenburg Local Municipality.

The Rustenburg Environmental Management Framework (EMF) was approved by Council on the 25th September 2018, and it was finally gazetted on 16th June 2020 for implementation forthwith by the Minister of Environment, Forestry and Fisheries (DEFF) and ensures sustainable development in securing environmental protection of natural resources and promoting cooperative Environmental governance.

The EMF is used for the evaluation and monitoring of all EIA applications received from RLM Directorates and external applications received by the Directorate: Community Development, so as to ensure a balance between developments and protection of environmental resources.

The reviewed Environmental Management Framework (EMF) is comprised of the bio physical environment (i.e. geology, topography and climate, biodiversity and conservation, hydrology and water resources, air quality and agricultural potential) and socio-economic issues (i.e. socio-economic profile, infrastructure development, land use, heritage resources, tourism and mining). These features are classified under the Environmental Management Zones.

N.B The EMF document is available: Contact: Integrated Environmental Management Unit.

3.6.4.1.2 ENVIRONMENTAL INTERNAL AUDITS CONDUCTED ON MUNICIPAL FACILITIES

The Unit Integrated Environmental Management conducts internal environmental compliance audits in the municipal facilities to ensure that:

processes are in place and followed by the relevant Directorates in accordance with the legislative requirements for sewer management and treatment as well as minimum requirements for waste disposal by the landfill.

there is enough co-operative environmental management between the relevant Directorates to ensure that all environmental legislation and related requirements are implemented or adhered to.

action plans are in place to effectively address internal control deficiencies relating to the environment and sustainability thereof, and to improve overall environmental performance of the facilities.

The environmental audits are conducted on the following Municipal facilities:

- Waterval landfill site
- RLM Waste Water Treatment Plants
- Strumosa Waste drop off site
- RLM stores

3X Quarterly Internal Environmental Compliance Audits will be conducted on Municipal facilities to ensure compliance with the conditions of the facilities licenses.

The Directorates responsible for the audited facilities should ensure that the audit findings are addressed by putting in place an action plan and adhering to it to enable the municipality to comply with environmental legislation.

ENVIRONMENTAL EDUCATION AND AWARENESS.

Integrated Environment Management Unit has Environmental Education and Awareness Section.

The Section's awareness drive is embedded under the overarching National Environmental Principle that states: "community wellbeing and empowerment must be promoted through environmental

education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means through:

Creating and promoting the culture of learning IN, FOR and ABOUT the Environment to enable the effective participation of the community and increase public's awareness of the environmental issues.

Training and encouraging RLM communities to establish structures such as Environmental Forums and Community Environmental groups.

Raise environmental Awareness on issues such as degradation of wetlands, impacts of climate change on the municipality through initiatives such as:

(a) workshops, Awareness talks, Eco-camps, Green Marches, Implementation of Environmental projects e.g. Biogas, Recycling, Upcycling, composting, Greening, Food Gardens.

Conduct campaigns and other environmental programs according to the environmental diary such as Wetlands month, Arbor week, Energy month, Recycling week.

The municipality experience a challenge of environmental pollution in the form of illegal dumping sites, burning of waste, emissions caused by illegal spray painting. The environmental challenges as stated above violates the human rights as enshrined in the constitution of the Republic of South Africa, act 108 of 1996. The National Environmental Management Act 107 of 1998, section 4(h) indicates that the community well-being and empowerment must be promoted through environmental education, raising of environmental awareness, the sharing of knowledge and experience and other appropriate means. To address these problems environmental education and awareness is key. Environmental Education is a process that allows individual to explore environmental issues, engage in problem solving and act to improve the environment. Waste Education is also key and is driven through:

- Workshops
- Awareness sessions
- Clean-up campaigns
- Exhibitions
- Eco-camps
- Observation of environmental calendar days relevant to waste management
- Recycling and upcycling
- Composting
- Waste separation at source
- Support on any other waste management programmes ongoing at schools and community.

The Rustenburg Local Municipality has a program that covers all the 45 wards guided by the national calendar of environmental days focusing on, amongst others: The annual target of 64 activities and quarterly target of 16 activities is set.

BY-LAWS

Enforcement of By-laws (Rustenburg Air Pollution and Integrated Waste Management by Laws)

Rustenburg Local Municipality has promulgated the Rustenburg Local Municipality Air Pollution By-Law gazette No 7383 of 2014 and the Rustenburg Municipality Integrated Waste Management By-Law Provincial Notice 105 of 2016 gazette No 7653 respectively as measures to comply with the constitution of RSA and to be climate change resilient. Environmental Education and Awareness are conducted to the schools, communities and other institutions to make them aware of these By-laws and their implications. Enforcement of these By-laws follows the education and awareness, and it is done in the form of issuing abatement notices and admission of guilt fines with the assistance of the Directorate: Public Safety. The enforcement is conducted weekly and as and when complaints are reported.

The Rustenburg Noise Pollution by law was also developed and not yet approved by Council. It will serve at Council sitting of March 2022, then promulgation will follow after approval by Council. Implementation of the Rustenburg Noise Pollution by law will commence in the financial year 2022/2023.

N.B Both Rustenburg Local Municipality Air Pollution and Integrated Waste Management By-Laws are available. Contact: Integrated Environmental Management Unit.

3.3.4.2 ILLEGAL DISPOSAL OF MEDICAL WASTE

The Rustenburg Local Municipality realised that there is an ongoing illegal disposal of medical waste within its jurisdiction. The measures that the municipality has put in place include quarterly meetings with the medical facilities to share knowledge and experience on the Environmental Legislation governing medical waste and their implications. The medical facilities are obliged to submit their medical waste disposal slips on monthly basis to monitor compliance with legislation. The municipality through the Directorate: Community Development, in collaboration with stake holders such as Bojanala Platinum District Municipality, RLM Public Safety and SAPS conduct quarterly loco inspections in medical facilities like Hospitals, Clinics, Drs Surgeries, hospice, old age homes to ensure compliance.

3.3.4.3 GREEN HOUSE GASSES AND CLIMATE CHANGE

RLM Directorates Response to Climate Change

The overwhelming consensus of scientific opinion as reflected in the Intergovernmental panel on Climate Change(IPCC) is that climate change in the form of Global Warming is real and driven by emissions of greenhouse gasses caused by human activity. Rustenburg Local Municipality has a Climate Change Management Plan and the Greenhouse Gas Inventory of 2013 (to be revised). It is through this plan and other recent climate change information platforms that Education and Awareness initiatives to the RLM Directorates will be driven from. There will be quarterly information sharing in the form of articles to individual Directorates on emissions of greenhouse gasses caused by their day to day activities. The initiatives will include but not limited to:

Decarbonization of Electricity –transition from coal powered electricity to renewable energy (DTIS-Electrical)

Decarbonization of Transport- transition to low emissions vehicles- Electric vehicles (RRT)

Dercarbonization of Economy-transition to Green Economy projects (LED)

Dercarbonization of Planning-transition to a lower Greenhouse Gas emissions and climate resilient development/building/housing (DPHS)

Initiatives such Biogas projects, upcycling projects (wonder bags) Greening of the City through tree planting, flowers and food gardens, solar energy projects will be conducted through workshops and other awareness activities to the entire RLM Communities.

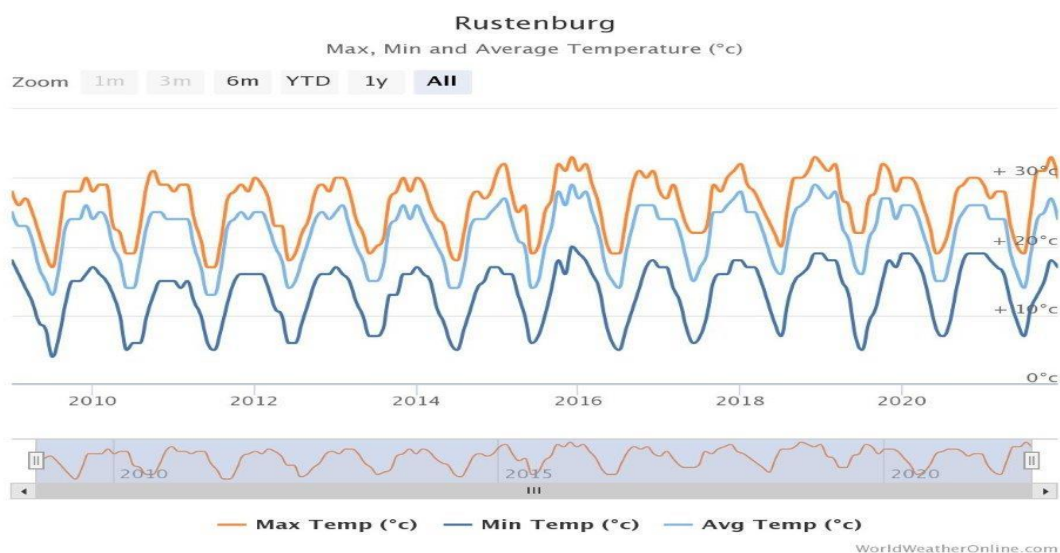
NB: The Rustenburg Climate Change Management Plan and Greenhouse Gas (GHG) Inventory is available: Unit to contact- Integrated Environmental management

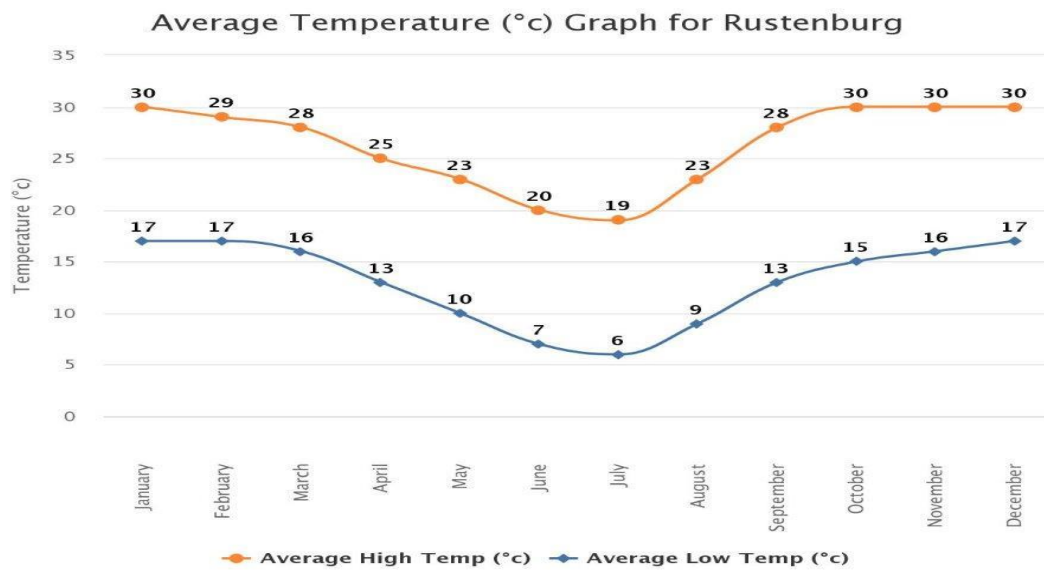
3.3.4.4 Rustenburg Local Municipality Climatic Conditions.

Rustenburg receives an average rainfall of about 605mm of rain per year, with most rainfall occurring mainly during mid-summer and an average temperature of 180C. The City normally receives the lowest rainfall (6.5mm) in June and the highest (178.37mm) in January. The monthly distribution of average daily maximum temperatures (charts below) shows that the average midday temperatures for Rustenburg range from 200C in June to 300C in January. The region is the coldest during July when the mercury drops to 1.70C on average during the night.

Temperature and Rainfall

Average Rustenburg temperatures



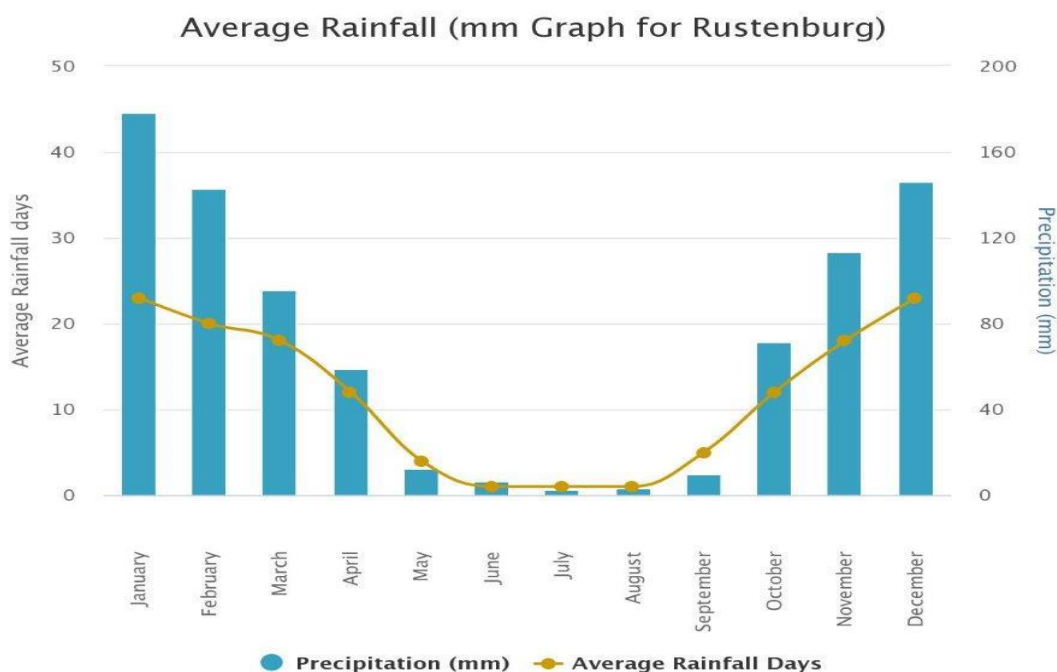


Data source: World Weather Online 2021

Rainfall

The highest rainfall occurs in January (178mm), moderate to high rainfall characterises the month of February, March, November December). The lowest rainfall occurs in July (2.34mm). From an air quality perspective, the winter period, especially June and July offer the conditions necessary for pollution episodes. These months have low rainfall and low temperatures, factors which could create less turbulence and possible atmospheric stability. In the event of such stable atmospheric conditions, pollutants could be trapped degrading air quality.





Data Source: World Weather (2021).

3.3.4.5 AIR QUALITY MONITORING

In terms of Section 24 of the Constitution, as well as the National Environmental Air Quality Act (AQA, 2004), government is enjoined to ensure that South Africans are breathing air that is not harmful to their health and wellbeing. Section 8 of the AQA provides for national monitoring and information management standards and stipulates that the Minister must, in the National Framework, establish national standards for Municipalities and Provinces to monitor ambient air quality and to report compliance with ambient air quality standards as requirements.

Rustenburg Local Municipality is one of the nine Local Municipalities (LM) included in the Waterberg–Bojanala Priority Area (WBPA) which was declared by the Minister on the 15th of June 2012 as the third National Priority Area (DEA, 2012a), crossing the North West and Limpopo provincial borders. The WBPA is located in the North West of South Africa and covers an area of 67 837 km². The development of the Waterberg -Bojanala Priority Area Air Quality Management Plan (AQMP) and the Rustenburg Air Quality Management Plan which is under review have contributed much to the improvement of the Rustenburg Ambient status.

The Rustenburg Air quality at any specific location depends on the interaction between sources of the pollutants and the action of the weather, in either transporting or dispersing the polluting particles and gases. In circumstances where the sources and patterns (spatial and temporal) of air pollutant emissions remain relatively constant, the factor of greatest importance in determining day-to-day increases or decreases in the overall concentration of air pollution is the weather

The Rustenburg Local Municipality has three Air Monitoring Stations that are situated at Boitekong Community Library, Tlhabane Community Library and Marikana at Regional Community Centre. The following pollutants and meteorological parameters are monitored on a continuous basis:

Pollutants: Sulphur dioxide (SO₂), Nitric oxide (NO), Nitrogen dioxide (NO₂), Nitrogen oxides (NO_x), Carbon monoxide (CO), Ozone (O₃), Particulate matter (PM₁₀) and Particulate matter (PM_{2.5})

Meteorological parameters: Wind speed and direction, ambient temperature, relative humidity, atmospheric pressure and global radiation

Due to vandalism the Air Quality Monitoring Station that used to be at Reatile Educational Centre will be moved to Tlhabane Community Library. The station will be commissioned once the installation of Air Quality Monitoring equipment is done. Boitekong Air Quality Monitoring Station is also offline to faulty data logger. Currently only Marikana Air Quality Monitoring Station is operational.

3.3.4.5.1 RUSTENBURG LOCAL MUNICIPALITY AIR QUALITY INFORMATION DISSEMINATION.

The RLM communities have a right to ambient air quality monitoring information monitored at all of the stations commissioned by the Municipality. The information from these stations is disseminated to the communities through a number of platforms. The following are the ways currently being used to take the information to the people:

The South African Air Quality Information System (SAAQIS), is an internet based platform, a partnership between the Department of Environmental Affairs (DEA), the South African Weather Service (SAWS) and government departments. SAAQIS is a 'one-stop-shop' for all air quality information, from monitoring to legislation, as well as notices, guidelines and contact information of air quality officials in different jurisdictions across the country. DEA has developed a country-specific Air Quality Index (AQI) in line with best international practices in order to simplify the reporting of air quality to the general public. The index has five bands indicating 'Low', 'Moderate', 'High' and 'Very High' and 'Hazardous' levels of air pollution.

The Rustenburg Air quality information is also disseminated through Multi-Stakeholder Reference Groups (MSRGs) and Implementation Task Teams (ITTs) established by the National Department of Forestry, Fisheries and Environment (DFFE) The meetings are held quarterly and the stakeholders:

Relevant National and Provincial Departments; District and Local Municipalities,

Non-Governmental and Community Based Organisations

Industries,

Academia,

Interested and affected parties identified during the implementation of the Air Quality Management Plan.

Monthly Air Quality Management Reports

N.B Rustenburg Local Municipality Monthly Air Quality Management reports are available. Contact: Integrated Environmental Management Unit.

3.3.5 WASTE MANAGEMENT SERVICES

The RLM is committed to providing an equitable, efficient, and effective integrated solid waste management service within its jurisdictional area, which is sustainable and is in accordance with the internationally accepted waste hierarchy principle. Through this, the municipality will ensure that waste is minimised, recycled, re-used and treated in accordance with national statutory requirements and policy, and that appropriate mechanisms and technologies are in place for the environmentally acceptable and cost-effective collection, transport and disposal of waste. Oversee and preside over the maintenance of all facilities/properties in the municipality and ensuring that they adhere to set high standards and compatibility and also that are well kept at all times.

The municipality gives their assurance that waste facilities operated or used by the municipality will be permitted and operated according to the DWAF Minimum Requirements and that they will constantly strive for the best standards in waste management. RLM currently renders the following waste management services:

- Domestic waste removal
- Business/Industrial waste removal
- Street cleansing and litter picking service
- Garden refuse removal services
- Waste Transfer
- Waste Treatment
- Landfill operation services
- Contracted services.
- Education and Awareness

3.3.5.1 Waste Transportation

Waste transportation is the major challenge within the collection and transportation of waste, to improve the availability of vehicles the following needs to be undertaken:

- Purchase new fleet
- Improved maintenance
- Acquire mechanics for waste vehicles
- Replacement of heavy waste management vehicles every five years
- Appropriately choose and utilize vehicles
- Train drivers
- Manage and control Fleet.

The Municipality established its status quo regarding the number of clients that do not pay for collection service received. This was also an Audit finding and it's receiving a serious attention. There is waste service verification team established to ensure that all customers receiving waste services pay accurate bills for the services provided to them. Furthermore, the procurement of two waste collection compactor trucks, four tipper trucks, one front end loader and two Tractor Backhoe Loader will be done through the Municipal Infrastructure Grant. Appraisal is already concluded and procurement is expected at the beginning of the 2022/2023 financial year.

Alternative service delivery mechanism in terms of Section 78 of Local Government Municipal Systems Act (Act 32 of 2000)

In 2004, the Waste Management Unit of the Rustenburg Local Municipality (RLM) embarked on a process to develop an Integrated Waste Management Plan / Strategy (IWMP). The fourth phase of the IWMP required Council to embark on a Section 78 study in terms of the Local Government: Municipal Systems Act, 32 of 2000 ("the Systems Act") to evaluate alternative internal and external service delivery mechanisms. The Section 78(1) study, as the required legislative process to analyse the status quo of waste services in the RLM and the possibility of delivering these services internally, was completed in April 2006. The Section 78(1) Report served before Council on 27 June 2006 and it was decided to proceed with the Section 78(3) Feasibility study (Phase 2 Study) as the required legislative process to investigate external service delivery mechanisms before taking a final decision on the most feasible service delivery option/s to be implemented by the Council in respect of its waste services. In the process of improving services, the Rustenburg Local Municipality has considered alternative service delivery mechanisms through the appointment of external service provider to provide both wet waste and landfill management. Street cleaning is done internally by permanent and Expanded Public Works Programme beneficiaries. The current service provider for wet refuse collection, Katlego Baphiring Trading Enterprise CC and Sethanye Trading and Projects are contracted from 01 May 2021 to 30 April 2024. Mphele Engineers and Project Management is appointed for the operation and management of the Waterval Landfill site from 01 May 2021 to 30 April 2024.

3.3.5.2 Waste Management Governance

3.6.5.3.1 The Constitution of the Republic of South Africa (Act 108 of 1996)

The waste management mandate is derived from Section 24 (Environment) of the Constitution of the Republic of South Africa (Act 108 of 1996) which states:

"Everyone has the right –

- (a) to an environment that is not harmful to their health or wellbeing; and
- (b) to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that –
 - (i) prevent pollution and other degradation.
 - (ii) promote conservation; and

- (iii) secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.”

3.3.5.3 Integrated Waste Management Plan (IWMP)

The final IWMP was approved by Council on the 29th May 2018. Subsequent to the approval, Council resolved that the IWMP be submitted to the Member of Executive Council for the North West Department of Rural, Environment and Agricultural Development. RLM submitted an approved IWMP to the MEC for READ and it was endorsed on the 01st August 2019. The Municipality submits an annual report to the provincial Department of Economic Development, Environment, Conservation and Tourism, as required by section 13 of the National Environmental Management Waste Act (Act 59 of 2008).

3.3.5.3.1 Waste Management By-Laws

The RLM's Integrated Waste Management By-law was approved and subsequently promulgated on 07 June 2016. The larger portion of enforcing the By-law is done by the Law Enforcement Officers from the Directorate Public Safety. There are portions that Waste Management Unit are obliged to enforce jointly with the Directorate Public Safety. For the purpose of generating income through By-law enforcement, Waste Management Unit is implementing Chapter 7, section 45 of the Rustenburg Integrated Waste Management By-law of 2016,

- 1) No person may provide commercial services for the collection and transportation of waste in the municipal area, unless such person is registered with the Municipality and obtained a license authorising these waste management activities.
- 2) An application for a licence must be submitted in writing in a format or a form prescribed by the Municipality including such information as the Municipality requires and the prescribed fee and, unless subsection (3) applies, the Municipality's prior approval for the collection and transportation of waste.
- 3) Any person already providing these commercial service at the commencement of this by-law, must within ninety days of such commencement date submit an application for accreditation in terms of sub-section (1), failing which the person will as from the date that the said ninety days' period expired no longer be able to render such services in the municipal area.
- 4) The Municipality will consider and grant or reject the application submitted in terms of sub-section (3), within 30 days of its receipt having regard to the health, safety and environmental record of the applicant and the nature of the commercial service to be provided and will furnish written reasons if such application is rejected.
- 5) Registration as a service provider does not entitle the service provider to render a waste removal service without the Municipality's approval for an exemption in terms of section 68 of this by-law.

3.3.5.3.2 National Domestic Waste Collection Standards (No.33935 of 11 January 2011)

The National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) stipulates that standards are required to "give effect to the right to an environment that is not harmful to health

and well-being," and that this right have to be applied "uniformly throughout the Republic". It is recognised that South Africa is a developing country and the purpose of the setting of standards is to ensure a service to all while complying with health and safety regulations without unnecessarily changing current creative collection processes as long as they function well and deliver a service of acceptable standard to all households. These National Domestic Waste Collection Standards are therefore applicable to all domestic waste collection services throughout the country.

The setting of National Domestic Waste Collection Standards was informed by the Constitution of the Republic of South Africa, 1996, the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008), the General Waste Collection Standards of Gauteng Province, the current international waste management standards and good practices in both developed and developing countries, the current waste collection practices in South African municipalities as well as stakeholder consultations. The standards are set based on the following principles agreed upon during the consultation process:

- Equity;
- Affordability and availability of resources within municipalities;
- Clarity and ease at which the standards can be implemented;
- Practicality; and
- Community participation in design of applicable and appropriate collection systems.

Level of Service

It is recognised that service levels may differ between areas depending on the practicality and cost efficiency of delivering the service. However, the standards for domestic waste collection as outlined below will be equally relevant to all different levels of domestic waste collection services. Service levels may vary between:

- a. On-site appropriate and regularly supervised disposal (applicable mainly to remote rural areas with low density settlements and farms supervised by a waste management officer);
- b. Community transfer to central collection point (medium density settlements);
- c. Organised transfer to central collection points and/or kerbside collection (high density settlements); or
- d. Mixture of b and c above for the medium to high density settlements.

3.3.5.3.3 National Waste Management Strategy (NWMS) 2020

The management of waste in South Africa falls within the mandate of the Department of Fisheries, Forestry and the Environment (DFFE).

To give effect to this mandate, the DFFE has developed and promulgated policies, legislation, strategies and programmes. Key amongst these is the National Environmental Management: Waste Act 59, 2008 (hereinafter referred to as "the Waste Act") and the NWMS of 2011. The NWMS is a

statutory requirement of the Waste Act. The NWMS provides a coherent framework and strategy for the implementation of the Waste Act and outlines government's policy and strategic approach to waste management within the South African government's context and agenda of socio-economic development that is "equitable, inclusive, sustainable and environmentally sound". The current NWMS 2020, which revises and updates the 2011 strategy, also achieves the following:

Assimilates our strategic approach to waste management with the commitments and directives of the Sustainable Development Goals 2030 (hereinafter referred to as "the SDG's") and South Africa's National Development Plan: Vision 2030 (hereinafter referred to as "the NDP");

Unequivocally locates waste management as one of the key underpinnings of South Africa's economy and social fabric; and

Integrates and provides an enabling environment for the DFFE's 2017 Chemicals and Waste Economy Phakisa and government's 2019 Good Green Deeds Programme.

The NWMS 2020 takes into account applicable and relevant feedback provided during public consultation processes held on the draft version. It also takes into account progress, challenges and lessons learnt from the implementation of the 2011 NWMS and as stated above, the political, social, environmental and economic context within which the waste sector operates and impacts on.

3.3.5.4 Refuse removal services

The greater Rustenburg area has approximately 120 000 service points of which approximately 70 000 points are serviced by the appointed waste collection contractors. Areas not receiving basic waste Management services include:

RDP houses – Newly developed houses are not yet receiving services and still registered under the RLM.

Some Informal Settlements

Rural areas

Farm houses

Villages serviced by the Roya Bafokeng Administration

The outsourcing of the waste collection services has assisted the Unit in regionalizing the service and reducing the transport and monitoring cost for the municipality. The collection of waste from a bigger part business premises is done through a public- private partnership, whereby service provider registers with the municipality to collect waste from business premises. Private waste collectors are registered with the Municipality in terms of Section 45 of the Rustenburg Local Municipality's Integrated Waste Management By-law. Private waste collectors are charged disposal fee at the landfill site as per the approved tariffs. Furthermore, the verification of businesses with or without waste storage areas and waste accounts is a process continuously undertaken by the Unit, due to change in ownership and occupation of properties, mainly in the CBD. Any discrepancies found are addressed during the verification process for accurate billing to be effected on customers. RLM currently collects only two bags of garden waste per household and as a result, residents resort

to disposing waste illegally. Currently garden waste is disposed at the dedicated area at the Waterval Landfill Site. With the implementation of STRUMOSA drop off area and currently operating from Monday to Sunday, residents can dispose off garden waste ONLY, free of charge.

Supplementary to the waste collection services, the Municipality provides alternatives waste service, mostly to areas that are not serviced, through clearing of illegal dumping, partnership with communities by providing and removing of skip bins and community based projects for various waste management activities

3.3.5.5. Waste Disposal

RLM has one operational regional waste disposal facility, Waterval Landfill Site. The Waterval Landfill Site receives domestic municipal waste as well as organic waste. No hazardous waste is accepted at the Waterval Landfill Site. Strumosa Waste Drop Off facility also accepts garden waste for non-commercial community member, free of charge.

3.3.5.6 Key Focus Projects

1. Procurement of specialized waste fleet to extend the service to the poor communities.
2. Completion and Operationalisation of Marikana Waste Transfer Station
3. Beneficiation of closed Townlands Landfill site
4. Development of Material Recovery Facility (MRF) and Composting Facility (CF) at Waterval Landfill site.
5. Development of Waste to Energy (WTE) plant at Waterval Landfill Site.

3.3.5.7 Service Delivery Backlogs

Twenty percent (20 %) of areas are currently not receiving services due to low resources, for rural areas, rapid growth of informal settlement and low cost recovery. Farm lands and newly developed areas are some of the areas currently not receiving services, a provision has been made in the wet refuse removal bid to allow for extension of scope to cover newly developed areas.

3.4 TECHNICAL AND INFRASTRUCTURE SERVICES DIRECTORATE

3.4.1 Water

RLM as the Water Services Authority provides services in all 38 wards and shared services with the Royal Bafokeng Administration in the following wards: 3, 4, 5, 6,7,22 and 26. RLM receives water from Rand Water and Magalies Water. Services provided include provision of new water and sewer services, operation and maintenance thereof. The unit is responsible for the operation of 20 potable water reservoir service, that service an area with 12 pump stations; three borehole water scheme systems in Rankelenyane, Molote City and Mathopestad; treated effluent system for irrigation in the CBD and Marikana Sewer Pumpstation.

3.4.1.1 Water sources

The RLM is supplied with surface water from the Elands and Crocodile rivers via the Vaalkop dam, the Hex River from the Bospoort Dam and from Vaal River via the Rand Water's Randfontein-to-Rustenburg water supply system. The RLM comprises the following river and stream courses:

Waterkloofspruit

Waterfallspruit

Dorpspruit

Tributary of the Legadigadi Spruit

Hex River (largest river in the area)

Rooikloofspruit

Sterkspruit.

The Vaalkop Dam supplies a significant portion of the RLM area. This dam is mainly fed by the Crocodile and Elands river systems. These river systems form part of the Crocodile catchment that comprises of the Upper Crocodile, Elands River, Pienaars River and the Lower Crocodile sub-systems.

The Bospoort Dam is fed by the Hex River that flows from the irrigation dam the Olifantsnek Dam in the south and is in turn fed by Waterkloofspruit and Rooikloofspruit tributaries. The Bospoort Dam supplies most of the mining regions in the RLM area.

Underground Water Sources of the RLM can be divided into two aquifer types. Rustenburg Layered Suite to the north of the Magaliesberg and Magaliesburg Formation to the south. Generally, the area has a poor ground water yield due to various reasons including clay soils with low permeability.

3.4.1.2 Water Service Providers

Rand Water Board

The Rand Water Board supplies Rustenburg with water via two systems, the Barnardvlei system and Vaalkop system in conjunction with Magalies Water Board. Approximately 90ML/day of water is

supplied by the Rand Water Board through both systems and about 51ML/day is through purchasing from the Magalies Water Board's Vaalkop system.

Magalies Water Board

Magalies Water Board supplies directly certain areas in the jurisdiction of the Rustenburg Local Municipality, provides water for purchasing to Rand Water Board through the Vaalkop system and directly supplies Rustenburg as well. Approximately 73ML/day of water is supplied by the Magalies Water Board through the Vaalkop system and about 51ML/day is sold to the Rand Water Board for further selling to Rustenburg Local Municipality.

Water Services Trust

The trust is a services entity owned by the Rustenburg Local Municipality that was established as a ring-fenced business entity. One of the main focus areas of the Trust was to re-commission the Bospoort Dam Water Purification Works to reduce the dependency of Rustenburg Local Municipality on external water supplies. Approximately 10ML/day of water from the works is supplied to the Rustenburg CBD and Rustenburg Platinum Mines via B1 pipeline.

Borehole water schemes

Rustenburg still has borehole water scheme systems in Rankelenyane, Molote City and Mathopestad where potable water provisioning is dependent on ground water. The boreholes are operated by the Tribal Authorities (Rankelenyane and Mathopestad) and the CPA (Molote city).

3.4.1.3 Existing Water Service Infrastructure

Water supply infrastructure

The greater part of the Rustenburg area is supplied with surface water from the Elands and Crocodile Rivers via Vaalkop Dam, the Hex River from the Vaal River. Pipelines from these sources belong to the relevant Water Boards and the Rustenburg Local Municipality connects to the Water Board's system through metered bulk water connections that feed the water distribution zone via the Rustenburg Local Municipality service reservoirs and eventually the pipeline network.

Waste water infrastructure

Both bulk system and internal sewer system are the property of Rustenburg Local Municipality as well as the sewer treatment works that are connected to for purification. The Rustenburg Local Municipality renders the waste water treatment service through the Rustenburg Water Services Trust. Water and Sanitation Southern Africa is the operator and maintenance agent of the Bospoort Water Treatment Works and all four Waste Water Treatment Works. The monitoring of all industrial effluent is currently put on hold due to challenges with institutional arrangement and administrative issues that are not aligned properly to provide the service.

3.4.1.4 Blue Drop Certification

The Department of Water Affairs initiated the drinking water quality regulation programme in 2005. The objective of the programme is to ensure that improvement of tap water quality by means of

compliance monitoring of all Water Services Authority (WSA). In an attempt to implement public confidence due to many negative reporting on water quality triggered the initiation of the incentive based regulation programme termed the Blue Drop Certification which commenced on 11 September 2008.

WSA's that scored 95% and more received the Blue Drop Certification; regarded as managing drinking water quality with excellence and exceptional manner. In the North-West Province only three municipalities attained the certification whereas the Rustenburg Local Municipality is one of them.

3.4.1.5 Backlog

RLM has a backlog of about 27 191 and 36 047 households that require water and sanitation services. Strategies to eradicate the backlogs are required to ensure the effective roll out of the programme as the millennium targets were set by the National Government for access to water and sanitation in 2008 and 2010 respectively. Subsequently the targets were set for 2014 for all services. NB: The summary above is subject to the findings of the backlog verification study and cleansing of the population model used by DWA for development of WSDP.

The drive for the millennium goals will continue to eradicate all backlogs. The provision of water to individual households (i.e. yard connections) will dominate in the future and VIP latrines will be the preferred sanitation system, specifically with the challenges of cost recovery. The supply of VIP sanitation on black clay will need special attention. The increase in level of service for existing consumers as well as normal population growth and influx into the area will result in an increase in water demand and related services.

3.4.1.6 Sanitation acceleration plan

The municipality in conjunction with the Department of Water Affairs (DWA) developed a sanitation backlog eradication acceleration strategy and was adopted by the council and is to be implemented by all relevant stakeholders. The adoption of the strategy was made by the council in July 2011.

3.4.1.7 DBSA and COGTA backlog eradication plan

The unit has been involved in the programme initiated by the DBSA and COGTA in formulating business plans for projects aimed at the eradicating of backlogs. The business plans were finalized, submitted to DBSA as the client of which the Department of Water Affairs still has to check for the fundability of the projects and municipalities will be informed as the process unfolds.

3.4.1.8 Water Resource Profile

The supply of adequate water to Rustenburg is the biggest challenge facing the municipality. The goal of the RLM is to ensure adequate water of different qualities suitable for different levels of use to ensure that the growth in Rustenburg is maintained. To ensure that sewage treatment is maintained at a level where the environment is protected, where the re-use of the effluent can be optimised and the sustainability of the service can be ensured. The biggest challenge is the fact that Rustenburg is at the limit of its water sources with both the Vaalkop and the Barnardsvlei systems fully utilised and a growing need for raw water that must be satisfied.

3.4.1.9 Water Conservation and demand management

It is very important that the municipality reduces water demand through the implementation of Water Conservation and Water Demand Management (WC/WDM) initiatives to ensure a sustainable supply of water for the future and result in significant long-term financial savings for the municipality and the public. This will be achieved by reducing water losses, reducing treatment costs and postponing large capital infrastructure. The RLM has since embarked on a formal Water Demand Management and Water Loss Control Programme to significantly reduce all non-revenue water. Consultants were appointed to undertake a high-level evaluation of the Status Quo and to identify a strategy to curtail this problem of non-revenue water. The first phase of this study (funded by the RLM) is complete and certain findings were observed during this phase which helped to shape a strategy:

Very significant water losses of 50% or more occur in some of the townships such as Hartbeesfontein (Lethabong), Monnakato, Boitekong, Rankelenyane and Phatsima

High static pressures were observed for Boitekong. This will increase the rate of leakages, particularly during the night

Domestic meters are not read on a reliable basis

Bulk meters are inadequate or non-functional and hence water balances are difficult to do

Many examples of true leaks due to burst pipes in networks were observed

The information regarding water infrastructure is difficult to access and it is recommended that all information be placed on digital format for ease of use and retrieval.

The above observations clearly showed the need for structured intervention to be executed in phases. The WDM programme is a multi-year intervention with the following phases:

Phase 1: High Level evaluation and strategy development

This phase was completed in 2006 and has indicated and identified the most critical areas and types of problems. This phase identified the types of problems, the areas of greatest concern and the interventions required to obtain maximum improvement at the lowest cost.

Phase 2: Water balance and addressing obvious problems

This phase had to be put on hold due to financial limitations. It requires the installation of functioning bulk meters to allow reliable water balances to be performed. The RLM is in the process of refurbishing bulk meters, but additional meters are required. Obvious leaks in reticulation systems must be repaired. The RLM is undertaking much of this work as part of the normal maintenance duties, but additional effort is required. During phase 2 significant progress will be made to fully quantify areas of great concern and also to address obvious problems.

Real Losses- reservoir overflows and leaks

Currently this is the highest contributor to non-revenue water as per the baseline report of water balancing. Aged infrastructure, lack of a maintenance programme, limited resources for a

refurbishment programme as per Water Services Development Plan and Master Plan, partial implementation of the water conservation and demand management programme are the result of high water losses.

Implementation of the Water Conservation and Demand Management Programme through a zoning exercise will enable the municipality to quantifying real losses and employ different initiatives as per zones depending on the causes of high losses. In the past, the allocation for the programme has been reduced to merely R620 000 in the current financial year. The unit is engaging the water boards in a team effort towards the programme. Drafting of the MOU between Rand Water and the RLM is currently underway after a series of discussions on the implementation of the programme. Whilst Magalies Water has shown interest to the collaborative effort and a follow up meeting is due in the following week to outline the approach.

The council resolution taken on rolling out of prepaid meters to all areas will also limit the non-venue water. The Lethabong Pilot project is currently at planning stage with the intense involvement of the ward councillors and ward committee members as the first leg of public participation. A visit to the municipality where the prepaid water meters are used was done in February 2012 for benchmarking purposes for the development of a detailed scope of the project unique to Lethabong and its social dynamics while considering the linking of the host system for the Rustenburg Local Municipality service area. An innovative finding model is required for the implementation of the project.

Apparent Losses-illegal connection consumption, not billed consumptions due to meter inaccuracies and low estimated consumption and administrative errors

The plumber's data base programme is geared to attend to the reported faulty meters to enhance revenue collection. Since the programme is a new initiative, administrative issues are currently slowing the programme's progress. However, a plan is in place to formalise the programme before April 2012.

Inaccuracies and errors

The inaccuracies and errors can be limited by data cleansing the financial system to have all connections uploaded and billed. This has been picked up through a couple of exercises that the number of connections on the ground is higher than the number of accounts in the financial system and that there is a high number of accounts with zero consumption, negative readings etc.

Data cleansing on its own cannot address the inaccuracies on billing information, a shift to automated reading can have a significant impact through elimination of human error. The municipality has to move to automated meter reading and have a fully functional and supported system too. Most of the water meters installed are AMR ready and this will minimise the cost of the shift. On the interim the high consumption queries are to be included in the monthly reporting as the high consumers are not necessarily the paying customers as well as the investigation of the stepped tariff effectiveness.

Phase 3: Reduction in non-revenue water levels Intervention to reduce non-revenue water levels to acceptable percentages is currently under way. Rustenburg intends to aim for a maximum of 15 %

non-revenue water. This phase could only be implemented once Phase 2 had been completed and the actual problem areas have been quantified and not only identified.

Progress:

The installation of the bulk and domestic meters has been completed in the CBD and Industrial North. After installation, the new meter information was captured on the financial system. In total 647 meters of high consumers and inaccurate meters were replaced including 28 valves and three fire hydrants under this programme phase.

Table 0-1: Cello Logger Installations

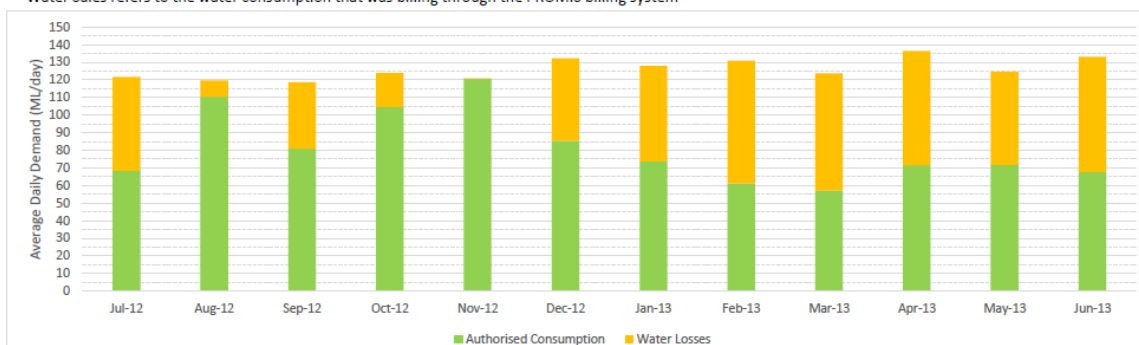
PMAC ID	Location	Name	Logging Requirements
7001	Lethabong LL PRV	Lethabong LL PRV Inlet	Flow and Pressure
7002	Boitekong PRV	Boitekong PRV Inlet	Flow and Pressure
Cello Logger Installations: to be completed in the next financial year			
7003	Industrial Res Outlet	Industrial Res Outlet	Flow and Pressure
7004	Booster Res Outlet	Booster Res Outlet	Flow and Pressure
7005	Booster PS & Halfmillion Outlet	Booster PS & Halfmillion Outlet	Flow and Pressure

Data loggers are also to be installed at the supply points of the bulk water suppliers for detailed monitoring of peak and night flows and pressure as well. Social intervention for end-user education- the annual November awareness month was successfully conducted in 2011. With the main focus on in house commitments by municipal water users and general awareness on water services issues to the consumers.

IWA Water Balance										BTO Office	
System Input Volume 124.0 ML/day	100%	Authorized Consumption 69.7 ML/day	56%	Billed Authorized Consumption 67.1 ML/day	54%	Billed Metered Consumption 45.3 ML/day	37%	Revenue Water 67.1 ML/day	54%	Water Sales** 67.1 ML/day	54%
						Billed Unmetered Consumption 21.8 ML/day	18%				
				Unbilled Authorized Consumption 2.6 ML/day	2%	Unbilled Metered Consumption 0.5 ML/day	0%	Non-Revenue Water 57.0 ML/day	46%	Water Distribution Losses* 57.0 ML/day	46%
						Unbilled Unmetered 2.1 ML/day	2%				
				Unit System Input Volume 220 L/co/day		Water Losses 54.3 ML/day	44%	Commercial Losses: Customer Meter Inaccuracies and Data Handling Errors and Illegal Connections 28.5 ML/day			23%
Physical Losses 25.9 ML/day			21%								
		Infrastructure Leakage Index 6.7									

* Water Distribution Losses refers to the losses incurred through theft (illegal connections), non- or incorrect metering or wastage as a result of deteriorating water infrastructure. It is calculated as the water purchased, from the bulk water suppliers, minus the water sold. from MFMA Circular 71

**Water Sales refers to the water consumption that was billing through the PROMIS billing system



3.4.1.10 Water Services Infrastructure Profile

RLM possesses well-developed bulk water and sanitation networks. Future bulk water and sanitation infrastructure project were identified as part of the Water Services Master Plan. A most pressing strategic gap for water services infrastructure is the fact that Rustenburg is running out of water resources to feed its growing demand. It is predicted that the water demand will grow to 200 ml/day for the town from the current 90 ml/day by the year 2030.

3.4.1.11 Customer Service Profile

A complaints centre has been established but is not functioning effectively. It will be to the benefit of the RLM to enhance this centre into a fully-fledged Customer Care Centre to achieve greater satisfaction from customers by improved service delivery and communication with its residents on the issues reported.

3.4.2 Sanitation Services

3.4.2.1 Waste Water Treatment Works

The directorate is responsible for the provision of waste water and sanitation services to all customers in the municipality. The Municipality through the Rustenburg Water Services Trust operate with 4 Waste Water Treatment Works (WWTW):

No.	FACILITY	CAPACITY
1	Rustenburg WWTW	42 ML/day
2	Boitekong WWTW	24 ML/day
3	Monakato WWTW	0.9 ML/day
4	Lethabong WWTW	2 ML/day

3.4.2.2 Sewer Network

The municipality has sewer network of approximately 1000 km of pipelines with 6 pump stations within the network. The network still has old clay and asbestos pipes which results into a high volume of sewer blockages. Projects are underway to upgrade outfall sewer lines as they have sections with inadequate capacity.

Awareness and educational drives are employed to curb sewer spillages that are frequent due to misuse of the waterborne sewer system by inserting foreign substances that also contribute negatively to the environment.

Major blockages on bulk sewer outfalls have adverse effects on the efficiency of the Waste Water Treatment Works due to inconsistency inflows and this situation directly affect the industrial water supply which is also serve as revenue base for the Municipality.

For additional revenue the effluent monitoring programme is in place that includes the managing of night soil dumpers/ honey suckers operating in the Rustenburg Local Municipality jurisdiction as well as small industries disposing effluent into the sewer system.

3.4.2.3 Septic Tanks

There are areas which are still using septic tanks within the municipality averaging number of 7 262 units.

3.4.2.4 Pit Toilets

Services provided in the rural areas and informal settlement are pit latrines. The estimated number of Ventilated Pit Latrine toilets is 33 575 units. The Pit latrines in the informal settlement pose high

health risk as many pits are full. Since these privately built pit toilets are not properly constructed the environment is negatively affected as ground water is at risk of contamination.

3.4.2.5 Green Drop System

RLM has not been performing well on the previous Green Drop assessments; the municipality is awaiting the release of the outcome of the 2021 assessment held in September 2021. However, a significant improvement in the risk rating is observed (refer to the table below):

Year	2009	2011	2013	2014	2016/17
Rustenburg WWTW	74%	78%	61.23%	56% RR	48% RR
Boitekong WWTW	41%	69.5%	75.25%	55% RR	64% RR
Lethabong WWTW	30%	48.1%	46.7%	53% RR	41% RR
Monakato WWTW	30%	44.8%	47.6%	71% RR	59% RR

As per the initial assessment outcome above mentioned under performance was a result of the following:

Incompetent Process Controllers

Ineffective effluent quality monitoring

Unavailability and none implementation of Risk Abetment Plan

Ineffective asset management system

3.4.2.6 Sanitation Challenge

Non-compliance with Drop Green Assessment;

Non-compliance with NO Drop Assessment;

Non-existence of Operation and Maintenance Procedures (OPR) or Standard Operating Procedures (SOP);

Dilapidated and failing bulk water and sanitation infrastructure;

Inadequate fleet

Insufficient funding allocation for O&M

Vandalism of the infrastructure

Reactive maintenance approach instead of preventative

Misuse of sewer system by introduction of foreign substances

The identified challenges are outlined in the Waste Water Risk Abatement Plan, Green Drop Improvement Plan with the mitigations of all the risks identified. Through these initiatives improvement has been realised in the following areas:

Infrastructure improvement

Provision of fleet

Development and use of Standard Operating Procedures (SOP)

Green Drop Certification Risk Rating

Objectives

No	Priority Issue	Problem Statement	Goals	Strategies
1	Sanitation Services 'Sanitation is dignity'	Low rating of the Green Drop Status Over capacitated sewer network Prolonged turnaround time to address sewer problems from the network Backlogs in household connections Full Pit latrines at informal settlements	To have a steady decrease on the Green Drop status rating. Operate the sewer system at optimal capacity Improve on the turn-around time for responding to sewer blockages and reduce outstanding complaints. Connect new households To have ventilated pit latrine	Strategy A: Ensure operations are done in line with compliance to Green Drop Assessment Systems. Prepare for participation for the next assessment to comply. Strategy B: Upgrade & Refurbish. Strategy C: Monitor the minimum stock quantities for critical material and tools and focus on availability of the yellow fleet through provision of adequate funds. Re-zone areas of operation and have each with dedicated team to respond and reduce long travelling trips. As well as implementation of shift systems to ensure provision of services 24 hours a day. Strategy D: Ensure that all township establishment when are approved before settlement they must have all basic services connections. Upgrade water borne sewerage systems as adequate bulk water becomes available

No	Priority Issue	Problem Statement	Goals	Strategies
				Strategy E: Deploy use of biological eco-friendly chemicals to treat the toilet and also carry out awareness campaigns to the community about the use of pit latrines.

5 Year Plan 2018-2023

STRATEGIC FOCUS AREA	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Potential funders
Access to basic sanitation services	78%	85%	90%	95%	98%	MIG, DWS, MINE HOUSES, DBSA
Eradication of Sanitation backlog	22%	15%	10%	5%	2%	MIG, SWIG, MINE HOUSES, DBSA
Refurbishment of Sewer pump stations	1	2	4	0	0	DWS
Upgrading of WWTW	2	0	1			MIG

3.4.3 Unit: Electrical Engineering Services

The Unit Electrical Engineering Services is one of seven interdependent and interacting units that comprise the Directorate of Infrastructure Development and Management of the Rustenburg Local Municipality. The Unit Electrical Engineering Services is operating as the organ of the RLM and of the Directorate of Infrastructure Development and Management for the supply and distribution of electricity in the demarcated area. Although Eskom have infrastructure and existing clients it does not have a license to distribute electricity and therefore, they are being used by the RLM to act as an agent to supply clients and do electrification projects under the license of the Rustenburg Local Municipality.

3.4.3.1 The Existing Network

The current maximum demand, safe transformer capacity and installed transformer capacity at the different supply-points of Rustenburg are summarized in the table below.

Table 1: High level substation capacities

No.	Description	Firm Capacity (MVA)	Installed Capacity (MVA)	Current Loading (MVA)	Estimated 2028 Loading (MVA)	Summary of Works Required
1	Voltaire Substation	20 MVA	40 MVA	25,4 MVA	30,3 MVA	Upgrade & Refurbishment
2	Boitekong Substation (New) and Associated Infrastructure	40 MVA (once constructed)	60 MVA (In future)	0	20 MVA	A Professional Electrical Contractor (Civil and Electrical Works) for the Total Supply, Construction, Commissioning and Hand-Over - Including Final As Built Drawings and Professional Liability of a fully functional New 40MVA 88/11kV Substation In Boitekong For Rustenburg Local Municipality as funds becomes available contracted for a period of three years - Turnkey
3	Industries Substation	30 @ 11KV and 120MVA @ 33KV	40 @ 11KV and 160MVA @ 33KV	28 @ 11KV and 77kV @ 33KV	35 @ 11KV and 110 @ 33KV Pending utilization of Diversity from Glencore	Normalisation, Rehabilitation & Upgrade.
4	Waterkloof Substation	120 @33KV and 60 @11KV	160 @ 33KV and 80 @11KV	15 @11KV and ZERO @ 33KV	60 @ 11KV and 10MVA @ 33KV	Load Reallocation & Load Control and 33kV Line to the new Modderfontein.
5	Motor City Substation	20 MVA	40 MVA	0	20 MVA	Vandalised Budget, Normalisation, Rehabilitation, Upgrade

No.	Description	Firm Capacity (MVA)	Installed Capacity (MVA)	Current Loading (MVA)	Estimated 2028 Loading (MVA)	Summary of Works Required
						& Commissioning
6	Kroondal	-	-	17 MVA	12MVA	Construct a total New Modderfontein 33/11kV Substation. Relocation and total new Construction of of a new fully operational Arnoldstad 11kV Substation. Deloading of Kroondal to enable Glencore Mine to feed dedicated from it.
7	Waterkloof Hills	20 MVA	40 MVA	4 MVA	10MVA	Only install feeders to R24 and overhead lines.
8	Modderfontein	20 MVA	40 MVA	0 MVA	8MVA	Condruct and link existing rural feeders to the Farming areas.

Client-base of the Rustenburg Local Municipality (Not all is active anymore) – As at 2017

CONSUMER	QUANTITY
Chrome furnaces	1
Residential Conventional	8 593
Government	11
Departmental	83 – Municipal buildings, Facilities, pump stations, sportsgrounds, R24 Masts.
Industrial	264
Commercial	3940
Mines	8
Agricultural	2539
Residential Pre-paid	52399
	67 838

APPROVED TARIFF BREAKDOWN 2020-2021

Tariff Name
Residential Rural Conventional
Residential Town Conventional
Residential Town Prepaid
11 kV Bulk supply Time-of-use
33 kV Bulk supply Time-of-use NMD < 150MVA
Bulk Supply Town and Rural 400 V
Bulk Supply Town and Rural 11kV
Non-domestic (Conventional) - Town + Rural
Non-Domestic (Prepaid) - Town + Rural
Residential Rural Prepaid
Glencore 150+kVA

Ongoing installations are performed through the prepaid section and registered with the BTO Billing System. The LV meters installed as at 31st January 2022 is follow:

Single Phase Domestic connection

Total: 57 226

Three Phase Businesses

Total: 2426

Total Domestic + Businesses = 59 652

Main Eskom/RLM Sub-stations

Industries substation

At present this sub-station is the one of the main Eskom incomer sub-station feeding the industrial area, the City of Rustenburg and portions of the rural and farming area including some of the chrome mines and ancillary plants. The electrical demand at Industries sub-station was de-loaded and does not exceed the safe transformer capacity during peak demand periods. Glencore 33Kv supply of their furnaces is fed from Smelter sub-station at 190MVA.

A 33KV, 34MVA diversity overhead line exist between Industries and Glencore which can be made available should it be required. Glencore still monthly pays the NMD of 34MVA monthly, whether they use the feeder or not.

Within the supply area of Industries sub-station Ferro Chrome Furnaces has closed down.

The tender for the upgrading of Industries which include the upgrading of the current Transformers was advertised but not adjudicated due to funding. A request for funding was submitted in the IDP

New 88kV Interconnection Line between the New Eskom Substation

This project was coordinated with Eskom. A 2.1 km new 88kV Interconnection link Line between the new Eskom substation and Waterkloof substation was Constructed and commissioned in 2018. This resulted in the de-loading of 55MVA on Industries.

Kroondal substation (Marble Lime)

Kroondal sub-station is at present supplying the bulk of the rural clients in the area to the Southwest of the City of Rustenburg. The bulk of the chrome mines and ancillary plants are also fed from this sub-station. As the installed safe transformer capacity of the substation is still exceeded, some of the load was transferred to Waterkloof sub-station, The new 88kV Interconnection Link Line between the new Eskom substation and Waterkloof substation is completed.

Voltaire substation

Voltaire sub-station was designed to supply the Paardekraal area to the north-east of the city (Boitekong, Meriting, commercial and industrial areas associated with these townships). As the industrial sector planned for Paardekraal has not yet materialized the demand consists of mainly residential clients as well as street and area lighting. Currently a new mall was constructed which is supplied from Voltaire sub-station. The load growth of the sub-station was constantly monitored and the Rustenburg Local Municipality. The substation has at one stage IN 2017 reached a demand of 30.1MVA and it was found it was necessary for the upgrading of the sub-station and/or network.

Rustenburg Local Municipality plans the construction of an 88/11kV substation in Boitekong to relief the current loading at Voltaire Substation. The Capacity is 40MVA and the Demand has declines to between 23 and 25 MVA due to ongoing control of illegal connections.

The following operational status however has an influence. The demarcated supply area has been decreased from the Quarries on the eastern side of Bospoort dam back to the Boitekong Thabazimbi intersection close to where this new substation is earmarked to be built.

The new proposed 88/11kV substation will divide the Supply area to ensure that the load is transferred more equally. Further-more to this there might be the option of upgrading the existing new 11kV Mogwase substation as well as the existing 88/11kV Voltaire substation and associated lines and feeders.

In order to ensure the viable implementation and efficient use of any funding the Rustenburg Local Municipality requires the following:

The implementation of the project in a phased approached as and when funds become available.

All radial feeders from Voltaire substation will be connected by means of new cable feeders looping the different busbars to ensure more switching options.

Upgrading of Existing Substations in Rustenburg

Total of 5 x 33/11kV substations in Rustenburg namely (Munic, Industries, Park, Boschdal, Noord and Donkerhoek) was earmarked for upgrading. The 33 and 11kV substation breakers and equipment have reached the end of their lifespan and are fully depreciated assets and unreliable. Most of the oil switchgear was installed decades ago.

These breakers were overloaded, worn and the protection schemes are not in line with current requirements. This contributes to uncontrolled upstream tripping and also unsafe conditions to electrical officials to operate. Lack of preventative maintenance a problem mainly due to skilled personnel shortages in this field of operation and financial constraints. Theft of copper cables and earthing systems in substations were problematic. Switchgear and transformer failures were more common with occurrence of frequent equipment, panel and transformer failure.

1) Munic 33/11KV Substation.

The project was handled as an emergency and the upgrading was completed and handed-over. The final project cost on this project amounts to +- R17.0million.

2) Industries 33/11KV Intake Substation

Estimated total budget cost in 2021 is R 95 million. This 33/11KV Intake Substation will be prioritised to enable the upgrading of the substation to ensure the Industrial area and all other customers have a reliable supply.

3) Noord 33/11kV Substation.

Estimated total budget cost R 14.5 million. The tender was approved and the upgraded substation was fully commissioned. Maintenance will be part of the future budget.

4) Donkerhoek 33/11kV Substation.

Estimated total budget cost R 20.5 million. The tender was approved and the upgraded substation was fully commissioned. Maintenance will be part of the future budget.

5) Boschdal 33/11kV Substation.

Estimated total budget cost R 7.2 million. The tender was approved and the upgraded substation was fully commissioned. Maintenance will be part of the future budget.

6) Geelhoutpark 33/11kV Substation

The substation and associated infrastructure was upgraded with the Electrical Engineering Contributions from Rustenburg x 30 Mall.

7) Park 33/11kV Substation

This substation is currently floating due to all earth wires that has been vandalised and stolen. This substation mainly feed the CBD and Mpheni House. Tenders were already advertised. Within the IDP timeframe this substation must be restored to the full.

3.4.3.2 CONSTRUCTION OF NEW SUBSTATIONS IN RUSTENBURG

Waterkloof Hills 33/11kV Substation

Several new substations such as Waterkloof Hills was designed and was newly built to cater for future developments based on the rezoning and projected development scenarios of Rustenburg

based on the existing. By completing the R24 connection as per the Masterplan the network will be manageable.

Motor City 33/11kV Substation

The Substation situated at the South-Eastern side of Rustenburg CBD near Magalies View. This substation will mainly be utilized to feed all developments in the (Waterkloof East).

The Construction was 95% complete and should have been energised. External factors led to non-completion and RLM have to reconstruct the Substation. This needs to be budgeted for and implemented in this IDP phase.

Total investment Cost is for Switchgear and Transformers over the IDP period is R 20million.

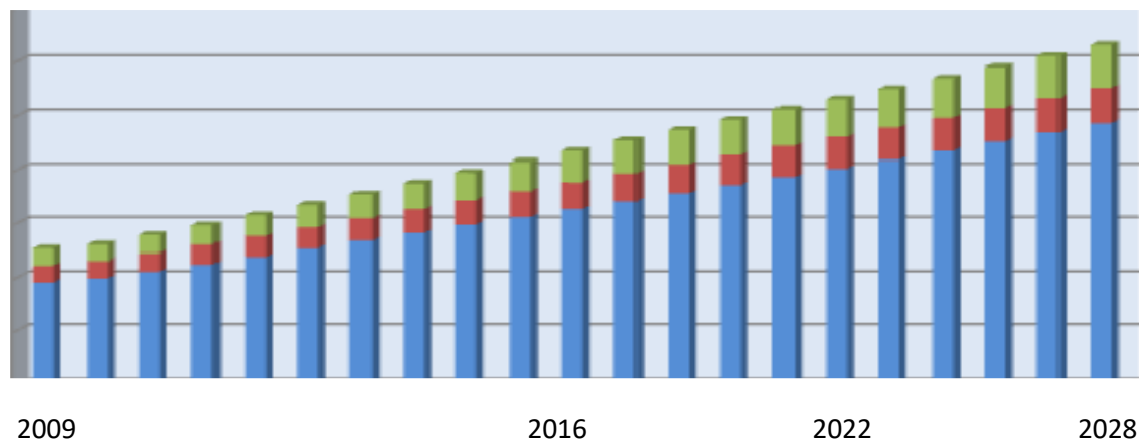
Waterkloof 88/33/11kV Substation

This substation is an 88kV Eskom intake point situated at the South-Eastern side of Rustenburg CBD - NMD designed for a firm 180MVA. This substation mainly connects 33kV Ring feed cables back to Motor City Substation, the Southern parts of Rustenburg and Town, the 11kV cables to all Mining, Business and residential developments in and around the Delta Area.

At this stage the Back feed capacity is not sufficient in the event RLM loses Industries Substation. New 33kV feeders needs to be budgeted for and installed back to town.

Forecasted system load for Rustenburg

The forecasted 15-year system Masterplan which load profile comprises of the following intake sub-stations Industries, Voltaire, Kroondal and can be seen in the graph below. The smelter furnace that is currently supplied from Smelters sub-station is excluded from the Industries sub-load. The forecasted 15-year system load never realized as a result of worldwide known events which hampered the growth of Rustenburg. The load forecast (masterplan) is still effective due to the limited growth of Rustenburg in the last 8 years as from 2014. The masterplan was theoretically calculated until 2028 on available data but the masterplan is only valid till 2024. The request and specifications for a total new update will be advertised in 2022 and will be, together with the existing un-finalized projects, be implemented in the IDP Period



BLUE PART - BOTTOM – INDUSTRIES 33kV

RED PART – MIDDLE - KROONDAL 33kV

GREEN PART TOP - VOLTAIRE 33kV

3.4.3.3 Electricity Infrastructure

From the above growth trend, it is clear that several projects will have to be implemented within the next 5 financial years in order to meet the new demand in the Rustenburg area of supply. Fortunately, the current economic downturn had given Rustenburg breathing space and ease the timeframe for the implementation of the bigger projects. Outstanding projects will be completed in due course.

The cost estimates are based on the requirements for:

Expansion

Strengthening

Maintenance improvement projects.

Rustenburg invested previously significantly in the electricity distribution infrastructure in order to meet the growing demand for electricity and to replace ageing equipment/plant.

Continued investment is required to ensure that quality and reliability of supply, as required by The National Electricity Regulator, is achieved. An ageing plant not only poses a significant risk to the reliability of the supply, it also poses a high risk to the residents of Rustenburg and to the staff that operates this ageing equipment.

To align Electrical and Budget and Treasury in their operations, the following will be re-initiated:

Updated Cost of Supply Study for every Account type.

Alignment of Tariff codes to each tariff component approved by Nersa for implementation.

Electricity Bulk Engineering Contribution Study for alternative energy initiatives- SSEG

Electricity Tariff and revenue enhancement implementation - Nersa D Form Studies.

SAIDI and SAIFI principles will be done more intense.

This will be an ongoing exercise and operation to ensure the best information is available to Council.

The masterplan is updated yearly internally to cope with unexpected changes in Electricity demand.

The following projects must be implemented:

Planned Year	Sub-station	Project Name	Project description	Estimated budget Cost (R1 000)
2022 - 2027	Industries	Industries 33/11kV, Substation	Upgrade 33/11kV, Substation – Upgrading and refurbishment is expected to be done in this 5-year period	75 000.00
2022 - 2027	Motor City Substation	Motor City 88/11kV 2x20MVA substation (New Substation)	Build 88/11kV 2x20MVA substation. Substation was 95 % complete. The substation was vandalized. Upgrading is expected to be done in this 5-year period	20 000 000
2022 - 2027	Waterkloof	Waterkloof Load Control	Install Load Control	10 000 000
2022 - 2027	Park Substation	Park 33/11 kV	Upgrade 33/11kV, Substation – Reinstall vandalised earthing and Upgrading of Switchgear and protection systems. Repair faulty 20mva Power Transformer	20 000 000
2022 - 2027	Boitekong Substation - 40MVA (Minimum) with extra bay	Build 88/11kV Sub (New Substation)	Build 88/11kV 2x20MVA (Minimum) substation with extra bay and all associated infrastructure to make it fully functional and ensure new developments can be accommodated in future.	77 000 000
2022 - 2027	Voltaire Substation	Voltaire 88/11kV Substation	Add “1x88/bay” to ensure the energizing of the new Boitekong Substation 40MVA and extra bay. Cater for the proposed new Safari developments.	10 000 000
2022 - 2027	Motor City Substation	Waterkloof 33 and 11kV ring feeders	Install and complete 11kV ring feeders to surrounding areas after substation is refurbished.	10,000
2022 - 2027	Zinniaville	Feedback from Noord	Complete ring feed	1 500

2022 - 2027	MV & HV networks	Re-install vandalized Supply to Seraleng	Build HV line in servitude from Voltaire 2.2km Hare conductor	2 000
2022 - 2027	Rebuild Arnoldstad substation	Upgrading and refurbishment		3 000 000 (RLM Coordinating with SLP - Glencore)
2022 - 2027	Build Modderfontein 33/11KV substation	Upgrading of rural and farming area South of Rustenburg		20 000 000 (RLM Coordinating with SLP - Glencore)
2022 - 2027	Build 33kV line from Waterkloof to new Modderfontein 33/11KV substation	Upgrading of rural and farming area South of Rustenburg		4 000 000 (SLP - Glencore)
2022 - 2027	Waterkloof and Munic Substation Feeders - Replace problematic HV overhead lines with Underground Cables.	Upgrading of open structures within the developed area of Rustenburg		8 000 000
2022 - 2027	11kV Substations in old Cashan - Replace problematic LV bare overhead lines with Bundle Conductor.	Upgrading of open structures within the developed area of Rustenburg		3 000 000

2022 - 2027	Waterkloof Hills and Waterval Mall Substations – Link the substations and the Dinie Estate as well as Arnoldstad Line	Linking of radial and very long feeders to ensure stability and switching options within this new development area of Rustenburg		5 000 000

3.4.3.4 Upgrading of Existing Electrical Networks.

Electrical Medium and Low Voltage Distribution Networks

Underground Network

The project is ongoing and consists of the upgrading of the old main 11kV distribution feeders to cater for the increased load requirements in both residential and commercial loads due to rezoning and densification etc.

Old insufficient overhead lines must be replaced with a bundle conductor system. Areas of focus are Old Cashan (Hendrik v.d. Merwe and surrounding areas), Rustenburg East End, Zinniaville, Rustenburg North and some areas in the Bo-Dorp. The Municipality has invested approximately R 30 million on the projects over the years until now.

It is important to notice that to upgrade the system are contractor, material and plant based.

Minimum Capital Funds as requested on the IDP – next 5 years (2022 - 2027).

Rustenburg East and associated areas (Integrated with Zinniaville, Karlienpark etc.) – minimum R 5 million per year – and dedicated contractor.

Rustenburg North and associated areas (Integrated with Zinniaville, Karlienpark etc.) – minimum R 2,5

Rustenburg CBD and associated areas (Integrated with Residential areas etc.) – minimum R 2 million per year.

Rustenburg – Boitekong and associated areas (Integrated with Sunrise Park, Ramochana etc.) – minimum R 1 million per year excluding new electrification areas which will be bulk projects.

Cashan 28

Cashan 28 was completely electrified. The stands were never sold within the identified period and the network was vandalized.

Currently the stand owners build houses and the network is to be re-installed where electricity connections are needed. This is an ongoing process to prevent the vandalism after installation until such time that the whole network is completed and energised. Final outstanding cost estimate to upgrade as and when houses are built is R 3 million over the 5 year period

Rural Overhead Network

The project entails the following:

Upgrading of 650 km of overhead lines (MV and LV) by replacing insufficient conductors with bare conductors able to handle the new demand in capacity as well as to enable ring feeding during fault conditions. This will ultimately reduce power outage timeframes.

This includes the replacement of decayed wooden poles with new concrete poles and the old Porcelain insulators with new insulators or to upgrade to Silicon Rubber insulators, all necessitated by age, climate wear and tear as well as soil conditions – Ongoing project.

Old leaking transformers are refurbished and the low voltage lines feeding from the transformers where applicable. The Municipality has invested approximately R 10 million on the projects and replacement of vandalised infrastructure until 2020.

The sudden sabotage and vandalism of networks cost the municipality close to 50 million in the from 2020 till date.

Minimum Capital Funds as Requested on IDP – next 5 years (2022 - 2027).

Vegetation - Rural areas and associated areas (Integrated with Northern rural areas such as Rietvlei, Southern Rural Areas such as Boschfontein, Waterval, Zuurplaat, Modderfontein Kroondal etc.) – minimum R 2,5 million per year.

Budget for uncontrolled Vandalism approximately R10 million per year on this trend.

Replacement of Old Metering Equipment.

HV Metering Equipment

An AMR server was installed and cater for CT (Current Transforming) and Maximum Demand Meters for Departmental, Business, Industrial and Bulk Consumers were implemented to enhance revenue by ensuring correct metering and billing information. Each meter installation is also audited and verified as correct on installation.

All installations are monitored, and vandalism and theft of sim cards and modems are monitored daily. The cost per year to maintain the basic installations is approximately R500 000.00 per year. This excludes any new installation.

AMR meters installed amounts to 455 in the following categories.

Time of Use Customers = 30

Departmental, Business, Industrial and Bulk Consumers = 425

Some of the Bulk meters are used as check meters when Prepaid meters for energy consumptions are installed, but the Service Charges per Legal stand is still paid.

Minimum Capital Funds for Metering Equipment as requested on the IDP – next 5 years (2022 – 2027) is R500 000.00 per year. The total project will over the IDP period is estimated at R 2 500 000.00.

This might change significantly if RLM can manage to attract Businesses, and in turn giving work to residents.

LV Metering

Ongoing installations are performed through the prepaid and metering section and registered with the BTO Billing System. The meters installed as at 31 January 2022 is follows:

- Single Phase Domestic connection
- Total: 57 226
- Three Phase Businesses
- Total: 2426
- Total Domestic + Businesses = 59 652
- Capitalized Maintenance Program

In order to address the backlog on maintenance with regard to the medium voltage network, the following program of refurbishment was adopted by the Unit: Electrical Engineering Services and will be referred to future MTEF capital budgets within the five-year IDP timeframe.

The program will be scheduled over the 5 years as budgets becomes available.

Program of 11kV Refurbishment

The below substations will be completed but the scope is not limited to the mentioned subs.

Substation	Project Description - Replacement of:	2022 Prices
Ou Waterwerke	Replace 12 Panels (1973) with New 11kV Switchgear	R3 484 000.00
Swembad	Replace 10 Panels (1971) with New 11kV Switchgear	R2 613 000.00
Middelstraat	Replace 4 Panels (1968) with New 11kV Switchgear	R1 139 000.00
Boomstraat	Replace 5 Panels (1953) with New 11kV Switchgear	R1 273 000.00
Poskantoor	Replace 5 Panels (1960) with New 11kV Switchgear	R1 273 000.00
Booster	Replace 4 Panels (1957) with New 11kV Switchgear	R1 005 000.00

MKTV	Replace 4 Panels (1964) with New 11kV Switchgear	R696 800.00
Christie	Replace Megnafix (19xx) with New 11kV Switchgear	R294 800.00
Tamboti	Replace Megnafix (19xx) with New 11kV Switchgear	R294 800.00
Unicorn	Replace Megnafix (19xx) with New 11kV Switchgear	R294 800.00
Moepel	Replace 6 Panels (1972) with New 11kV Switchgear	R1 581 200.00
Kloof	Replace 7 Panels (1974) with New 11kV Switchgear	R1 742 000.00
Lilac	Replace 8 Panels (1975) with New 11kV Switchgear	R2 077 000.00
Wisteria	Replace 11 Panels (1975) with New 11kV Switchgear	R2 948 000.00
Total		R23 785 000.00

Budget for uncontrolled Vandalism approximately R10 – 15million per year on this trend.

3.4.3.5 Electricity Distribution

In general, from the complaints received from the community, the provision of electricity can be seen as satisfactory. The affordability of the already high electricity rate is however a concern to the customers.

3.4.3.5.1 PUBLIC LIGHTING

Street and High mast lighting

The provision of street lighting in Rustenburg can be described as in a bad state due to ongoing excavations, which damage supply cables, vandalism and theft of streetlight poles and associated equipment, vehicles knocking down streetlight poles and lack of manpower. Lack of proper lighting may result in more criminal activities and therefore the proper functioning of streetlights is of utmost importance for the residents. The street light maintenance of Rustenburg is currently not outsourced and a tender is being compiled in order to catch up with the backlog on the maintenance programme.

The tender was advertised for the supply of public lighting equipment and nobody was appointed. It will be re- advertised to enable implementation after appointment is made.

EEDSM Project Plan for Financial Year 2022 - 2027 (IDP)

Rustenburg Local Municipality has built on the strategic focus areas it has identified as the cornerstones of a successful and thriving council within the developed Master Plan 2040, and which form the foundation of its Five-year Integrated Development Plan. The approved master plan has five (5) goals, among them sustainable resource management focusing on water management, waste and environmental management, and smart energy management.

Over the next five-years, Rustenburg Local Municipality is expected to improve energy efficiency of public street lighting, buildings and water service plants. In addition, the target over the next five years is projects on waste-to-energy harvesting Biogas from most of the Wastewater Treatment Plants in order to generate electricity. Our focus will be on making our public street and high mast lights more efficient, whilst smart meters and energy management systems will be installed to support our measurement and monitoring of electricity consumption. In addition, technical feasibility studies will be carried out to assess the viability of biogas cogeneration and other clean energy solutions in buildings and water services plants.

The following projects must be implemented in the following 5 years:

AREA OF FOCUS	PROJECT DESCRIPTION	ESTIMATES FOR 2022/2023	ESTIMATES FOR 2023/2024	ESTIMATES FOR 2024/2025	ESTIMATES FOR 2025/2026	ESTIMATES FOR 2026/2027
Public Street Lights and High Mast Lights	Retrofitting of old Street Lights and High Mast Lights with new energy saving LED lights	R17 850 000	R1 600 000	R7 970 000	R8 000 000	R10 000 000
Municipal Buildings	Retrofitting of old fluorescent Lights with new energy saving LED fluorescent lights including Solar PV on top of Municipal Buildings		R8 388 250		R2 000 000	R7 000 000
Waste Water Treatment Plants	Replacement of IE1 Motors with IE3 Motors for efficiency in			R6 300 000	R5 000 000	R2 000 000

	operation					
TOTAL		R17 850 000	R9 988 250	R14 270 000	R15 000 000	R19 000 000

3.4.3.6 ELECTRICAL NETWORK INFRASTRUCTURE VANDALISM

The electrical infrastructure of the Rustenburg Local Municipality has become an area of attention for various criminal elements in recent times. Critical electrical equipments have repeatedly been vandalised and/or stolen. This has resulted in serious implications to the ability of the electrical team to properly operate the network and ensure uninterrupted supply of electricity. The consequences of these acts of criminality are prolonged outage times for consumers, compromised electrical network infrastructure, financial losses to the Municipality.

A number of cases were recorded by the unit: Electrical Engineering Services and reported to the South African Police Services for further handling.

Below is a list of cases reported and case numbers, together with estimated financial implications for all the damages and theft to the electrical network infrastructure. The cases were reported between March 2021 and January 2022.

Item	Incident Date	Equipment Name	Description	Serial Number	Address	Status / Condition	Replacement / Repair Cost	SAPS Case Number
1	23/8/2021	Bosch Str MS	200kVA Minisub	90/348	Cnr Bosch & OR Tambo	Oil Leak	R 667 120,92	CAS 42/9/2021
2	16/8/2021	College MS	315kVA Minisub	M8253/1	Fatima Bhayat	Oil Leak	R 747 289,54	
3	20/8/2021	Heystek MS4	200kVA Minisub	M2262/3	Cnr Kock & Heystek	Oil Leak	R 667 120,92	
4	19/8/2021	Wolmarans 175 MS	315kVA Minisub	M1300/1	Cnr Beyers Naude & Heystek	Oil Leak	R 747 289,54	
5	25/8/2021	Smit 153 MS	500kVA Minisub	MS052/18	Cnr Mbeki and Heystek	Oil Leak	R 780 734,12	
6	26/8/2021	Bethlehem 201 MS	315kVA Minisub	MS-137/59	Bethlehem 201	Oil Leak	R747 289,54	
7	26/8/2021	Bethlehem 179 MS	500kVA Minisub	90273	Bethlehem 179	Oil Leak	R 780 734,12	
8	16/8/2021	Wimpy MS	315kVA Minisub	M3303/3	Cnr Mandela & Berg	Oil Leak	R 747 289,54	
9	13/8/2021	Scheiding MS2	315kVA Minisub	JC-3185	Scheiding Street 70	Oil Leak	R 747 289,54	
10	9/8/2021	Scheiding 87 MS	315kVA Minisub	20777703/01	Cnr Scheiding & Homer	Oil Leak and Explotion	R 747 289,54	
11	4/3/2021	Hi-Fi Corp MS	500kVA Minisub	TR4176	R24 Platinum Fitness	Transformer & LV Vandalised	R 780 734,12	
12	12/7/2021	Hi-Fi Corp MS	500kVA Minisub	TR4176	R24 Platinum Fitness	Transformer & LV Vandalised	R 780 734,12	
13	17/8/2021	Leyds 89 MS	315kVA Minisub	TR3571	Cnr Leyds & Lucas	Oil Leak	R 747 289,54	

Item	Incident Date	Equipment Name	Description	Serial Number	Address	Status / Condition	Replacement / Repair Cost	SAPS Case Number
14	29/7/2021	Bus Rank Stalls MS	315kVA Minisub		Bus Rank	Oil Leak	R 747 289,54	
15	26/7/2021	Tennis Court MS	100kVA Minisub	48616	Olympia Park Tennis Court	Transformer & LV Vandalised	R 667 120,92	
16	26/5/2021	Cricket Club MS	200kVA Minisub	M6780/1	Olympia Park Cricket Club	Transformer & LV Vandalised	R 667 120,92	
17	19/7/2021	Ben Marais MS	315kVA Minisub	M8252/2	Ben Marais Hall	Transformer & LV Vandalised	R 747 289,54	
18	20/5/2021	Donkerhoek Transformer	50kVA Transformer		Donkerhoek	Transformer Stolen	R 91 795,00	
19	11/6/2021	Reitvlei Transformer	100kVA Transformer		Rietvlei	Transformer Stolen	R 129 030,00	
20	17/6/2021	Pole J196 Transformer	25kVA Transformer		Reynosterfontein	Transformer Stolen	R 82 656,64	
21	4/3/2021	Korokoro MS 10	630kVA Minisub		Korokoro Street next to CTM	Transformer & LV Vandalised	R 850 000,00	CAS 786/9/2021
22	14/9/2021	Klopper MS 65	315kVA Minisub	JC 3111/4	Cnr Klopper & Von Belkum Street	Oil Leak	R 747 289,54	
23	06/10/2021	Bethlehem MS 85	500kVA Minisub		Cnr Bethlehem and Zendeling	Oil Leak	R 780 734,12	

Item	Incident Date	Equipment Name	Description	Serial Number	Address	Status / Condition	Replacement / Repair Cost	SAPS Case Number
					Street			547/11/2021
24	05/11/2021	Heystek MS 39	500kVA Minisub		39 Heystek Street	Oil Leak	R 780 734,12	
25	17/11/2021	Van Zyl MS 1	200kVA Minisub		Cnr OR Tambo and Beneden Street	Oil Leak	R 667 120,92	
26	17/11/2021	Kruger MS 141	500kVA Minisub		Cnr Kruger and Heystek Street	Oil Leak	R 780 734,12	
27	17/11/2021	Sesbania MS 2	100kVA Minisub		Cnr Sesbania and Salvia Avenue	Oil Leak	R 387 090,00	
28	29/12/2021	Lucas 43 MS	315kVA Minisub		Cnr Bosch and Lucas Streets	Oil Leak	R 747 289,54	To Be Confirmed
29	07/01/2022	Beneden MS 11	500kVA Minisub		Cnr Beneden and Oos Streets	Oil Leak	R 780 734,12	
30	17/01/2022	Molen MS 13	500kVA Minisub		Cnr Molen and Klopper Streets	Oil Leak	R 780 734,12	
31	18/01/2022	Silwerrand PS Transformer	50kVA Transformer		Silwerrand Primary School	Transformer Stolen	R91 795,00	
32	21/01/2022	Scheiding MS	315kVA Minisub		Cnr Scheiding and Homer Streets	Oil Leak	R 747 289,54	
33	27/01/2022	Beyers Naude MS 25	315kVA Minisub		Beyers Naude Street	Oil Leak	R 747 289,54	

Item No	Incident Date	Cable Type and Size	Cable Length (m)	Address where cable was stolen	Replacement Cost	SAPS Case Number
1	22/11/2021	35mm x 3 core Al	300	Rustenburg LM Stores	R87.744,00	CAS 616/11/2021
2	17/11/2021	16mm x 2 core Cu	300	Rustenburg LM Stores	R32.919,00	CAS 484/12/2021

The observed trends, together with general trends around the country regarding vandalism of municipal infrastructure, are to be used to estimate capital requirements for repairs and replacement of all vandalised electrical network infrastructure. As part of planning, an assumption is made that the observed trends will have small variations over the next 5 years.

Is it necessary that the Municipality budget for the repairs of all vandalised and stolen infrastructure over the next 5-year period.

Approximately R20 000 000.00 per financial year, for the next 5 years should be budgeted and allocated to repairs and replacement of all stolen and vandalised electrical network infrastructure.

3.4.3.6 DMRE ROLLING PLAN – EEDSM

The following is extracted from Rustenburg Local Municipality letters and responses on names of villages furnished to form part of the different rolling plans for basic electricity services.

3.4.3.7 ELECTRIFICATION PROJECT PLAN FOR FINANCIAL YEAR 2022 /2023 ONWARDS (IDP)

Electrification Programme

Subsidised electricity connections

Electricity availability is primarily a problem in informal settlements.

Through the Electrification program funded by the Department of Mineral and Energy for proclaimed areas it is important that the formalization be prioritized.

This is currently being addressed by the Directorate Planning and Human Settlement and the Electricity Department of Rustenburg.

Electrification of New Townships and Villages.

Popo Molefe – +- 5700 new connections

Designs are finalized in-house, and the tender will be submitted for advertisement once SCM is convinced that proper funding is available. The project is expected to be finalized in this IDP period

Proposed Electrification Original Budget Programs 2022 Onward – RLM supply area

Account Description	Full Year Budget Estimates
Distribution - Refurbishment of 11KV Substation Buildings	3 000 000.00
Electrical Tools and Equipment	11 975 000.00
Ripple Relays Streetlights and Geysers (New)	2 500 000.00
Capex : HV Test machine and Equipment (replacement)	2 000 000.00
Capex : Distribution - Replacement of Hydraulic Hand Tools In Store Room	200 000.00
Capex : Injection tester - Primary and secondary	1 200 000.00
Capex : Distribution - Replacement of Electricians Tool Boxes	500 000.00
Capex : Batteries and Chargers	1 000 000.00
Dinie Estate - Electrification - Bulk line	4 200 000.00

NW373_310 - INTA - Software : Acquisitions Supervisory Ctrl & Data Acquisition (S.C.A.D.A) System	10 000 000.00
Refurbishment of Traffic Light Intersections	10 000 000.00
Distribution - Refurbishment of 11kV Substation Equipment	10 000 000.00
Refurbishment of vandilized networks	18 000 000.00
Refurbishment of Aged Rural Network	12 500 000.00
Replacement of 33 kV Cables (Noord Sub, Munic Sub,etc)	35 550 000.00
Integrated National Electrification Programme (New Boitekong 88/11kv Substation)	12 500 000.00
Capex : P.P.E > Upgrading - Electricity Network	3 000 000.00
	138 125 000.00

3.4.3.8 Eskom Rolling Plan

The following is extracted from Rustenburg Local Municipality letters and responses on names of villages furnished to form part of the different rolling plans for basic electricity services.

ELECTRIFICATION PROJECT PLAN FOR FINANCIAL YEAR 2022 /2023 ONWARDS (IDP)

Project Name	Ward	Village Name Different from Project Name	Project Type	Number Stands or Households
Madubu park	27	Lethabong 2	Special Project House Connections	4
Lethabong 2	27	Lethabong 2	House Connections	1500
Lethabong 3	27	Lethabong 3	House Connections	1500
Makolokwe	29	Makolokwe	House Connections	100
Bethanie (Extra Stands)	30	Bethanie (Extra Stands)	House Connections	30
Maumong	29	Maumong	House Connections	100
Tlhaseng	26	Tlhaseng	House Connections	11 of 15
Monnakato Ext 4 and 5	25	Monnakato Ext 4 and 5	House Connections	500
Meriting Ext 4	12	Meriting Ext 4	House Connections	349
Marikana x 13	44	Marikana x 13	House Connections	2000
Lekgalong	44	Lekgalong (new section)	House Connections	50
Bokamoso	34	Bokamoso	House Connections	1500
Phatsima Ext 3	1	Phatsima Ext 3	House Connections	300
Rankelenyane	29	Rankelenyane	House Connections	30
Luka	3&4	Luka	House Connections	15
Berseba	30	Berseba	House Connections	15
Ledig		Ledig	House Connections	750
Modikwe	30	Modikwe	House Connections	65
Makolokwe	29	Makolokwe	House Connections	45
Mabitse	29	Mabitse	House Connections	50
Lekgalong Phase 2	44	Lekgalong Phase 2	House Connections	50
Syferbuilt	36	Syferbuilt	House Connections	61
Mathopestadt	36	Mathopestadt	House Connections	25
Tsienyane	36	Tsienyane	House Connections	

Malapane		Malapane	House Connections	278
Meriting Ext 2	12	Meriting Ext 2	House Connections	68
Maile Ext	25	Maile Ext	House Connections	50 (33 legal)
Bokamoso	34	Bokamoso – Infill submission MMC	Infills	321
Mosenthal	44	Mosenthal	House Connections	10
Ikageng	44	Ikageng	House Connections	10
Monakato Ext 3	25	Monakato Ext 3	House Connections	10
Tantanyana, Diepkuil Mamerotse.	26	Ward 26	House Connections	10

The following Informal Settlement within the Eskom supply area is not electrified but the formalization process is in progress.

Molote City Ext 1	36	Portion 28 of the Farm Elandsfontein No. 21-IQ	House Connections	147

Special Notes

The Electrification of Maile Extension can be executed after written permission is received from the Bafokeng Authority office.

As indicated in row 1 of the table above, Madubu Park in the Phokeng Village, is identified as a Special Project for a few years now.

In the Electrification meeting held between RLM, the Electrical unit, Councillors, Department of Mineral and Energy (DMRE) and Eskom, three options were discussed with regards to possible funding for the 4 houses in Madubu Park, which is situated in the Eskom Electrical Supply Area in the Royal Bafokeng area, namely:

To investigate whether there are possible savings on the DORA report for the 2021/22 financial year to be utilized for the Madubu Park Special Electrification project.

To follow the normal process and include the project in the following years application letters.

To submit a special fund request for this identified special project.

The first two options were addressed in the INEP letter sent to Eskom previously.

This project is high on the priority list, Rustenburg Local Municipality submitted a letter as a special funding request for consideration for the electrification of Madubu Park.

Quotations were requested from Eskom, which can be utilized as baseline to request Special funding to be utilised to electrify the 4 houses indicated in the Budget quote as a Special Project to the community.

It would be highly appreciated if the Department of Energy can prioritize the Electrification of Madubu Park as a Special Project and can assist Eskom in this regard in the current financial year.

It was also requested during the meeting with RBA, RLM, Councillors and Eskom that more stands be allocated in Madubu Park to make the project feasible. Options of how cost can be spread amongst the parties was also investigated but no way forward regarding funding was determined

Rapid Land Release areas: - 3 Year rolling plan (2022 /2023 Onwards)

Project Name	Ward	Village Name Different from Project Name	Project Type	Number Stands or Households
Monakato	25	Monakato	House Connections	535
Phatsima	01	Phatsima	House Connections	291
Lethabong	27 & 28	Lethabong 3	House Connections	200
Boshoek	01	Boshoek	House Connections	300
Rietvlei	16	Rietvlei	House Connections	250
Mmaditlhokwa	32	Mmaditlhokwa 21/22	House Connections	2000

Other areas for electrification in RBA

VILLAGES	LOCATION DESCRIPTION	ESTIMATED CONNECTIONS
North Region		
Luka	Rankuyana Section	5
	Photsaneng Section	4
Mogono	Ralesobesobe Section (Luka/Mogono)	20
South East Region		
Photsaneng	Tshukudu Gardens	25
North East Region		
Tsitsing	Tsitsing New Stands - Old cultural area	12

Areas Outstanding – part of previous Electrification requests.

Capital Region	
Phokeng	Madubu Park
North East Region	
Maile Extension	New Stands
Tlhaseng	Behind Cemetery

The following Informal Settlements are identified for relocation to Marikana x 13

Sporong North and Sporong South	31	Sporong North and Sporong South	House Connections	1000
Stoom Huise	31	Stoom Huise	House Connections	305
Braampie	31	Braampie	House Connections	195
Bennie	31	Bennie	House Connections	257
Group 5	31	Group 5	House Connections	150
Skierlek	31	Skierlek	House Connections	120
Big House	31	Big House	House Connections	400
Leagajang	31	Leagajang section phase 2	House Connections	To confirm

Please note that the following Informal Settlements within the Eskom supply area are not yet electrified and was submitted for the Bojanala District Development Model to DMRE

INFORMAL SETTLEMENT	LAND DESCRIPTION	AREA IN HECTARES	LAND OWNERSHIP	NUMBER OF STRUCTURES	ELECTRICITY PROVIDER
Yizo Yizo (Tlhabane)	Industrial Area of Tlhabane	12.0863	Some portions privately owned and others by RLM	1357	Eskom
Zakhele	Klipgat 281 JQ	47.4597	Royal Bafokeng Administration	1532	Eskom
Mmaditlhokwa	Kafferskraal 342 JQ	30.6569	Various private	790	Eskom

INFORMAL SETTLEMENT	LAND DESCRIPTION	AREA IN HECTARES	LAND OWNERSHIP	NUMBER OF STRUCTURES	ELECTRICITY PROVIDER
			owners		
Nkaneng	Portion 2 of the Farm Klipfontein 300 JQ	124.4986	Royal Bafokeng Administration and Makgatlhe Tribe	4000	Eskom
Ikageng	Boschpoort 284 JQ	25.1403	State owned and Royal Bafokeng Administration	1594	Eskom
Yizo-yizo (Boitekong 8)	Portion 13 of the Farm Paardekraal 279JQ	12.7302	RLM	2800	Eskom
Freedom Park	Rienkoyalskraal 278JQ	116.7681	Impala Platinum and Royal Bafokeng Administration	2000	Eskom
Stormhuise	Rooikoppies 279JQ	8.1494	Privately owned	300	Eskom
Sporong South	Rooikoppies 279JQ	2.0652	Privately owned	100	Eskom
Sporong North	Rooikoppies 279JQ	3.3693	Privately owned	100	Eskom
Chachalaza-Motlhabeng	Reinkoyalskraal 278JQ	18.154	Royal Bafokeng Administration	Fall under Boitekong 14	Eskom
Msenguville	Reinkoyalskraal 278JQ	6.1673	Royal Bafokeng Administration	310	Eskom
Phoane	Kroondal 304JQ	9.464	Aquarius	Audit still to be done	Eskom
Group Five	Rooikoppies 279JQ	9.9363	Privately owned	700	Eskom
Braampies	Rooikoppies 279JQ	11.1171	Privately owned	2000	Eskom
Skierlik	Rooikoppies 279JQ	12.5162	Privately owned	360	Eskom
Tshilong	Kafferskraal 342JQ	3.9493	Incorporated into Mmaditlhokwa	50	Eskom
Mahumapelo 1&2	Marikana			Not yet audited	Eskom

Free Basic Electricity - Background

There was confusion surrounding the definition of 'indigent/poor' electricity customers particularly around the issue of Free Basic Electricity [FBE] allocations and the application of 'poverty tariffs'. Each authority appears to have a different methodology of identifying the customers they are attempting to target. The AMEU Tariffs Committee has been attempting to find a nationally acceptable definition.

Correspondence from the Electricity Regulator (NERSA) highlighted the fact that one of the challenges, which may have delayed finalization of a national indigent policy, was the constitutional rights of municipalities to fulfil their mandate within their own decision-making processes and local constraints. It is understood that all municipalities are now required to establish an indigent register with the qualification criteria locally determined.

From the point of view of tariff determination, it is a generally accepted although not specifically stated approach that the "indigent" would be those residential customers, usually on the single energy rate (prepaid) tariff, who are generally using less than about 500kWh/month. This level of consumption may not, however, indicate indigence in all cases and other factors such as household size and income levels are also important but relative

Indigent Households

Rustenburg Local Municipality adopted an Indigent Policy and indigents need to register accordingly. The Directorate: Finance can be contacted in this regard.

Informal/ Formal Settlements (Short term vision)

Current municipal backlog supplying electrical services (Basics) is mainly in informal settlement.

Municipality is investigating electrifying the following settlement as per DoE conditions which all of some of the below mentioned settlements currently do not meet completely.

Settlement Name	Electricity supply license	Estimated Number of future Structures to be electrified	Estimated future funds @ R 18 000 cost per connection, excluding Bulk Supply Network
RLM			
Ramochana	RLM	1107	R 19 926 000
New Popo Molefe layout	RLM	5700	R 102 600 000
Yizo-Yizo (Boitekong Ext 8)	RLM	2800	R 50 400 000
Plot 50	RLM	710	R 12 780 000
Ikemeleng	RLM	4000	72 000 000
Boitekong 13	RLM	1346	R 24 228 000

Other future proposed Projects – Electrical Comments

No	PROPOSED PROJECT	LAND DESCRIPTION	BULK ELECTRICITY
1	Industrial Parks Development	Remainder of Portion 1, Portions 9,8,7,3 and Remainder of Portion 10 of the Farm Waterval 307JQ. (123.17 Ha)	Bulk Electricity is available from Waterkloof substation to supply the proposed new Development. As this development will be seen as a Leapfrog Development External Bulk Electrical Services needs to be installed. A 33/11kV substation needs to be built in the vicinity. A 33kV ringfeed cable needs to be installed to the Development The developer will be responsible for the cost of the Engineering Contributions, the Electricity link supply cable and the internal network of the development.
2	Rustenburg Aerodrome/Airfield	A portion of Remainder of Portion 1 of Town and Townlands of Rustenburg 272 JQ.	Rustenburg Aerodrome/Airfield is situated within the greater Boitekong area, which is supplied from a single source substation namely, Voltaire substation.
3	Boitekong Extension 35 Township Establishment	Portion 175 of the Farm Paardekraal 279 JQ (+/-35 Ha)	Boitekong Ext 35 is situated within the greater Boitekong/Paardekraal area, which is supplied from a single source substation namely, Voltaire substation. The DMRE has made funding available to Rustenburg Local Municipality in the next few financial year Construct Boitekong 40MVA 88/11kV substation in the Boitekong area which will service the future new Township developments. An additional bay will be constructed to cater for this Development. The new 40 MVA – 88/11kV

			Substation with sufficient capacity is expected to be operational in 2024.
4	Rustenburg Extension 31 (Safari Investment) Township Establishment	A portion of the remaining extent of portion 1 and the remaining extent of portion 118 (a portion of portion 16) of the farm Rustenburg Town and Townlands 272 JQ. (80.0244ha)	Bulk Electricity is available from Voltaire substation to supply the proposed new Development. As this development will be seen as a Leapfrog Development External Bulk Electrical Services needs to be installed. A 33kV overhead/underground feeder needs to be installed to the Development from the IM line. A 33/11kV substation also needs to be built in the vicinity. The developer will be responsible for the cost of the Engineering Contributions, the Electricity link supply and the internal network of the development.
5	Popo Molefe and Mbeki Sun	Portions 39, Remainder of Portion 26, Portion 109, Remainder of Portion 16 . Portion 106, Remaining Extent of Portion 25, Portion 84 (a portion of Portion 25), Portion 85 (a portion of Portion 25), a portion of Portion 86 (a portion of Portion 25) and a portion of Portion 87 (a portion of Portion 25) of the farm Paardekraal 279.	Popo Molefe and Mbeki Sun is situated between the greater Boitekong/Paardekraal area and the Voltaire supply area which is currently supplied from a single source substation namely Voltaire substation. At present limited supply capacity is available within the Popo Molefe and Mbeki Sun area but will be fed in future from both Voltaire and the new Boitekong substation. Old unsafe and poor illegal infrastructure removal will be a challenge when the link and Internal Construction begins. Electrical designs are finalized, and a bill of Quantity specifications and a tender document is in compilation. DMRE will be requested to Fund the project once

			Boitekong Substation is functional. 11kV Link lines will be constructed from both Voltaire and Boitekong Substation to a new proposed Switching substation which will feed internal rings.
6	Boitekong 2 and 8	Erven 19120 and 19765 Boitekong Extension 8. Erven 3264,3263 and 2668 Boitekong Extension 2	Boitekong Ext 2 & 8 is situated within the greater Boitekong area which is supplied from a single source substation namely Voltaire substation. Upgrading is in process and sufficient bulk supply will be available in 2024. Internal network will have to be installed to new stands.
7	Social Housing: Tlhabane West	Erf 4122 and Erf 1712 - Tlhabane West	Bulk Electricity is available to the proposed development. The developer will be responsible for Electrical Engineering Contributions, 2 by 11kV Switches with bulk metering, a Ring-main with summated check metering, He will also be responsible for his own internal HV and LV installation and maintenance. RLM will not take over the internal services.
8	University Precinct	A portion of Erf 2243 Geelhoutpark Extension 6 and a portion of Remainder of Portion 1 of the farm Town and Townlands of Rustenburg 272 JQ. (+/- 46 ha). Other possibilities are still investigated.	Sufficient Bulk Electricity supply is available from Both Noord 33/11kV Substation, Geelhoutpark 33/11kV Substation and Donkerhoek33/11kV Substation which was upgraded recently in 2017/2018. A service/supply agreement will have to be entered into between RLM and the Developer to clearly indicate the responsibility of each party.

9	Geelhoutpark Extension 10 Neighbourhood Centre	Erf 5706 Geelhoutpark Extension 10, Erven 5707 to 5732 of Geelhoutpark Extension 10. (11Ha)	Sufficient Bulk Electricity supply is available from Donkerhoek 33/11kV Substation which was upgraded recently. A service/supply agreement will have to be entered into between RLM and the Developer to clearly indicate the responsibility of each party.

Challenges with regards to Formal /Informal settlements and other new developments.

Available Budgets

Available Bulk networks

Available staff and skills

Available plant

Available Material

Long procurement processes

Limited budget for electrification projects and refurbishment

Expansion of informal settlement / Areas isolated

Community demands/protest and interfering with contractors and officials on site.

Informal settlements do not meet DoE conditions for electrification projects to be initiated and Electrical awaits progress on formalization.

CHALLENGES VANDALISM

Other Existing challenges faced by the Electrical Engineering Services Unit:

There are still a lot of essential vacant positions in the approved structure of the electricity department that needs to be filled in order to ensure a high standard of service delivery

The current asset register in existence is not accurate and should be constantly updated after the necessary data is captured

The QoS (Quality of Supply) monitoring equipment is only partly installed by the municipality. The Unit: Electrical Engineering Services will address the issue when funds become available

No preventative maintenance is being undertaken by the municipality and the network is not at all in an acceptable condition. A comprehensive maintenance plan should be drafted and implemented by

the municipality as a matter of urgency once all vacant positions are filled. It should be noted that the implementation of the maintenance is heavily reliant on filling of all vacancies.

Backlog on the implementation of the approved and still relevant Electricity Master Plan resulted from insufficient Capital Funding available (CRR Funding). Masterplan forecast was done for a 15-year period until at least 2024. The Calculations were done until 2028 to ensure an overall good performance of the electricity network at all times.

Plant such as back actors, cherry pickers, crane trucks etc. needs to be procured to enable work to be executed.

3.5 ROADS AND TRANSPORT DIRECTORATE

Background

The development of the vision, goals and strategies for the Rustenburg Local Municipality's Roads and Transport took into account current transport policies and legislation, but also the Rustenburg Integrated Development Plan as well as other city development strategies to inform the city's transport vision, mission, goals and strategies.

The vision statement for Directorate Roads and Transport is "A Sustainable Integrated Transport System that enhances the quality of life for all." The mission statement for Directorate is "To effectively mobilize and allocate resources to implement and manage an accessible, affordable, safe, reliable, efficient and effective integrated transportation system."

3.5.1 Situational Analysis

Rustenburg has a total road network distance of **1,911.732 km** of which **1340 km** are tarred (paved) and **859.134 km** are gravel (unpaved). The road network distance excludes the Provincial and National roads. The municipality is developing the roads and stormwater master plans which would guide the expansion and development of the said infrastructure. The majority of the paved roads range from good to fair surface conditions implying that these roads had fair condition. The gravel or earth roads range from fair to poor gravel quality and quantity implying that these roads had poor condition.

The need for re-gravelling was therefore found to be very high. Roads with poor profiles were found to be without Camber and this resulted in water ponding.

According to the Visual Condition Assessment conducted, the average Visual Gravel Index (VGI) for RLM unpaved roads was calculated to be forty one percent (41%) which implied that most of the roads were in poor state. The average Visual Condition Index (VCI) and Reseal Condition Index (RCI) for paved roads were calculated to be 69% and 61% respectively which implies that the road network was in the fair condition.

Large portions of land within the RLM consist of rural residential and agriculture and Mining related uses. Urban development is concentrated around Rustenburg with mining land and associated residential areas to the north-east of Rustenburg and the Magalies Mountain Range located to the south of Rustenburg. Increased mining activity in the area resulted in an increase demand for housing, retail developments and support services which require office space. These new developments generate additional trips on the road network, putting further pressure on the road network which is already operating at capacity in certain areas. Also, mining products are transported within and across the RLM mainly by road.

The N4 traverses the Municipality in an east west direction passing Rustenburg to the south connecting RLM with Gauteng and the North West province.

Roads are determining factors in the location of development as they provide access, ensure connectivity and provide ease of movement through an area.

The main roads that link Rustenburg with the greater region and influence the growth direction of settlements in the area are the N4, R565, R510, R104, and R24.

The RLM commissioned a study to conduct a household travel survey. The purpose of the survey was to:

- Provide information for an understanding of transport patterns & demand in the area; and
- To give information to inform the planning process of the integrated Rapid Public Transport Network.

Figure below shows the description of the boundary of RLM, macro zones and traffic zones.

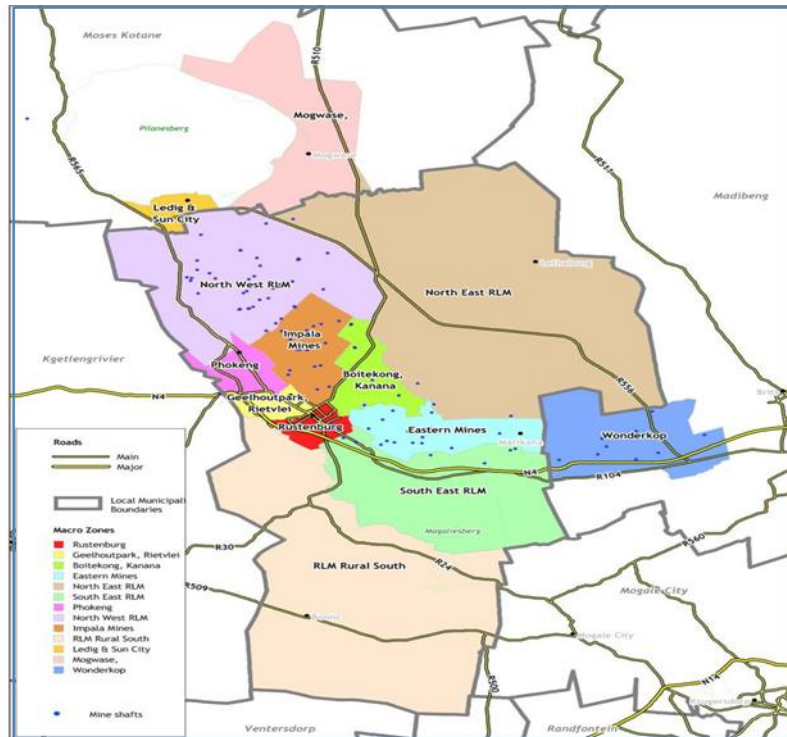


Figure: RLM, Macro Zones and Traffic Geographic Information (Source: Rustenburg CITP, Feb 2018)

The RLM has a total of up to 35 public transport facilities. These are mainly for taxis and buses. The infrastructure surveys conducted in 2014 at these facilities have shown that a lot of these facilities are informal, with a few being semi-formal or formal. The majority of the facilities (78%) are informal, while formal and semi-formal facilities are only 22%.

The studies conducted show that public transport in the RLM is mainly provided by buses and taxis. Taxi and bus travel account for more than 51% of total travel for all purposes and walking 17%. There are no commuter rail services. Metered taxi services provide very limited services, usually around big malls and big taxi/bus facilities. Due to the intensity of mining, company transport also exists, although not all companies provide such a service to its employees.

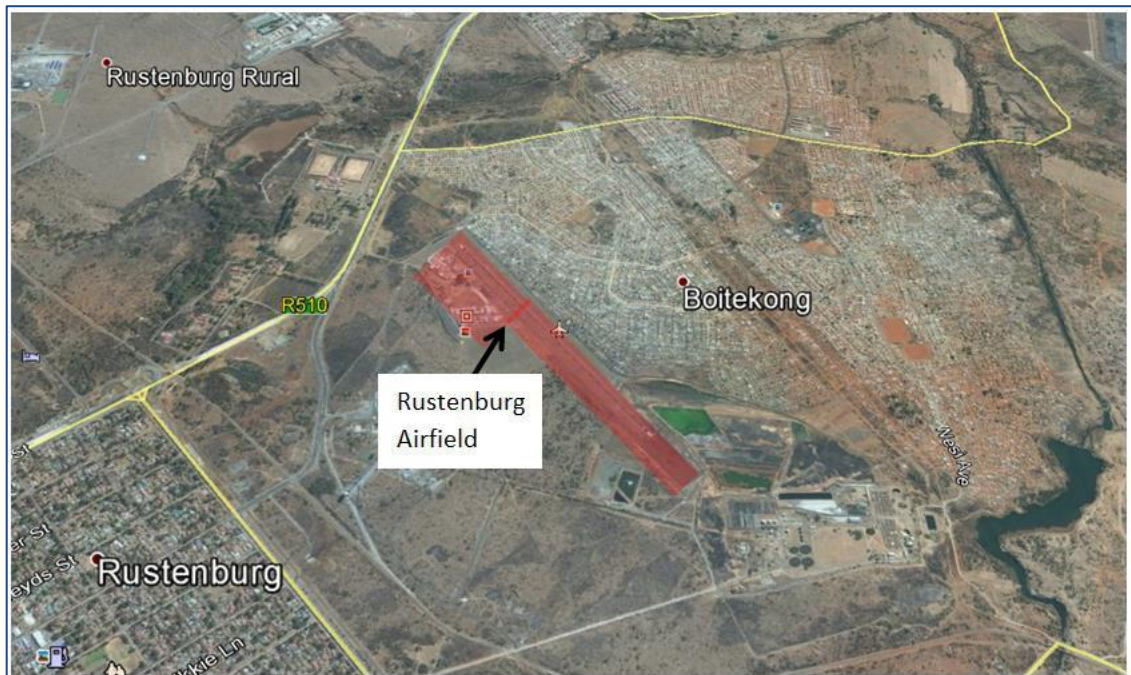
There are 22 taxi associations operating in RLM with a total estimated fleet of 3 212. These are either local or long-distance operations. Bojanala Bus service is one of the two dominating bus companies in RLM. It has only one Tlhabane depot in RLM. It has a fleet of 222 commuter buses (mainly 63-seater) serving the North West province. Of the total fleet, approximately 134 buses operate in the RLM.

The second dominating bus company in RLM is the Thari Bus services. Although not as big as the Bojanala Bus services, Thari operates a small number of routes. The bus company is contracted by the Northwest Province Department of Transport to provide commuter services in the BPDM municipal area.

There are currently metered taxi services operating in RLM. These services are mainly found in the CBD, the Waterval and Boitekong Mall. The current fleet is estimated to be approximately 110 with the average age being 10 years. An implementation plan to use 2000 model year cars is anticipated to be initiated in the near future.

There are currently no commuter rail services in RLM as indicated by PRASA. The CITP does not contain any commuter transport provisions due to the lack of current services therefore an intermodal planning community dealing with commuter rail transportation is also not required. However, this should be revised once commuter rail services are re-established in the region.

There is only one airfield in Rustenburg which is owned by RLM and complies with the South African Aviation Authority (SACAA) regulations. Below shows the location of the airport in RLM.



The Rustenburg Integrated Public Transport Network (IPTN) was proposed and approved between 2007 and in 2012, the first phase of the project IPTN began construction which concentrated in Rustenburg and later extend to surrounding areas along R104 and R510 and in Rustenburg CBD.

Currently, RLM is in a process of rolling out its IPTN system, also referred to as the Rustenburg Rapid Transport (RRT) system.

A fully implemented RRT system is shown below. This system is a mixture of direct services and the traditional truck-feeder type system to provide the best mix of operational performance for the user with operational efficiency for the operator.

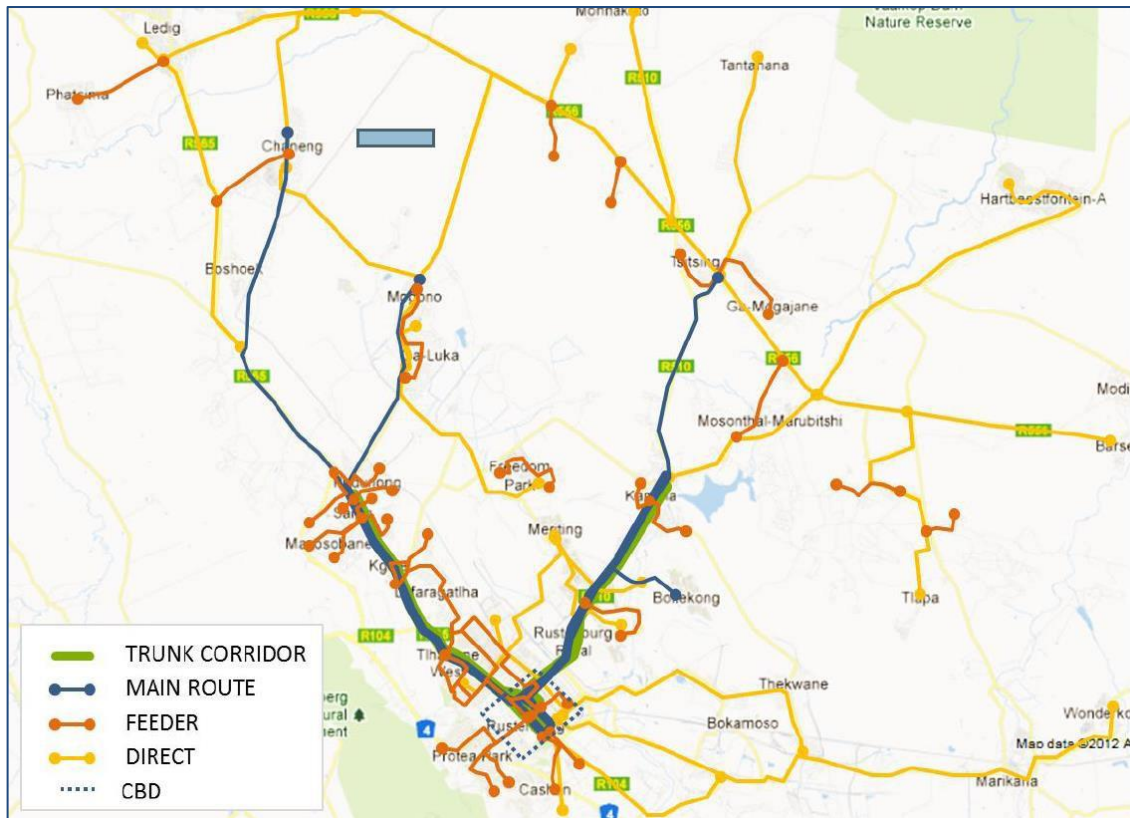


Figure : Rustenburg IRPTN Full Network, Source: RRT Operational Plan, June 2018)

Phase 1 covers the areas of Tlhabane, South of CBD (including Protea Park, Cashan, Safari Tuine and Waterval Mall), Sunrise Park, Boitekong and Meriting to Freedom Park. Phase 1 is further divided into **Phase 1A, 1B and 1C**

Phase 2 extends the RRT service to the north along the R510

Phase 3 extends to the west towards Phokeng along the R565.

Phase 4 of the project will be the final phase of the project, implementing the bus service to complete the RRT network.

The following will be key features once the system is complete:

- Bus Rapid Transit on the identified 33.3 kilometers of Trunk Corridors with segregated median located lanes, closed median located stations, level boarding and pre-payment prior to boarding, electronic fare collection, fare integration and associated security, universal access, comfort and real-time information at stations and vehicles.
- Low entry vehicles to be in three (3) sizes – 18 meters articulated, 12 meter and 7.8 meter. All vehicles with doors on sides, universal access and on-board electronic fare collection equipment to allow for closed transfers at median stations on the trunk route, full system integration and maximum operational flexibility.

- Level boarding at all stations (trunk and feeder) with low platform heights (about 30cm). Closed system and stations on trunk route. Open stations outside trunk route with on-board fare verification.
- Zone based fare system integrated across entire IRPTN system with AFC.
- Traffic Management Centre to control the IRPTN system and integrate with emergency services and traffic control
- ITS that includes a broad range of services for the management of transportation systems enabled by the use of information and communication technologies to make the system safe, efficient and reliable without necessarily physically altering the existing transport infrastructure.

To date the following progress has been made in this regard:

- 22 Kilometres of bus lanes have been constructed and All 22 taxi associations in Rustenburg, operating around the RLM and outside the municipal boundary were engaged during project initiation.
- 9 Taxi Associations have been identified as affected by the RRT routes and have formed a representative Structure - The Taxi Negotiating Forum and works have full time experts who provide technical support to them
- Bojanala Bus as an affected operator has been engaged is forming part of the Negotiation Structure
- MoUs have been entered into with both the Taxi and Bus Operator structures.
- It is envisaged that the affected and eligible operators will cease their current taxi operations in favour of equity within the Bus Operating Companies that will run bus operations in areas and routes planned to be served by the RRT.
- Cities already operating similar transport services and guidance from the DoT to operate an appropriate transport solution for the City serve as benchmark to develop a sound operational plan and financial model.
- Rather than embark on additional infrastructure, it is felt that a better approach would be to transform the public transport strategy in stages, through empowering and restructuring existing public transport operators while developing and improving efficiencies of existing systems and improving existing infrastructure.
- There is a need to dedicate significant human and financial resources to a public transport restructuring system from the beginning due to its complexity and necessary high level of engagement.

1. Transport Needs Assessment for Communities in Rustenburg

The focus on the needs as identified shows the present problems and needs that will be translated into projects for prioritization. The transport needs assessments focus on the following key factors:

- Measures to promote public transport.

- Upgrade and expansion of major roads.
- The needs of learners and persons with disabilities.
- Non-motorized transport; and
- Private transport and travel demand estimation

The aim Directorate is to address the current and future person trip needs with a strategy that is in accordance with the National Land Transport Transition Act: Minimum Requirements for Preparation of Integrated Transport Plans (Regulation 1119 of 2007). Furthermore, the Public Transport Operational Strategy will pay adequate attention to:

- The needs of learners.
- The needs of special needs passengers.
- Developing and implementing the integration of public transport services in and between modes; and
- Measures to promote public transport over private transport.

The following public transport system elements are to be considered:

- Rustenburg IRPTN (RRT).
- Scholar transport.
- Minibus-taxi transport.
- Bus transport.
- Non-motorized transport and universal access; and
- Public transport facilities.

3.5.2 Transport Strategies 2022 – 2027

The following are the overall goals for the Transportation in Rustenburg:

- Enhance the quality of life for all citizens.
- Create a sustainable transportation system.
- Allocate resources to implement and manage the transportation system.
- Provide a safe and reliable integrated transportation system; and
- Develop policies to guide the implementation of the transportation goals.

Strategies are based on the objectives listed above and direct the preparation and implementation of specific aspects of the transport sectors. The strategies for each specific component of the transport system are set out in terms of:

- Public Transport Operation.
- Infrastructure.

- Transport Demand Management.
- Freight Logistics.
- Parking.
- Non-Motorized Transport.
- Public Transport Safety and Security.
- Airports.
- Funding; and
- Public Participation/Stakeholder Consultation

The Directorate has the responsibility to provide basic services to the community of Rustenburg in terms of provision of new roads and storm water as well as the maintenance of existing infrastructure, and safe and reliable public transport as listed below:

- Develop transport infrastructure in accordance with the recommendations of the city development goals.
- Focus urban development along major public transportation routes to establish transport corridors;
- Implement a reliable and affordable public transport system.
- Oversee the implementation of the Rustenburg Rapid Transport (RRT) Project – a flagship integrated public transport network (IPTN) being implemented by the Municipality.
- Provision of access to roads and well-functioning/properly maintained storm water drainage system (Ensures that roads are paved, re-graveled and re-surfaced and construction of new roads to reduce the current backlogs).
- Undertake current public transport industry transition as the future RRT transport operators.
- Build and ensure capacity to undertake the management of any transport function that might be assigned to the RLM in future including but not limited to the operating license functions.

The Transport infrastructure and services are envisaged to be developed in a manner that covers the full spectrum of data collection necessary for the planning of all types of transport infrastructure and operations, which includes the following:

- Intersection Traffic Counts.
- Taxi/Bus Utilization Surveys.
- Freight Counts.
- Demographic and Socio-economic Profile.
- Passenger Travel Behavior and Service Level Requirements.
- Land Use Information.
- Public Transport Infrastructure.
- Public transport Organisational Profile.
- Public Transport Operations by Mode including:

- Bus;
- Minibus Taxi;
- Metered Taxis;
- Commuter Rail;
- Air Transport; and
- Rustenburg Rapid Transport (RRT).

One of the main priorities include “Integration of Land Use and Transport Development”. The objectives of particular importance to this project and that will have an impact on the spatial urban form are:

- Develop transport infrastructure in accordance with the recommendations of the spatial plans;
- Focus urban development along major public transportation routes to establish transport corridors;
- Implement a reliable and affordable public transport system; and
- Align land use planning with the proposed RRT System.
- The following are key considerations:
 - Broad land use and growth direction in the following main nodes Rustenburg CBD, Phokeng, Boitekong, Marikana and Future extension areas outside of the above-mentioned nodes. Maps have been prepared indicating the location of these key projects.
 - Future development proposals that will have an influence on the transportation system;
 - Important aspects of the RLM SDF; and
 - Gaps within the RLM SDF.

3.6 PUBLIC SAFETY DIRECTORATE

1. CONSTITUTIONAL MANDATE

Traffic Policing, Licencing and Testing, Fire and Emergency Services and Law Enforcement and Security Services	
The Constitution of South Africa, 1996. Act No. 108 of 1996	Section 125(1) (d) and (e) of the Constitution provides for amongst others the following: To promote a safe and healthy environment and; To encourage the involvement of communities and community organisations in the matters of local government;

The Directorate Public Safety's mandate is to promote community Safety, road safety, Fire Safety and coordinate disaster management interventions through community mobilisation, enforcement of municipal bylaws, traffic policing, licencing and testing thus positively influencing community behaviour through education and awareness campaigns and law enforcement .

2. LEGISLATIVE AND POLICY MANDATES

i. Act 108 of 1996, The Constitution and various Traffic related legislations, Criminal Procedure Act as well as all Fire and Emergency related legislations and associated policies

ii. Critical Infrastructure Protection Act, Act 8 of 2019

iii. The Firearms Control Act, Act 60 of 2000

PART B: OUR STRATEGIC FOCUS

Strategic objective:

Maintain clean, green, safe and healthy municipal environment

1. Vision

Safe Communities and effective disaster management system

2. Mission

We are committed to promote community safety in general (road safety, road worthiness and Fire Safety), ensure that both vehicles and drivers are duly registered and licensed , coordinate disaster management services and enforce municipal bylaws through an integrated approach.

3. Values

Integrity

Innovation

Motivated

Accountability

Client focused

Committed

Teamwork

Communication

Consultation

4. SITUATIONAL ANALYSIS

The five-year strategic plan is informed by the National Development Plan chapters, MTSF priorities, and new council priorities as follows:

New council priorities		
NDP Chapters	MTSF Priorities	RLM Priorities
Chapter 4: Economic Infrastructure	Priority 1: Capable, ethical and developmental state	Public Safety as an enabler of service delivery and economic development
Chapter 12 Building safer communities	Priority 2 Economic transformation & job creation	Integrated bylaw enforcement that enables social emancipation
Chapter 13 Building a capable developmental state	Priority 6: Social cohesion and safe communities	Fighting fraud and corruption
Chapter 14 Promoting accountability and fighting corruption		Involvement of communities in matters of safety

CHARACTERISTICS OF THE RLM POPULANCE AND CRIME ANALYSIS:

In the Rustenburg, what characterises the concrete reality within which we carry the public services are the following factors:

Migration patterns point to the increase, as communities from other areas follow the mining activities in our city, thereby impacting on resources available to Public Safety services

Majority of residents are not aware of the provisions of the bylaws, policies and other law

Low levels of combined income per household impacting on the ability to pay for the basic services they require/receive from the municipality in general

Households that are led by children which impacts heavily on social behaviour, care and nurturing

Low levels of opportunities for job seeker both with tertiary qualification and those without primary or no schooling poses danger to the active nature of Rustenburg citizens

The high levels of unemployment

Increase in informal settlements leading to illegal connections of water and electricity,

Increase in illegal dumping — residential and non-residential areas

The high number of sporadic service delivery protests

The above realities heavily impact on the ability of residents to remain law abiding as the conditions they find themselves propels individuals to find alternative means of survival. This is evident by the degree of illegal street trading and land invasions in our city, and generally the rising non-compliance to municipal bylaws and crime levels throughout all the elements of crimes and bylaws.

METHODOLOGY: NEW AND IMPROVED APPROACH

The scenario above illustrates a deeper need for a holistic intervention to ensure that communities are and feel safe. An integrated approach to consolidate all efforts by all role players to decrease acts of social ills and through mobilisation of communities.

The Directorate will work towards the incorporation of systems to improve performance of all the officials. The fourth industrial revolution calls for communities and council to embrace new technologies. The need to embrace technology will guarantee effective, timeous and measurable outputs which are critical for analysis and improvement of impact driven performance of the Directorate.

Analysed data and performance direct that, the operational officials are required to spend a considerable amount of time consolidating reports in offices, transferring raw data from one source to the other, which process comes with its own challenges. These leads to continuous audit queries. The Directorate will work towards improved performance by ensuring that:

Improved integrated systems in the Directorate to enhance impact performance towards the reduction of fatal crashes on the roads, fire incidents, corruption incidents and adverse impact of disasters in communities.

Engagement with Labour Unions to present new approaches to the conditions of service traffic and law enforcement officers, which will allow for officers to spend more time on the road and in communities than in the office in an affordable, efficient and impact driven manner.

Re-orientation and de-briefing sessions to ensure a healthy workforce ready to withstand the challenges of public safety services

Strengthened collaboration with sister departments to enforce discipline on the road thereby leading to behavioural change by road users

Improved and intensified dialogues, awareness and engagement with communities to improve voluntary bylaw compliance.

Rehabilitate and strengthen monitoring of traffic infrastructure enabling the component to provide consistent, reliable and quality services. These will include but not limited to calibration of weighbridges, VTS and rehabilitation of infrastructure

The fundamentals guiding the approach of the Directorate in contributing to the NDP pronouncements is resting on the following THEMATIC INTERVENTION PILLARS espoused in the White Paper for safety and Security, President's renewed Commitment in the fight against Gender Based Violence:

Lobby for an effective Criminal Justice System (including Rustenburg Municipal Court effectiveness)

Inclusive collaboration in early intervention to prevent crime

Strengthen integrated support services for victims

Influence for effective and integrated service delivery

Cooperate for the realisation of Safety through Environmental design

Intensify programmes to achieve Active Public and Community participation

These will be realised across all four Units' Outputs and Outcomes impacting on the behaviour of our road users as well as communities, an ingredient critical towards building safer communities.

The Directorate aims at re-establishing integrated multi-disciplinary governance structures which will speak and produce holistic results. This approach will recognise the three tiers of measurement:

GOVERNANCE - structures at political and technical levels inclusive of primary and secondary stakeholders on a consistent basis to inform decision making, planning and monitoring. These will include system development, standardization, role clarification linked to the thematic Intentions of the White Paper; shared services where necessary to enhance performance. Data collected will assist in evaluation, analysis as well as inform future planning.

JOINT PLANS/OPERATIONS — community mobilization through joint operations, search and seizures, dialogues and awareness campaigns. These will assist in awakening the consciousness of communities and road users thereby changing behaviour.

c) IMPLEMENTATION of planned and AGREED DECISIONS TO ENHANCE

INTERGRATION — areas which needs to be implemented by individual partners will be monitored through the structures that are created.

The overall aim is for the management committee (MANCO) and other bodies, where reports and analysis will be tabled, to prioritise Safety and Security to be at the CENTER of all development, use same as an indicator in all frameworks of every project, and programme development prior to implementation. The Municipality should also use outputs to measure the cost of crime thereby reviewing our approach to fire prevention, crime prevention and accident reduction as well as fraud and corruption awareness. At the centre of all these efforts is to ensure that communities become custodians of protecting property and being patriot to developments in their name, and this can only be achieved once communities are and feel safe.

The Directorate has decentralised some of its services to Marikana, Robega and Phatsima. More work will have done to improve on the decentralised services and further extend services to other areas to be identified. Decentralisation approach is informed by Key missions of the Directorate:

Improve Public Safety Directorate Proximity and Accessibility. Improve visibility, accessibility and increased engagement with communities

Prevent, address and Repress safety related social ills. Implement measures to integrate bylaw enforcement and improve on response time during complaints and other emergencies.

Integrate bylaw enforcement services. Integrate and build relations; Improve processes and policies; work towards establishment of a single command and control

Coordinate safety and security related stakeholders: cooperate with local and district stakeholders; share best practices, share information and jointly manage crisis

These missions are entrenched in daily work of the Directorate and will be supported, monitored and evaluated to enhance relations with communities, institutions as well as individuals. This also includes the commitment to support statutory community structures which is the CPFs.

The Directorate strives to strengthen support and oversight, training and development of the members of the CPFs as part of community mobilisation in our city.

The Directorate commit to deepen the work already undertaken SAPS, to ensure the institutionalisation of the White Paper using these structures. This will be strengthened by the display of commitment to resuscitate CSF and CPFs that have collapsed, provide strategic support to ensure institutionalisation and recognition of the CSF as an important tool for integration at the level of a municipality' as well as at a District level, giving expression to the District Model of the President. At the end of the MTEF, we aspire for CSFs that are institutionalised and at the centre of development in each municipality, having Municipal Safety Plans properly costed and performing to detect, prevent crimes and instability in each ward, be it in an area, business sight - wherever safety is compromised.

PART C: Measuring Our Performance

1. Directorate Performance Information

2. Measuring the impact

Impact Statement	Safer communities and integrated law enforcement services that is effective, humane, consistent and fair to all

3. Measuring our Outcomes

Outcome	Outcome Indicator	Baseline	Five year Target
1. Society that works together in respecting and abiding by the law	Level of safety	2 Community safety satisfaction survey conducted	Community safety satisfaction survey conducted every 2 years
	Percentage of awareness campaigns	600 awareness campaigns (Road safety, fire safety, crime prevention, fraud and corruption)	5% annual increase in road safety campaigns by 2027
2. Improved access to Public Safety services that enable voluntary compliance to the law	Percentage of areas accessing services	50% of wards in the city with access to public safety services	55% of wards in the city with access to public transport by 2027

3.1 Explanation of planned performance over the Five-year planning period

In ensuring safer communities and provision of adequate, effective, affordable, reliable and accessible public safety services to the residents of the city, the Directorate commits to perform with the limited budget to ensure practical impact on communities.

The outcomes and outcome indicators were developed to respond to the reported increase in bylaw contravention trends and patterns, including road accidents and fatalities in the city. Furthermore, they respond to measures of good governance, access to reliable and constant response to demands for services.

The identified outcomes will be implemented through the following:

Identification of Policy alignment and consistent execution of inter-governmental relations in achieving the Directorate's mandate.

Provision of adequate budget to enable effective, efficient, consistent implementation of mandate of the Directorate.

Increase in human and physical resources, including up skilling of human capital with appropriate interventions to embrace the 4th Industrial Revolution and enhance visible policing

Improved implementation mechanisms to enhance general law enforcement.

Key Risks

Outcome	Key Risks	Risk Mitigation
1. Society that works together in respecting and abiding by the law	Unethical conduct by officials and service providers/ clients of the Department	Monitor implementation of the ethics and anti-corruption strategy of the Municipality. Raise awareness on the relevant legislations and regulations Investigate and reporting all reported unethical conduct to relevant authorities Take necessary corrective steps where applicable
	Lack of value for money on infrastructure or equipment's the Directorate invested in.	Review the specification template to integrate provision for performance of needs analysis and market research for all infrastructure and equipments before purchasing. Link maintenance for long term agreements/contracts to the life span of equipments. Regular maintenance and utilisation of the existing resources, Perform impact analysis and report on the impact derived from the infrastructures/installed equipments.
	Inadequate provision of office accommodation and lack of maintenance of existing buildings and facilities.	Perform needs analysis for office space and submit to civil facilities for procurement Invoke penalty clauses where deviation exist from the maintenance plan.

Outcome	Key Risks	Risk Mitigation
		recommendations by Occupational Health and Safety on compliance inspections and report progress to MANCO of the Directorate.

Outcome	Key Risks	Risk Mitigation
	Inadequate records management system	Establishment of the Committee responsible for Office accommodation Disposal of old records as per the provisions of records management policy (disposal authority from Provincial Archives)
	Under collection of Revenue (due to the Department v/s Targeted Revenue Collection)	Establish the Revenue Forum that sits quarterly (include Justice. Develop revenue collection strategy.
	Underutilisation of available human resources and infrastructure to execute law enforcement duties due to shortage of complimentary resources.	Provision and maintenance of resources: Re-introduction of subsidised vehicles Procurement of pool vehicles. Procurement of Uniform Procurement and regular maintenance of speed machines. Procurement of fire arms etc. Training of law enforcement officials.

Outcome	Key Risks	Risk Mitigation
	Non compliance to road traffic regulations by road users could lead to high road accidents and fatalities.	Implementation of road safety programmes. Intensify law enforcement programmes. (Visibility of officers on all roads, inspectorate of VTS and DLTCs etc.) Engagement with relevant stakeholder at Inter Governmental Structures to address issue of quality of our roads.

ANNEXURES

TRAFFIC SERVICES

FIRE AND EMERGENCY SERVICES

LICENCING AND TESTING

LAW ENFORCEMENT AND SECURITY SERVICES

PROGRAMMES AND PROJECTS

3.6.1 EMERGENCY AND DISASTER MANAGEMEN SERVICES

CONSTITUTIONAL MANDATE

The Constitution of South Africa, 1996. Act No. 108 of 1996
Section 152(1) (d) and (e) of the Constitution provides for amongst others the following: To promote a safe and healthy environment and; To encourage the involvement of communities and community organisations in the matters of local government; Schedule 4 (b) of the Constitution requires the Local Spheres of Government to provide firefighting functions Municipal Systems Act, 2000 (Act 32 of 2000) section 26(g), compels each municipality to develop a Disaster Management Plan as part of an Integrated Development Plan. Disaster Management Act, 2002 (Act 57 of 2002 section 52 and 53): Also compels the municipality to develop its own plan and stipulates the requirements of the Disaster Management Plan.

RUSTENBURG EMERGENCY AND DISASTER MANAGEMENT MANDATE:

To promote a safe and healthy environment through fire and disaster management awareness campaigns, enforcement of fire safety building compliance, mitigating the effects of disasters, respond and recovery.

LEGISLATIVE AND POLICY MANDATES

Fire Brigade Services Act 99 of 1987

Disaster Management Act 57 of 2002

Veld and Forest Fire Act 101 of 1998

National Building Regulation and Building Standard Act 103 of 1977

Municipal Systems Act 32 of 2000

Municipal Structures Act 117 of 1998

Municipal Finance Management Act 56 of 2003

Criminal Procedures Act 51 of 1977

Explosives Act 15 of 2003

Health and Safety Act 85 of 1993

Hazardous Substance Act 15 of 1973

Environmental Management Act 107 of 1998

South African National Standard:10090 Community protection against fires

South African National Standard:10400

3.6.1.1 DISASTER MANAGEMENT PLAN

Introduction:

Rustenburg Local Municipality have developed a disaster management plan, implemented and co-ordinate to ensure that an emergency and disaster management service is rendered to victims in the shortest space of time and in the most cost – effective manner. This emergency and disaster management planning is aimed at the protection of life and property, the continuation of essential service and the continuation of important administrative function.

Some definitions of concepts related to disasters hazards

Hazards are threats to life, well-being, material goods and the environment. Extreme natural processes or technology causes them. When a hazard results in great suffering or collapse, it is usually termed a disaster.

Risk and vulnerability assessment

Risk may be defined as the expected damage or loss caused by any hazard. Risk usually depends on a combination of two factors:

How often and severe the hazard (e.g. floods and drought)

Vulnerability of the people exposed to these hazards.

Risk perceptions are very complex as they are rooted in history, politics and economy

Vulnerability

No matter where one is located, whether in an urban or rural environment, one's chances of experiencing a disaster are usually strongly linked to one's vulnerability to the event. The more vulnerable a community, the greater the physical, economic and emotional costs of a disaster. Vulnerability, then is the degree to which an individual, family, community or region is at risk of experiencing misfortune following extreme events.

Purpose of the Disaster Management Plan

The purpose of the RLM Disaster Management Plan is:

To document the institutional arrangements for Disaster Risk Management Planning

To assign primary and secondary responsibilities for priority disaster risks posing a threat in the Rustenburg Local Municipality

To establish operational procedures for disaster risk reduction planning as well as the emergency procedure in the event of a disaster occurring or threatening to occur in council's area

To facilitate an integrated and coordinated approach to disaster risk management

To establish risk reduction, resilience building

Develop adequate capabilities for readiness, and effective and rapid response and recovery.

Key Performance Areas/Aims:

Institutional capacity

Disaster Risk Identification and Assessment

Disaster Risk Reduction

Knowledge management

Response, recovery, rehabilitation and reconstruction.

Enablers/Programmes:

Information Management and Communication

Education, Training, Public Awareness and Research

Funding Arrangements for Disaster Risk Management.

The Disaster Management Function

Disaster Intervention and Support	Support the identification and assessment of disaster risk, hazards and community capacities at all levels; Coordinate and provide guidance for disaster-stricken areas before, during and after disaster incidents; Manage and update the implementation of contingency plans in relation to disaster incidents; and Operationalization of people-centric early warning systems and community awareness activities.
Information Technology	Gather Disaster Risk Management information and disseminate to vulnerable communities Establish Early Warning Systems as well as Satellites supported by Municipal

	Geographic Information System (GIS) capability Maintain a database of institutional role-players
Capacity Building and Research	To co-ordinate the development of comprehensive disaster risk management training and capacity building programmes Promote disaster management capacity building, training and education Promote the recruitment, training and participation of volunteers in Disaster Risk Management Co-ordinate Disaster Risk Management Research and strategic knowledge services Provide on-going advisory services on disaster risk management / reduction including on development programmes and implementation plans
The following principles must serve as a standard universal frame of reference within the Rustenburg Local Municipality:	
Reporting	This principle is of the utmost importance as the management of any emergency situation starts here. In this regard, the following recommendations are made: That reporting in rural areas be decentralised to nearest SAPS will inform the closest Emergency and Disaster Management Services and that in the case of urban areas, reports are submitted directly to Emergency and Disaster Management Services. That Emergency and Disaster Management Services distribute information to all role- players, that all emergency telephone numbers, and any other effective means of communication, access to the Disaster Management Centre be made available to all wards, That the facilities at Rustenburg Emergency and Disaster Management Services be referred as the nodal point.
Evaluation / Risk Analysis	The timely identification of potential emergency and disaster and the possible impact thereof will lead to the effective mustering of resources and personnel. In this regard, the following recommendations are made: That the Disaster Management Sections of the Bojanala Platinum District of the North-West Province be responsible to evaluate any report and to determine the possible risk, That the evaluation and risk analysis be done in conjunction with the relevant department(s) and role- players, That the results of such investigation be made available to Emergency and Disaster Management for coordination.
Establishment of a Joint Operation Centre: (JOC)	The effective co-ordination of all role-players determines the degree of success that will be achieved. Mistakes made here will lead to conflict between officials and adversely affect the rendering of relief services. In this regard, the following recommendations are made:

	That the establishment of the JOC be multidisciplinary. Those decisions will be taken through a process of joint consultation, That the Head of Disaster Management Centre is in command and every functionary to be in control of his or her own personnel and equipment, that all activities are centralised at and in the JOC. (Nodal point for the operational activities), That the JOC be responsible for the utilisation, allocation and distribution of resources, That the JOC be at a safe and easily identifiable place, That the JOC will prioritise tasks, That the JOC will handle all administration and resource management.
Communication	Without communication, ground to ground to air, the effectiveness of any relief will be severely restricted. As already indicated poor communication in (remote) rural areas is a restricting factor. In this regard, the following recommendations are made: That a dedicated channel for radio communication be implemented between all Units pending available effective relevant resources, that a standard ground to air frequency be identified for disaster management purposes, That the communication work group draws up a communication grid, with frequencies for disaster management purposes.
Public Relations	The public should at all times be informed about pending dangers and immediate dangers as well as what is being done in order to prevent mass hysteria. In this regard, the following recommendations are made: That the main functionary prepares press releases with other functionaries supporting. That VIPs be briefed by the JOC at regular intervals.
Cordon off the scene	The safety of relief personnel is of the utmost importance as well as the securing of any scene for investigation purposes. The scene has to be declared safe by emergency personnel and /or the SAPS. In this regard, the following recommendations are made: That the person / functionary first on the scene cordon off the scene. That the scene be secured by the emergency service and / the SAPS in co-operation with any other functionary if need be.
Administrative Control	This principle ensures that in case a disaster situation is declared there will be documentation that will support the application. Members of the JOC will also be able to make informed decisions. This documentation will also be of great value when a specific situation(s) is reviewed.
Resource Management	Each functionary will be in control of his own resources, but a central resource list must be kept. This will bring about that all resources will be managed centrally. Each functionary will be responsible for the maintenance of equipment and support personnel. The main principal here being that all resources are centrally co-ordinate but managed decentralised.

Emergency Medical Post	In all disasters, there are people in need of medical assistance. Lives are lost because of uncoordinated and slow reaction. This service must be rendered according to the norms and principles as laid down by the SA Medical and Dental Council.
Recovery and Rehabilitation	The normalisation of a community and /or affected area is of the utmost importance. Rehabilitation should be aimed at the prevention of the reoccurrence of the specific disaster or emergency or to minimise the impact thereof in the case that it should occur again. If no attention is paid to recovery and rehabilitation, the long-term impact of any disaster will adversely affect the community, the economy, development, production, welfare, health matters etc.
Prevention	The old saying “prevention is better than cure” applies here. It is therefore important that emergency and disaster management officials be involved in all development projects. If no active mitigation measures are implemented, the risk to vulnerability of communities will be increased. Prevention not only refers to pre-disaster mitigation measures but also to post-disaster mitigation measures. This principle will always reduce risk because of the mere fact that preventive measures lead to the early identifying of other risks. Even secondary risk will be identified
Summary on principles	
The implementation of these principles will lead to a co –ordinated approach by all stakeholders with regards to any emergency or disaster situation. This co-ordinated approach will raise the success factor in the handling of any possible emergency or disaster situation. A unilateral approach will amplify the impact of a disaster. All the role players are interdependent and therefore a uniform approach should and must be adopted. The simplicity of these principles will ensure the effective implementation by all role players. Even with the absence of any specific plan for a specific emergency the implementation of these principles will lead to succeed.	

3.6.1.2 COLLABORATION WITH DIFFERENT STAKE HOLDERS (Primary Internal structures)

Required Collaboration:

On receipt of early warning or significant event or incident:

Immediately notify Disaster Management Centre

Establish Joint Operational Centre

Inform the Executive Mayor and the Municipal Manager

Inform the Directors relevant to the incidents

Ensure prompt information and effective communication to various stakeholders

Ensure representation in the JOC of key Directorate or agencies such as:

BPDM Disaster Management Centre and Satellite Centres

Fire Services

Emergency Medical Rescue Services

Traffic Services

South African Police Service (SAPS).

Social Development:

Electrical, roads, water, sanitation, storm water drainage services (Technical Infrastructure)

Housing services

Community development

South African Police Service (SAPS)

South African National Defence Force (SANDF)

Nature conservation

National parks

Ward Disaster Management Forum/Committee

Farmers and Farm Associations

The agent representing the affected Disaster Management Centre of neighbouring authorities

Specialist and experts in dealing with specific hazard.

5.1 Municipal Manager:

On receipt of the alert from Director Public Safety or Head of Emergency Services and Disaster Management, Municipal Manager must activate key personnel of the Directorates and proceed directly to the Disaster Management Centre

Convene emergency council meeting and other committee meeting as may be required

Issue instructions to ensure continuation of municipal services.

5.2 Director: Technical and Infrastructure:

Activate key personnel of the Directorate and proceed directly to the Disaster Management Centre

Coordinate all function of the Directorate during a disaster

Enlist the assistance of trained volunteers if necessary, in consultation with Head of the Disaster Management

Identify additional equipment and supplies for the provision of services

Organise professional and technical personnel and resources of the Directorate: to repair and maintain critical infrastructure and essential services including roads, bridges, waste, water, electrical service supplies during a disaster, to make provision for delivery of emergency supplies necessary to conduct any repairs (vehicle and mechanical workshops), to arrange for emergency water and electrical supplies as required.

Assist with the provision and delivery of emergency shelter/accommodation.

5.3 Director: Community Development

Activate key personnel of the Directorate

Coordinate all functions of the Directorate during a disaster

Organise and control the professional and technical resources to ensure the provision of adequate health and social services. This includes even liaison with the relevant provincial and district municipal departments.

Organize and control all activities and requirement associated with the provision of:

Food

Clothing

Blankets

Liaise with welfare and relief NGO's business undertaking.

5.4 Director: Public Safety:

Activate key personnel:

Coordinate all functions of the Directorate during a disaster

Organise and control professional and technical resources of the directorate to ensure the provision of fire services, disaster management, traffic and security services

Identify sources and additional equipment and supplies for the provision of protection services and place of safety in consultation with other Directorates i.e. Community Development and Planning and Human Settlement

Activate security services to ensure access control to the Disaster Management Centre

Ensure that Joint Operation Centre is established

Enlist the assistance of trained disaster management teams and volunteers as required

Enlist the assistance of other Directorates, neighbouring fire services

Ensure that the traffic officer on site report to JOC, traffic services is represented at the JOC.

5.5 Director: Finance:

Coordinate all functions of the Directorate during a disaster

Identify sources of additional equipment and supplies for provision of financial services

Arrange for all emergency funding requirement

Ensure the safety of all financial records and archives.

Delegate the following duties to Directorate staff:

The procurement of all goods and services required throughout the duration of the disaster

The maintenance of a complete record of all cost incurred throughout the duration of the disaster (wages, hire of plant and transport, etc.).

5.6 Director: Corporate Support Services:

Activate key personnel and proceed directly to the disaster management centre

Coordinate all functions of the Directorate during a disaster

Ensure the safekeeping of all council records

Provide secretarial and administrative services

Ensure that accurate records of dead, injured and missing persons are kept.

5.7 Director: Planning and Human Settlement:

Activate key personnel

Organise and control all professional and supportive personnel

Deploy personnel to the disaster site

Identify sources of additional equipment and supplies for the provision of emergency accommodation:

Shelter

surveys and assess availability

SUMMARY OF CHALLENGES

#	MAJOR CHALLENGES	ROOT CAUSES (NOT MORE THAN 2)	EFFECTS	PRACTICAL INTERVENTION OR SOLUTIONS
1.	Protests	Poor service delivery	Instability and destruction of properties	Improved communication Timeous response
2.	High rate of crime	Unemployment and high influx of people	Impact negatively on the investor confidence and instil a sense of insecurity	Enhancement of integrated approach through Crime Prevention Through Environmental Design (CPTED)

3.	Land invasion	Urbanization Political influence	Civil conflict Disrupt spatial development	Intensify villages, Integrated approach
4.	Moral degeneration or delay	Disregard good values and Botho.	General disrespect of the law, property and fellow human beings (conflict, violence, damages and losses)	Intensification of moral regeneration programmes.
5.	Theft and vandalism of municipal properties	Lack of security	The municipality lose money Affect service delivery	Cho and changing of security personnel which is not a solution. Allocation of adequate budget for security.

3.6.1.3 EMERGENCY AND DISASTER MANAGEMENT ANALYSIS AND ANTICIPATED SERVICES

The Rustenburg Local Municipality have established three fire stations located in the areas of Rustenburg CBD, Marikana (Ward 32) and Phatsima (Ward 1). The Municipality has a control room servicing the entire community in its jurisdiction on a 24 hours' basis. The establishment of Fire Stations bring services closer to communities resulting in reduced response times. The Rustenburg Local Municipality is in the process of refurbishment of Phatsima Fire Station.

The Greater Rustenburg Fire Protection Association (FPA) is actively operating in the areas of Rustenburg Local Municipality. The Fire Protection Association is in possession of specialised fire equipment's and machineries. The existing Fire Protection Associations engaged in fire prevention activities resulting in increased capacity and reduced fire incidents.

Section 51(1) and (2) of the Disaster Management Act 57 of 2002 provides for the establishment of a municipal disaster management advisory forum, a body in which a municipality and relevant role-players consult one another, coordinate their actions on matters relating to disaster management. Rustenburg Local Municipality convene a disaster management forum on quarterly basis or when the needs arise.

Inadequate manning level of the Emergency and Disaster Management Services results in poor rating from non-compliant with section 5 of the South African National Standard 10090. This also results in non-implementation of by-laws and less effective Emergency and Disaster Management Services. Aging Fire Service 's vehicles; Absence of a two-way radio system renders the services less efficient, staff and assets vulnerable; Climate changes continue to pose threats to lives and properties as water sources are depleted leading to water shortage for human consumption and for firefighting; Bad road conditions cause inaccessibility to areas affected by disasters/ fire incidents.

Fire and Disaster awareness campaigns continue to be intensified in the communities and other organisations to reduce disasters, fires and motor vehicle accidents occurrences, and reports about activities performed by Emergency and Disaster Management Services are sent quarterly to apprise

the provincial disaster centre of such activities as per the requirement of section 50 (2) an of the disaster management act 57 of 2002.

THE TABLE DEPICTING VULNERABLE AREAS DUE TO DISASTER SITUATION

AREAS CATEGORISED (Indicate most affected)	WARD NUMBER	AREAS AFFECTED	PRE-DOMINANT HAZARD	CAUSES
Villages	1,2,3,4,5,6,7,8,23, 25,29,30,44,36	Phatsima	Floods	Most residential dwellings built on 15 -20 years flood plain
		Monakato, Ikageng, Lekgalong Kanana Luka, Phokeng, Lefaragatlhe, Mau mong, Barseba, Modikwe, Lekgalong, Bethany, Lekgalong, Mathopestad	storms	Settlement in flat areas
Informal settlements	19,20,21,22,27,28,31,32, 33,34,35, 37,38,39,40,41	Ramochana	Floods	No drainage systems
		Freedom park		
		Lethabong	Fires	
		Sondela		Negligence', illegal power connection
		Popo Molefe		
		Sunrise Park		

RDP-houses	12,19,20,21,24,25,27,28, 31,32,33, 34,36, 37,38,39,40,41	Meriting Ext 4&5 Mathopestad Freedom park	storms	Roof of houses not strong to stand the strong storms
		Freedom Park Seraleng Marikana phase 4 Boitekong Extension 23	Floods	No proper infrastructure (drainage and roads)
Urban areas	8,9,10,11,12,13,19,22,37	Tlhabane Rampa Primary School areas (Rabatjie Street) Paardekraal ext. 3 Meriting Ext 2	Floods	Drainage system blocked
CBD	14,15,16,17,18,43,42	CBD Roads,	Floods	Storm-water Drainage systems are blocked Other sections of road do not have drainage systems
		Kremetart bridge Middle bridge Dorpspruit bridge		Bridges- culverts are blocked and small Also, very low
Farms	1,31,32,35,36	Marikana Erasmus Plot Boshoek plot 92	Floods and Storms	No developments in these areas

GENERIC TYPE AND LEVEL OF SERVICES					
PREVENTION AND MITIGATION		PREPAREDNESS		RESPONSE AND RECOVERY	
Integration of Disaster Management Issues into sectoral and local development policies, plans, and budget		Enhance level of awareness and capacity of communities to the impacts of hazards		Adequate and prompt assessment of needs and damages	
Conducting Community Base Risk Assessment		Communities are equipped with necessary skills and capability to cope with the impact of disasters		Integrated and coordinated search and rescue capacity	
Early warning systems are to be improved		Strengthened partnership and coordination among all key role players and stakeholders (Local Disaster Advisory Forum, Inter –Departmental Technical Advisory Forum, Disaster Ward Forum)		Temporary shelter needs are adequately addressed	
Increase disaster resiliency of infrastructure systems				Basic social provided to affected communities (Social Relief of distress)	
				Psychological needs of affected communities addressed	
TYPE AND LEVEL OF SERVICE					
WARD NO:	Type of incidents	Integrated Institution Capacity	Risk Assessment	Disaster Risk Reduction	Response & Recovery
	Fire Floods Storms Epidemic outbreak Climate Change	All stakeholders coordinated to implement Policy and Legislation	Coordinate risk assessment with other role players to inform plans	To develop and implement Disaster risk management Plans and Programmes	Implementing all rehabilitation and reconstruction strategies following disaster in an integrated development manner

Table: Disaster Management Plan

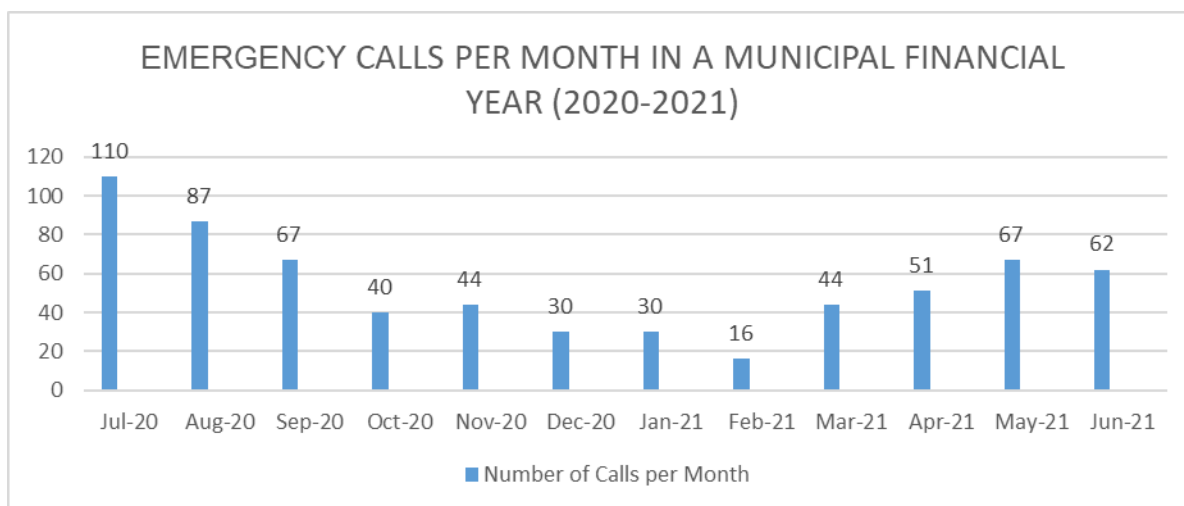
ANALYSIS OF THE SECTOR PLAN	AIM OF THE SECTOR PLAN	PROJECT/ PROGRAMMES	WHAT THE DIRECTORATE WILL BE ABLE TO IMPLEMENT IN 5 YEARS	CHALLENGES
Disaster Management Plan Adopted and approved in 2017. Fire	-Build institutional capacity -Disaster risk identification and	- Capacitating the Disaster Risk Management Centre - Intensifying	- Effective staffing of the Centre - Provision of resources for effective performance	No funding for equipment and materials.

ANALYSIS OF THE SECTOR PLAN	AIM OF THE SECTOR PLAN	PROJECT/ PROGRAMMES	WHAT THE DIRECTORATE WILL BE ABLE TO IMPLEMENT IN 5 YEARS	CHALLENGES
Risk Management Plan Adopted and Approved in 2018.	analysis -Disaster Risk deduction	community forums	- Volunteer Brigade - Revitalise the Disaster Management Forums	Inadequate funding for stipend
Municipal Systems Act compels Municipalities to develop Disaster Management Plan as part of IDP.	-Knowledge Management -Response, recovery, rehabilitation and reconciliation.	-Establishment of a volunteer programme for Disaster Risk identification and Knowledge Management. - Disaster Bus and Trucks - Emergency Precinct (Decentralisation)	- Improve the pro-active, monitoring and responsive capability of the Disaster Management Centre, - Updated Volunteer database - Effective Disaster Risk Register - Recorded Disaster Risk assessment for all municipal wards - Provision of both human and financial resources - Provision of fleet and effective required equipment's	Unable to fulfil this project due to: -Funding - Skilled personnel to address legislations KPA's and Enablers -Required resources

TYPE OF INCIDENTS

The following types of incidents are responded by emergency and disaster services buildings (high rise, mines, malls, hospitals etc.) dwellings (formal - brick & mortar), informal dwellings (Shacks/mud/hut etc.), electrical, rubbish, vegetation, transport (Cars/busses/trains/aircraft/ship), ancillary services: provision of potable water, ancillary services: locked premises and rescue (people/animals trapped/lost from machinery or water etc.), spillages (oil, diesel on road services), hazmat spillages (chemicals etc..) and any other types of humanitarian services.

Trends of the phenomenon of incidents during 2020-2021



The sum of calls responded calculated to 648. High rate of calls were attended to, during July at 17%, followed by June at 13.4%. The low rate of calls attended was during the month of February at 2.4%. High rate of calls during July is associated to winter vegetation.

CONCLUSION:

Emergency plan was approved by the Council on 29 November 2011 as per item 317 and reviewed in April 2017 after being subjected to public participation processes. Disaster Management Contingency Plan was approved by Council on 29 November 2011 as per item 318 and reviewed in April 2017 after being subjected to public participation processes

3.6.2 TRAFFIC SERVICES

1. CONSTITUTIONAL MANDATE	
The Constitution of South Africa, 1996. Act No. 108 of 1996	Section 25(1) (d) and (e) of the Constitution provides for amongst others the following: To promote a safe and healthy environment and ; To encourage the involvement of communities and community organisations in the matters of local government;

3.6.2.1 RUSTENBURG MUNICIPAL TRAFFIC DEPARTMENT'S MANDATE:

To promote community and road safety through road safety education, positively influencing road user behaviour through road safety awareness, traffic law enforcement and promote the rule of law through tracing and arresting offenders with warrants of arrest.

LEGISLATIVE AND POLICY MANDATES

Act 108 of 1996, the Constitution

Critical Infrastructure Protection Act, Act 8 of 2019

Cross Border Transport Act, Act 4 of 1998

Administrative Adjudication of Road Traffic Offences Act, Act 46 of 1998 as amended by Act 4 of 2019

The Firearms Control Act, Act 60 of 2000

National Land Transition Act, Act 5 of 2009 as amended

National Road Traffic Amendment Act, Act 64 of 2008

National Road Traffic Act, Act 93 of 1996

Criminal Procedure Act 51 of 1977 as amended

White Paper on National Transport Policy, 1996

Transport Appeal Tribunal Act, Act 39 of 1998

White Paper on Safety & Security of 1998

Road Traffic Management Corporation Act, Act 20 of 1999

National Road Safety Strategy, 2016-2030

RELEVANT COURT RULINGS

Landmark Court Ruling on private roads: Enforcement of road traffic law on mining and private estate roads

In the matter of Niemesh Singh // Mount Edgecombe Country Club Estate: The learned Judge V. Ponnan ordered that the enforcement of the Road Traffic Act within the private estate may only be carried out by a peace officer, meaning a traffic official. The challenge is in most instances, it is almost impossible to enter a private dwelling as a peace officer and enforce the provisions of the Traffic Act.

Dragger: impacts on the machinery/ equipment usage

In the high court of South Africa Gauteng Division, Pretoria case no: 32097/2020 in the matter between: Organisation Undoing Tax abuse applicant and Minister of Transport wherein court declares AARTO unconstitutional and invalid

AARTO: affects administration of traffic fines

3.6.2.2 RUSTENBURG MUNICIPAL TRAFFIC STRATEGIC FOCUS

RUSTENBURG DEPARTMENT PERSONNEL

The Department has a constant number of 60 uniformed and operational members and 23 support staff since 2005. Due to budgetary constraints, the Department is not growing to meet the fastest growing city and therefore not adequately responsive.

Council has resolved per resolution 5.2 dated 20 March 2014 that a two-shift system be implemented from June 2014. Traffic Department is operating on a 24/7 shift system and the

available limited personnel is thinly spread amongst eight different shifts. Various shifts have a total number of between five (5) and seven (7) operational members. This means that on every given day, the Department ideally has a total number of four shifts on duty with a maximum of 20 uniformed personnel.

There are about forty (40) critical intersections around the CBD, R510, R24 and other internal roads which need traffic control or point duty during peak hours or when traffic lights (robots) are off. With less than twenty officers attending various accidents in various locations, scheduled escorts and other duties such as road closures during service delivery protests etc, it is almost impossible to maintain traffic police visibility and address the issue of traffic congestion in various areas within the municipality. Accidents and other traffic service demands that take place in far-flung wards take time to attend because of limited personnel. Traffic services is largely centralised and this affects response time.

The Unit Manager provides strategic leadership while Section Managers lead Administration and Operations. The Unit's mandate is achieved through the high-level Unit structure. There are four main programmes; these are managed by three Section Managers for core programmes supported by Senior Superintendents:

The programmes or sections in this regard are:

Traffic Support Services - Administration

Traffic Operations – Traffic Policing and Public Transport Enforcement

Road Safety and Training

Municipal Court Services

METHODOLOGY: NEW AND IMPROVED APPROACH

The scenario above illustrates a deeper need for a holistic intervention to ensure that communities are and feel safe in our roads. An integrated approach to consolidate all efforts by all role players to decrease accidents and through road safety education, traffic engineering, law enforcement and community mobilisation.

The Unit will work towards the incorporation of systems to improve performance of the Traffic officials and support staff alike. The fourth industrial revolution calls for communities and the State to embrace new technologies. The need to embrace technology will guarantee effective, timeous and measurable outputs which are critical for analysis and improvement of impact driven performance of the Unit.

Analysed data and performance direct that, the traffic managers are required to spend a considerable amount of time consolidating reports in offices, transferring raw data from one source to the other for purposes of span of control and planning, which process comes with its own challenges. These leads to continuous audit queries. The Unit will work towards improved performance by ensuring that:

Improved Integrated systems in traffic services to enhance impact performance towards the reduction of fatal crashes on the roads

Engagement with Labour Unions to present new approaches to the conditions of service to traffic officials and support staff, which will allow for officers to spend more time on the road than in the office in an affordable, efficient and impact driven manner.

Re-orientation and de-briefing sessions to ensure a healthy workforce ready to withstand the challenges on the roads

Strengthened collaboration with sister departments to enforce discipline on the road thereby leading to behavioural change by road users

Improved and intensified dialogues, awareness and engagement with communities to improve road safety

Rehabilitate and strengthen monitoring of traffic infrastructure enabling the component to provide consistent, reliable and quality services. These will include but not limited to calibration of weighbridges, speed machines and rehabilitation of infrastructure

In keeping up with the integrated approach, the Unit aims at re-establishing integrated multi-disciplinary governance structures, which will speak and produce holistic results. This approach will recognise the three tiers of measurement:

GOVERNANCE - structures at managerial and technical levels inclusive of primary and secondary stakeholders on a consistent basis to inform decision making, planning and monitoring. These will include system development, standardization, role clarification linked to various mandates; shared services where necessary to enhance performance. Data collected will assist in evaluation, analysis as well as inform future planning.

JOINT PLANS/OPERATIONS — Road Safety through joint operations, stop and search and checkpoints, fines and awareness campaigns as well as targeted patrols. These will assist in awakening the consciousness of communities and road users thereby changing behaviour.

c) IMPLEMENTATION of planned and AGREED DECISIONS TO ENHANCE

INTERGRATION — areas which needs to be implemented by individual partners will be monitored through the structures that are created.

EXTERNAL ENVIRONMENT ANALYSIS

The following are external/ environmental factors likely to impede the positive plans of the Unit in the quest for attainment of mandate. These factors are largely dependent on other sector departments for implementation/ improvement:

The poor road infrastructure network

✓ Re- Orientation of traffic officers towards a de-militarised approach in service provision

✓ The Inter-Security challenges in various Departments which has an impact on relations, leading to low morale on officers, defiance and other lawlessness.

Societal Expectation against the available resources to meet the expectation and promises

Poor policy coordination amongst stakeholders towards the attainment of common interests.

Internal Environment Analysis

The Unit commits to perform with the limited budget to ensure practical impact to safer roads.

The following are amongst the many key issues to be lifted and driven from the Department:

Identify Policy alignment and clearly defined responsibilities by each stakeholder/partner

Adequate budget to enable effective, efficient, consistent implementation of mandates of the Unit

Improved conditions of services for officers and managers on level six and level 8a

Increase in human and physical resources

Improved implementation mechanisms

Re- Orientation of traffic officers towards a de-militarised approach in service provision

Commit to consistent inter-governmental relations in the execution of mandates

The renewed commitment displayed by the workforce in the Unit during the implementation of 24/7 shift system process, as well as in the formalisation of span of control driven outcomes and outputs, indicators linked to the outcomes is unparalleled and bring about a new ray of hope

ANNEXURE "C"

LICENSING AND TESTING

1. Constitutional Mandate

The Constitution of South Africa, 1996. Act No. 108 of 1996	The Constitution is the supreme law of the Republic of South Africa. Schedule 4 sets out the areas of provincial legislative competence. The functional areas of the concurrent national and provincial competence are listed as Road Traffic Regulation Public Transport Vehicle licensing and testing of Drivers. All the legislative mandates of the Road Traffic Management Corporation are enacted in terms of Section 76 (5) of the Constitution

Licensing and testing Functional areas

Road Safety – Testing and Licensing of Drivers and

Data Management – Vehicle Registration and licensing

Road Traffic Information

2. Rustenburg Local Municipality Department Public Safety

(Licensing and Testing Unit)

To Promote Road Safety by performing the following:

Core Business / Functions.

Collection of Revenue

Registration and Licensing of motor vehicle

Testing and licensing of motor vehicles (learners and drivers licences)

Testing of applicants for their learners and driver's licenses

Testing of all categories of motor vehicles for roadworthiness.

Identified community needs:

Inadequate offices for service delivery

Long queues and waiting times a due to lack of office space

Corruption and bribery

None compliance to the SABS code of Practice

Poor services.

Strategic Objectives:

To decentralise services

To provide an effective, efficient and economic service delivery

To prevent corruption and fraud

To enhance financial viability

To reduce unregistered vehicles on the road

To register and deregister motor vehicles

To enforce compliance of dealers with relevant legislations

To issue temporary permits, roadworthy certificates, professional driving permits, learners and driving licenses

To test and examine motor vehicles, for roadworthiness and to determine the competency of a driver of all categories of motor vehicles.

3. Legislative and Policy Mandates

Act 108 of 1996, the Constitution

Administrative Adjudication of Road Traffic Offences Act, Act 46 of 1998 as amended by Act 4 of 2019

National Road Traffic amendment Act, Act 64 of 2008

National Road Traffic Act, Act 93 of 1996

Criminal Procedure Act 51 of 1977 as amended

White Paper on National Transport Policy, 1996

Transport Appeal Tribunal Act, Act 39 of 1998

Road Traffic Management Corporation Act, Act 20 of 1999

National Road Safety Strategy, 2016-2030

ANNEXURE “D”

LAW ENFORCEMENT AND SECURITY

CRIME PREVENTION PLAN AND STRATEGY

The Local Crime Prevention Strategy (LCPS) is developed in line with the Growth and Development Strategy (GDS) of the municipality which seeks to: -

Serve as an overarching planning instrument, articulating the developmental agenda, and

Provide strategic direction for the Rustenburg Local Municipality with regard to the fight against crime.

Local Crime Prevention Strategy (LCPS) and Growth Development Strategy (GDS) seek to make effective use of scarce resources within the Rustenburg Local Municipality by searching for more cost effective and sustainable solutions, whilst addressing the real causes of crime, poverty and unemployment. It is expected that Rustenburg Local Municipality will constitute one of the integral part of the National Crime Prevention Strategy (NCPS) in terms of its broader agenda of crime prevention and fighting. The Constitution of the Republic of South Africa Act 108 of 1996 obliges municipalities to participate in National and Provincial development programmes.

Moreover, municipalities have a constitutional imperative to give attention to crime fighting. Section 152(d) in chapter 7 of the Constitution of the Republic of South Africa Act 108 of 1996 stipulates that, one of the objects of local government is “to promote a safe and healthy environment and to encourage communities to be involved on matters affecting them at local level”. Even the National Crime Prevention Strategy recognizes that Municipalities have a central role to play in crime prevention.

The strategy designates that local government are encouraged to review, refine and customise the NCPS to suit the local environment and implement local crime prevention programmes. Crime prevention strategies could never be a “one size fit all”. The NCPS also emphasizes this aspect in the development of local crime prevention strategies by Municipalities and propagating that the exact strategies and mechanisms that local governments adopt should be based on local crime prevention priorities and should preferably fit within the four-pillar strategy framework which entails the following: -

The criminal justice process leading to certain and rapid deterrence

Community values and education leading to community pressure and public participation in crime prevention

Environmental design leading to limited opportunities for crime and maximizing constraints

Trans-national crime: Regional cooperation, stability and address cross border crime

The National Development Strategy has identified five priorities to focus on to achieve a crime free South Africa. Amongst these priorities are to build safety using an integrated approach and build community participation in community safety. These two priorities are relevant to the Rustenburg Local Municipality. In building safer communities, requires cooperation between all departments and requires an integrated approach to tackle fundamental causes of criminality by mobilising a wider range of state and non-state capacities and resources at all levels and active community involvement. Civil society organisations and civic participation are critical elements of a safe and secure society. Establishment of community safety centres will enable safe healthy communities.

NATURE AND SCOPE OF THE STRATEGY

It is recommended that this strategy should dovetail with the provincial and local South African Police Service (SAPS) crime prevention strategy and be incorporated into the Integrated Development Plan of the municipality. This strategy should be consulted and popularised through community participation to ensure inputs / comments from the public, a shared understanding, ownership, common approach, buy-in and active participation of all role-players.

The National Planning Commissions' Diagnostic Report (2011) underlines the reality that high crime level has slowed social and economic development in this country. The Growth and Development Strategy (GDS) of the municipality acknowledges that many of the crime related problems that are experienced in the Rustenburg Local Municipality are related to higher influence associated with socio-economic conditions and poverty levels. Problematic crimes such as murder, rapes, assaults, robbery aggravating, burglary residential, burglary business, theft of motor vehicles, theft out of motor vehicles, stock theft, crime depending on police actions, carjacking and truck jacking, house robbery, business robbery, theft of copper are so common in the police stations situated in the Rustenburg municipal boundaries. Rustenburg police station, Tlhabane police station, Phokeng police station, Boitekong police station, Marikana police station, Lethabong police station, Boons police station, Sun City police station (Ward 1) and Bethanie police station are operating within the municipality jurisdiction.

RUSTENBURG LOCAL MUNICIPALITY POLICING CHALLENGES

CHALLENGE	SOLUTION/ RECOMMENDATIONS
UNEMPLOYEMENT Lack of Shelter (Community Development) Increase of Serious Violent Crimes	JOB CREATION Engage Business for the creation of sustainable jobs Business to adopt certain Areas Create an assembly point for casual job seekers
STREET BEGGARS & HOMELESS-including Blind Beggars a need to profile them and	CREATION OF SHELTERS

their circumstances (Responsibility SAPS & Community Dev)	NGO /GOVERNMENT and BUSINESS - Profiling and interview them. - Create database of NGO's –crime related - Collaboration with social department. - integrate them to society.
UNORGANISED HAWKERS (Responsible: LED & DPS)	HAWKERS TO BE ALLOCATED STALLS, ISSUED WITH PERMITS, SIGN LEASE AGREEMENT AND THE ENFORCEMENT OF BY-LAWS- involve Hawkers forum. -Removal from street -engage Legal Depart.
UNORGANISED CAR-WASHERS (Responsible: SAPS & LED, DPS)	REGULATION AND GUIDELINES REGISTER CO-OPERATIVES ADDRESS NON-COMPLIANCE AND ENFORCE BY- LAWS -Interview & Profile them Create a Database and legalise them Review By-Laws related to this –Legal Dep't. Introduce Rehab program- Correctional services in case they have a criminal record. (including NGO's)
UNORGANISED CAR-GUARDS	REGISTER CO-OPERATIVES ADDRESS NON-COMPLIANCE AND ENFORCE BY-LAWS
WASTE REMOVAL (Community development & DPS)	CREATE SAFE LANES/illegal dumping /littering Fatima Bhayat – Bethlehem Outsource Waste Removal education and awareness Enforcement of By-laws Involve Hawkers & Businesses in safe & clean city project
NON-COMPLIANCE CPTED Road Signs, Bushes, Lighting, Street Lights, Abandoned Buildings, Illegal Water and Electricity Connections, Unmarked Street Names,	ENHANCE ALL CPTED INITIATIVES An integrated approach needs to be adopted by involving stakeholders inside the Municipality and outside.

RENTAL OF PROPERTIES that are being used for criminal activities (Human Trafficking, Drugs and other activities) DPS	DISCONTINUATION OF SERVICES COMPLEMENTED BY THE ENFORCEMENT OF BY-LAWS -Champion By-law enforcement in the City - Authorization of municipal employee for prosecution
UNREGULATED BUSINESSES	REGULATION AND ENFORCEMENT OF BY-LAWS/ HEALTH ACT
USAGE OF PUBLIC and OPEN SPACES	REGULATION AND ENFORCEMENT OF BY-LAWS
CIVIL APATHY: Business, Traditional Leaders and Communities	EDUCATE AND MOBILISE COMMUNITIES Social Media, Community Imbizo and dialogue, Radio and through partnerships with Business
TAXI VIOLENCE/ ROUTE PROBLEMS	ENFORCEMENT OF THE LAW AND SPEED UP THE IMPLEMENTATION OF RRT - Platform for stakeholder engagement established through DPS
HIKING SPOTS	ENFORCEMENT OF THE LAW AND AWARENESS CAMPAIGNS ON THE DANGERS OF HIKING
REACTION TO CCTV DPS	ENHANCEMENT MANAGEMENT OF CCTV AND UTILISATION OF EVIDENCE GATHERED THROUGH CCTV CAMERAS _Interaction of intergovernmental department
ABANDONED BUILDINGS	ENFORCEMENT OF BUILDING REGULATION AND OTHER BY-LAWS
COPPER CABLE THEFT	FOR THE CITY TO HAVE A MORE INTEGRATED APPROACH IN DEALING WITH THE SCOURGE STRENGTHEN EXISTING STRUCTURES WITH SOE's MCCF and CSF
EVENTS Community Development & DPS, SAPS	CONTINUED EDUCATION OF ORGANISERS ON THE PROCESSES INVOLVED WHEN HOSTING EVENTS AND COMPLIANCE WITH THE REQUIREMENTS Major event must be approved through Tripartite (Saps, DPS, DCD.) -Participation of DPS & CD to gathering meeting with SAPS) -Standard Operating Procedure (SPO) to govern the

	events- April 2015.
LACK OF CCTV BEYOND THE CBD	INSTALLATION OF CCTV IN ALL HOTSPOT AREAS – INVOLVEMENT OF BUSINESS
MANAGEMENT OF SAFE AND CLEAN CITY (Municipal Manager)	REGISTRATION OF SECTION 21 COMPANY TO ENHANCE THE MANAGEMENT OF THE PROGRAMME -Benchmarking with Cape Town –Item approved/

CHALLENGES

The increasing challenges and demands facing local governments such as crime and causes of crime has necessitated that relevant systems are put in place to deal with these challenges. Crime and criminals have become a national security issue. The existing government law enforcement agencies find themselves in a situation where they have to position and reposition their strategies to contain the scourge of crime, which causes the communities to often knock on the doors of the government for unapproved service delivery. High levels of crime pose a threat to economic development and undermine investor confidence.

The jurisdiction of the Rustenburg Municipality covers also the rural areas, which are poorly resourced and policed. This policing bias represents a serious obstacle to the implementation of community policing and even to effective service delivery. Without compromising the cities and towns, municipal police services are in a position to address this urban bias. Generally, the existing government law enforcement agencies are in favour of the urban communities and at the expense of the impoverished communities.

Demands on equality, human rights, accountability, participation as well as meeting the provision of Batho Pele, rapid urbanisation have already started to exert pressure on the RLM and there is a significant increase in unlawful occupation of land and societal conflict. Crime and health hazards are on the increase in the informal settlement. The booming economy in the municipality requires an effective police service, which will be able to make the city an attractive and safe place for tourism and investment.

The establishment of effective Municipal Police Service, in conjunction with other existing Law Enforcement Agencies, will be able to expose corruption even within the Municipality. This may also create a platform for production of harmful banned substance and a turned Rustenburg into a heaven for criminal activities such as the selling of contraband ("fong-kong") goods. Some of the existing by-laws do not cover areas that did not fall under the old Rustenburg Municipality. It presents serious challenges because such by-laws cannot be applied and enforced in their present state in those areas. Therefore, the re-alignment of those by-laws is critically needed to empower the envisaged Municipal Police Services.

Rustenburg has about plus minus 35 Taxi Organisations, some of these organisations are not registered. Taxi conflict and dispute is prevalent at the Rustenburg Taxi Rank and on the routes within Municipal Jurisdiction. The root causes are illegal operations, many taxi organisations, operate without permits or valid documentation and power competition. Management of these conflicts and joint management of the Rustenburg Taxi Rank with members of Taxi Associations or

organisations have to be considered, due to unlawful trading and conflicts within the Rank. Maybe through the formulation of Taxi Rank by-laws and establishment of Municipal Police Service in Rustenburg, the situation may be better contained.

White collar criminals and other residential areas which have been turned into business premises to evade the law of the country by not (paying tax).

SUMMARY OF CHALLENGES

#	MAJOR CHALLENGES	ROOT CAUSES (NOT MORE THAN 2)	EFFECTS	PRACTICAL INTERVENTION OR SOLUTIONS
1.	Protests	Poor service delivery	Instability and destruction of properties	Improved communication Timeous response
2.	High rate of crime	Unemployment and high influx of people	Impact negatively on the investor confidence and instil a sense of insecurity	Enhancement of integrated approach through Crime Prevention Through Environmental Design (CPTED)
3.	Land invasion	Urbanization Political influence	Civil conflict Disrupt spatial development	Intensify villages, small dorpias programme Integrated approach
4.	Moral degeneration or delay	Disregard good values and Botho.	General disrespect of the law, property and fellow human beings (conflict, violence, damages and losses)	Intensification of moral regeneration programmes.
5.	Theft and vandalism of municipal properties	Lack of security	The municipality lose money Affect service delivery	Cho and changing of security personnel which is not a solution. Allocation of adequate budget for security.

3.6.2.3 Crime Prevention Strategy and Plan

Table 0-2: Crime Prevention Strategy and Plan

Analysis of the sector plan	Aim of the sector plan	Project/ Programmes	What the Directorate will be able to implement in 5 years	Challenges
-Dovetail with the Provincial	-Reduce causes of	-Establishment of Rustenburg	-Municipality was able to establish	-Empathy from the

Analysis of the sector plan	Aim of the sector plan	Project/ Programmes	What the Directorate will be able to implement in 5 years	Challenges
and Local SAPS Strategy has been integrated into the Municipal IDP -Put emphasis away from crime control towards crime prevention. -It focuses on social crime prevention, combating of crime, environmental design	crime and encourage the involvement of the local communities -Promote a safe and secure environment.	Community Safety Forum -Establishment and strengthening of the CPF and Street committees. -Expansion of the CCTV Cameras -Establishment of Municipal Police Service -Expand the Peace and Development Programme (Traffic Wardens and Fire Brigade Reservist	the forum. -On-going process -15 CCTV Cameras installed and R4 000,000 was allocated for. -Appointed only 50 Traffic Wardens	community -Lack of capacity in the Directorate in terms of resources -Community empathy and not interested to be involved. -Inadequate funding for this project -Inadequate resources such as buildings and law enforcement equipment -No funding for this project -Inadequate to cover 36 wards. -No funding for Training and resources.
Municipal Systems Act compels Municipalities to develop Disaster Management Plan as part of IDP.	-Knowledge Management -Response, recovery, rehabilitation and reconciliation.	-Establishment of a volunteer programme for Disaster Risk identification and Knowledge Management. -Disaster Bus and Trucks -Emergency Precinct (Decentralization	-Not effective -Unable to fulfil this project -Unable to fulfil this project	-Funding -Funding

Legislative Framework

Constitution of the Republic of South Africa, 1996 (Act 108 of 1996):

Places a legal obligation on government of SA to ensure the health and safety of its citizens;

Section 152(1)(d) requires local government to ensure a safe and healthy environment.

National Crime Prevention Strategy (1996):

Primary emphasis is away from crime control towards crime prevention;

Crime needs a multi-faceted approach as different types of crime have different root causes.

Scope

The existing municipal strategy and plan:

Dovetail with the provincial and local SAPS crime prevention strategy;

Should be incorporated in the Integrated Development Plan (IDP) after its review.

Primary Crime Prevention Measures

The following primary crime prevention measures are taken:

Effective program addressing poverty alleviation such as SMME projects

Job creation project like trolley pushers, car watch and car washers

Organise sports and recreation

Organise private community structure to combat crime e.g. street committees

Crime Prevention Through Environmental Design (CPTED) e.g. inadequate street lighting, inadequate CCTV cameras, empty stands and houses, bushes, taverns near schools

Education and awareness through media, pamphlets etc.

Strategic Focus Areas

Focus Area One: Social Crime Prevention

Objective 1: To inform the community on the negative impact that substance abuse has on crime:

Encourage liquor outlets to regulate alcohol abuse in and around their premises to contribute to the prevention of anti-social behaviour

Revisit the current policy, regulating locality or liquor outlets

Improve and expand educational programs regarding prevention of substance abuse

Mobilise the business sector to fund programs addressing prevention of substance abuse

Engage NGOs to deliver sufficient rehabilitation service

Ensure participation of educational institutions in prevention of substance abuse programmes

Ensure efficiency of Alcohol Rehabilitation programmes as an alternative to imprisonment.

Objective 2: To cultivate a culture of zero tolerance to crime:

Launch awareness campaigns to encourage reporting of crime

Inform the community on the process of reporting corruption and inefficiency within the criminal

Programmes to educate the community to persevere in litigation

Create a platform to unit divided portion of the community against crime.

Objective 3: To rebuild the moral fabric of society

Launch awareness campaigns to realistic reporting on women and child abuse

Awareness campaign to emphasise the importance of safer families within safer communities

Inform the community in the principles of “ broken window syndrome”

Inform women with regard to their human rights in relationships

Raise awareness of family values, morals and human rights

Inform the community about the consequences of dealing with stolen property

Cultivate a value system with regards to human rights

Awareness campaign to promote a code of ethics between employer and employee.

Objective 4: To improve the community to fight poverty:

Guide poverty-stricken communities to develop sustainable economic units

Launch programmes to encourage influential community members to establish active participation in poverty alleviation

Providing skills developments projects.

Objective 5: To avail comprehensive services for victims of crime:

Training in victim support skills

The creation of local victim support network

Ensure sustainability of the existing crisis centres

Ensure establishment and sustainability of a local child-line

Satellite Crisis Centres in surrounding areas.

Objective 6: To integrate the restitution mechanisms of restorative justice community sentencing and diversion into the community:

Create public insight into the principles of diversion, restorative justice and community sentencing

Expansion of community sentencing options through the involvement of the local municipality

Involving the cadre of volunteers in diversion and monitoring of community sentences.

Objective 7: To create a positive attitude within the community that is conducive to safer families, neighbourhoods and communities:

Promoting community pride through clean-up campaigns

Cultivate a culture of responsible ownership.

Objective 8: To create synergy amongst all stakeholders in a partnership towards Crime Prevention:

Ensure community participation in crime prevention structures.

Focus Area Two: Combating Crime

Objective 1: To expand and sustain the capacity of visible community policing:

Sustaining and retention of the new cadre of reservists for traffic, fire and disaster management duties

Skills development of reservists/volunteers to expand their activities

Create a visible identity for the volunteers/reservists

Create reporting structures for community police officers.

Objective 2: To empower the community to participate in combating crime:

Mapping of crime information to highlight the area where crimes occur on regular basis

Training women and youth in basic defence

Embark on negotiations with security firms to extend patrol routes.

Focus Area Three: Environmental Design

Objective: To create a safe community/city/town/rural area:

Community audit to identify environmental factors that could contribute to crime

Creation of safer freedom of movement

Get relevant stakeholders involved in safeguarding of destitute areas

Improve and or establish street and security lighting at vulnerable spots

Launch an awareness campaign in cooperation with all relevant stakeholders regarding the safeguarding of animals (Livestock)

Educate property owners in the sound principles of home security

Consulting with victims of rape to establish the role of the environment

Locate sanitary facilities at suitable places

CCTV monitoring in streets of central business districts.

3.7 LOCAL ECONOMIC DEVELOPMENT

Mandate and Purpose

The mandate of Local Economic Development Directorate is to lead, promote and facilitate economic growth and development, and economic transformation within the Rustenburg Local Municipality.

In terms of the National Development Plan (NDP), LED primary alignment to the NDP is through

Chapter 3: Economy and Employment where the vision is to achieve full employment, and decent and sustainable livelihoods.

LED DIRECTORATE STRATEGIC OVERVIEW

Vision

LED' vision is inspired by the Municipality's vision of "A world class city where communities enjoy a high quality of life and diversity". Thus, LED vision is: Develop a diversified and vibrant world class local economy that supports growth, development, and transformation to better local communities' living conditions.

Mission

To be a people-centred, investment and development responsive and functional directorate that leads efforts in confronting the triple challenges of poverty, inequality and unemployment.

Culture and Values

In working towards the achievement of its vision and mission set out above, LED subscribes to the following values which are in line with the Batho Pele principles:

Values	What it means in practice for RLM
Performance excellence	Through teamwork, dedication and commitment to service delivery, we strive to continuously improve our skills, processes and systems to deliver excellent performance to service the broader RLM community
Integrity	Displaying honesty, respect, dignity and caring in our work and discouraging all forms of discrimination
Community Involvement	Based on the Batho Pele principles, we grow respect through involving communities.
Transparency	Ensuring that all stakeholders have access to relevant information to ensures accountability
Cooperative governance	As a sphere of government, we will embrace legislative and regulative prescripts that guides the operations of local government,

Values	What it means in practice for RLM
	and advocate for intergovernmental relations and other key stakeholders' relations in implementing LED programmes and projects

Strategic Goals

Five (5) strategic goals have been developed to enable the LED to effectively focus and prioritize in delivering on its mandate and strategic priorities:

Policy coherence and economic intelligence to drive socio-economic transformation and a world class local economy.

An enabling and conducive business environment to enhance RLM competitiveness as a destination of choice for tourism, investment and trade.

Accelerated and shared economic growth through skills development and enterprise development to promote an entrepreneurial culture that will contribute towards improving the livelihoods of the RLM communities.

Good cooperative governance that promotes public private partnerships in support of the socio-economic development programme of RLM.

Effective systems and processes and efficient resource utilisation to promote and support a high-performance culture

Strategic Objectives

Develop vibrant and diversified world class local economy through high-value adding economic sectors

Create an enabling and conducive business environment to enhance RLM competitiveness as a destination of choice for tourism, investment and trade

Support Broad Based Black Economic Empowerment through the development of sustainable small medium and micro enterprises

Enable transformation of the local economic landscape through development of the township and rural economies

Establish and maintain strong stakeholder relations and public private partnerships with local industries in support of local economic development programmes

LED Directorate' Core Business

LED plays a central role in fighting the triple challenges of poverty, inequality and unemployment by striving to stimulate economic growth, development and transformation. In this case, LED is striving to develop Rustenburg local economy into a diversified and vibrant world class economy.

In partnership with all key role players, LED promotes and facilitates industrial development, enterprise development, skills development, economic transformation and poverty alleviation. The structure of the directorate will thus have to be the one that enables the Directorate to achieve these goals hence the five (5) focus areas in a form of units are recommended:

Enterprise Development

Rural Development

Economy Skills and Capacity Development

Industrial Development and Investment Facilitation

Knowledge Management

ANALYSIS OF PAST PERFORMANCE

The analysis is for the Local Economic Development Directorate's performance and to track progress made thus far. It must be noted that the Directorate's programme is largely informed by the revised local economic development strategy, Rustenburg integrated masterplan 2040 and the ward priorities.

Below is the analysis of the Directorate performance in relation to the RLM five-year turnaround plan (2016 – 2021) in responding to the Municipality's priority to "Drive a Diversified Economic Growth and Job Creation".

Five-Year Implementation Plan

STRATEGIC GOAL AND FOCUS AREA	PLANNED TARGETS	PROGRESS TO DATE
Rustenburg Gateway Precinct - African Convention Centre & Hotel	Land acquisition / availability and investment promotion	Council resolution for a 5ha land at Civic Centre for a convention centre and hotel.
Rustenburg Gateway Precinct Trade and Investment Promotions Development Centre	Trade and investment promotional products identified and ring-fenced	LED one-stop-office for implementation of catalytic projects and enterprise development has been established at the showgrounds waiting to be resourced
Rustenburg Gateway Precinct – Flea Market	Construction of flea market	Flea market completed and officially opened with local crafters trading until the COVID-19 regulations that affected the tourism sector leaving crafters with no business at the market.
Rustenburg Gateway Precinct – Rustenburg Showgrounds	Public participation and expression of interest	Farmer Production Support Unit approved to be hosted at the showgrounds for livestock farming support including agriculture shows and auctions. Long term lease pending

		approval for race track & other amenities
Industrial Park (SEZ) including Fresh Produce Market and Aerodrome	Proclamation, re-zoning and investment promotion	Township Establishment underway for the development of the Waterval Industrial Park pending revision of the Environment Impact Assessment. Alternative land identified through land donations from Sibanye to host the SEZ or industrial park – donation in progress
CBD Regeneration and Precinct Plans	Final plans with National Treasury	Rustenburg ext.30 developed with Rustenburg Mall completed. Additional development pending finalisation of the transfer of the additional land made available to investor.
Education Hub – University of Technology & Centre of Excellence in Mining	Land availability, investment promotion and recruitment of higher learning institution	Directorate attending to several enquiries. Few proposals received previously not responding to the Municipality' expectations. Currently considering other proposals with one written intent received.
Packaged Projects	Feasibility studies and bankable business plans for 6 projects	No approved development to date on the 5 approved precincts. Precinct plans proposed to be revised / repackaged for aggressive investment campaign
Annual Review of Investment Incentives	Annual review of investment incentives	Approved incentive policy guidelines to be reviewed with comprehensive implementation plan.
Market Development for SMMEs (links to masterplan projects)	Identification and packaging of market opportunities from the municipality and the mines	Signed Agreement with DPWI for the implementation of the Contractor Development Programme.
Identification and Profiling of SMMEs	Acquire SMME database and register SMMEs and job seekers across all wards	SMME Portal developed – www.rustenburgbusinessconnect.co.za To be operationalised
Number of SMMEs and Cooperatives assisted with business development support interventions	200	Directorate conducted enterprise day and cooperatives development workshops across all Wards. Programme to develop cooperatives resulted in 45 cooperatives across all wards and most being assisted with compliance. Cooperatives to be profiled for market

		access through various municipality platforms and private sector opportunities. Various programmes developed and being implemented to support SMME to become sustainable – i.e. Vuk'uphile contractor development; Engineering, mining & manufacturing incubation; Green economy programme, Enterprise Development Support Programme.
Number of jobs created through SMME & Cooperatives development, tourism, agriculture, industrial, and infrastructure projects	500	Over 3000 jobs have been created through the Municipality' LED and capital projects including private sector investments
City Branding	Finalise city branding and link to masterplan	Need to secure budget to develop and implement city branding.
Agriculture and Agro processing	Ensure participation in Agri-Parks and launch Marikana Agri-Hub	Agriculture Development Support Programme implemented with following flagship projects developed and currently attracted various stakeholders to support the local agriculture sector: Sunflower Production Farmer Support Production Unit Amaranth Research and Commercialisation In addition, the Municipality has supported more than 15 farmers in horticulture. Sunflower production currently at pilot stage with up to 1000 ha of land targeted for 2021/22 season.

IDP Ward Needs and Priorities

WARD NUMBER	WARD NEEDS AND PRIORITIES	LED RESPONSE
1	Business Site	Land availability to be confirmed
2	High Unemployment	Identify RLM capital projects and private sector projects to create job opportunities
4	High Unemployment Shopping Centre	Identify RLM capital projects and private sector projects to create job opportunities Land availability to be confirmed and attract private sector investment for the shopping centre
7	SMME Support Unemployment	Local contractor panel established for CIDB 1-4. Signed MOA with Lepharo for Incubation to develop sustainable business in the following sectors: Manufacturing Industrial Development Mining Agro processing Green Economy Council has approved the Enterprise Development Programme to develop Enterprises in all sectors with priority for the following sectors: Tourism Arts & Culture Informal Trading and Tuck shops Automotive Construction Coordination of the formal business sector through the Rustenburg Business Council.
9	Hawkers Stalls Business Support Centre	Land availability need to be confirmed for hawker's stalls and possibility of a business centre. Coordination of the sector through the Rustenburg Informal Traders Forum.

	Employment for the Disabled High Unemployment	Identify RLM capital projects and private sector projects to create job opportunities
10	Business / Market Centre near Mmabana Site Business Support Centre	Land availability to be confirmed for possibility of a business centre
11	Employment for Disabled Business Support Centre	Identify RLM capital projects and private sector projects to create job opportunities Land availability to be confirmed for possibility of a business centre
12	Need for Employment	Identify RLM capital projects and private sector projects to create job opportunities
19	Lack of Financial Support for Small Businesses and Registered Businesses	Various LED programmes developed have attracted stakeholder interest to support local SMMEs with support including access to funding
23	Unemployment – Provide Support for EPWP, CWP, Animal Production Cooperatives and Capital to Start Businesses Job Creation at Bospoort Dam Mines	Identify RLM capital projects and private sector projects to create job opportunities
25	High Unemployment	Identify RLM capital projects and private sector projects to create job opportunities
26	Unemployment – Appoint Local People to Work on Roads & Building Tenders, EPWP, CWP, Animal Production Cooperatives and Capital to Start Businesses	Identify RLM capital projects and private sector projects to create job opportunities
29	High Unemployment	Identify RLM capital projects and private sector projects to create job opportunities
30	SMME and Youth Development Centre	Land availability to be confirmed for possibility of SMME and a youth development centre
31	Community Bakery Community Sewing Project	Land availability to be confirmed and engagement with mines for possibility of leveraging on SLPs or other Government support programmes to fund the proposed bakery and sewing projects. Identify RLM capital projects and private sector projects to create job opportunities

	Need for Employment	
33	Need for Employment	Identify RLM capital projects and private sector projects to create job opportunities
34	Skills Development Need for Employment	Signed MOA with the National Department of Public Works for Vuk'uphile for learner contractor programme. LED investigating other skills development programmes to be implemented for the benefit of Rustenburg Communities.
37	High Unemployment	Identify RLM capital projects and private sector projects to create job opportunities
40	High Youth Unemployment	Identify RLM capital projects and private sector projects to create job opportunities
43	Stimulation of Business – Business Park	Land availability to be confirmed for possibility of a business park. Development of Business Trading Hubs and B-hives.
44	High Unemployment Need for Youth Employment	Identify RLM capital projects and private sector projects to create job opportunities

LED Sector Plan

The LED Strategy was last reviewed in 2011 and to date no other sector plans have been developed. During this term, the Directorate will be developing Strategic Sector Programmes including Implementation Plans for the key economic sectors which will drive the local economic growth, development and diversification.

The sector programmes will provide the new local economic trajectory for Rustenburg in line with the Municipality's development goals.

DIRECTORATE STRATEGIC PRIORITY AREAS

Knowledge management of the local economy through strategic sector programmes development and implementation, Policy Development and Coordination, and Strategic Business Relations

Development of the local economy capability through sector-specific enterprise development programmes

Catalytic Projects implementation through direct investment promotion and facilitation

Industrial Development – Bojanala SEZ / Rustenburg Industrial Parks

Promoting township and rural economy development through tourism, arts & culture, and agriculture development

Facilitate creation of job opportunities through LED programmes including private sector investment

The Directorate has developed a strategic approach that'll take advantage of interdependencies to drive the much-needed Local Economic Reconstruction and Transformation. This strategic approach which also represents the Municipality' Economic Recovery Plan is developed in to a 9-Pillar Programme.

PILLAR	RLM INTERVENTION	TARGETED OUTCOME
Enabling Technology Development	Develop & Approve Municipal Policy / By-Laws to enable and regulate the roll-out of fibre-optic infrastructure and related technology	Private sector internet connectivity infrastructure roll-out to enable local economic development inclusive of technology advancement
Advancing Technology, Education and Technical Skills Development	Effectively enable (land and infrastructure provision) and promote Rustenburg as an Education Hub and identify centres of excellence to develop technological knowhow and technical skills needed for the new economy	University Precinct.
Unlocking Key Municipal Assets to Leverage Funding and Opening up Industries	Collaborate with Private Sector and Government Entities to unlock municipal assets' potential to attract investment in affected economic sectors (i.e. Tourism, Sports, Arts & Culture, etc.)	Local tourism development and promotion
Leverage Government Funding Towards Socio-Economic Infrastructure Development	Approve Municipality's and Government capital budget and other budgetary resources to support targeted areas for investment	Increased capital expenditure to support implementation of catalytic projects and other strategic projects
Broad-based Economic Participation for All-inclusive Growth and Job Creation	Implement Government Broad-Based Empowerment and related legislation to broaden economic participation and increase job creation	Increased local procurement expenditure through RLM procurement spent
Township and Rural Economic Development	Develop programmes aimed at developing local township and rural economies in line with priority sectors of the Municipality and other Government programmes	Key sector specific programmes to develop and capacitate SMMEs and cooperatives to participate in the mainstream economy

Fast-Track Investment in Economic Sectors with Greater Growth and Development Potential	Develop and implement an aggressive investment promotion and attraction programme for identified catalytic projects.	Increased direct investment in implementing catalytic projects
Stakeholder Management	Develop targeted meaningful public and private partnerships to support local economic development programmes and to attract investment in Rustenburg	Strong partnership with Mining, Education, National and Provincial Government; and Formalised Local Business formations
Local and International Market Development to Support Growing Industries	Utilise Government programmes and partnerships developed to promote and facilitate access to local and international markets by local companies	Market development in support of local industries.

3.8 Municipal Vision, Mission, Strategic Priorities and Values

The Vision, Mission and Strategic Priorities, including Municipal Values are:

Vision: A smart and environmentally friendly city where all communities enjoy a high quality of life and diversity

Mission: To continuously improve quality of life by stimulating economic growth, improving quality of services through best practice, sustainability, and inclusive government.

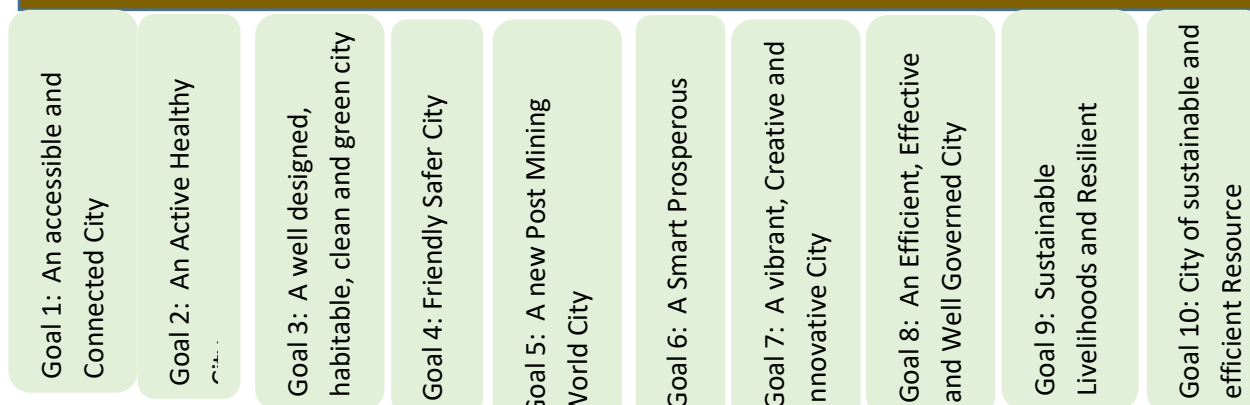
Values

Customer First, Integrity and Transparency & Speedy execution,

Strategic Priorities (6)



Municipal Goals



Local Government Key Performance Areas (6)

- KPA 1: Municipal Transformation and Institutional Development.
- KPA 2: Municipal Financial Viability and Management
- KPA 3: Spatial Rationale and Municipal Planning Alignment
- KPA 4: Local Economic Development and Job Creation
- KPA 5: Basic Service Delivery
- KPA 6: Good Governance and Public Participation

Table: Municipal Strategic Priorities and Objectives

SUSTAINABLE DEVELOPMENT GOAL/S					
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
NDP OBJECTIVES: 1. A developmental and transformative municipality; 2. A public service immersed in the development agenda 3. Staff at all levels have the authority, experience, competence and support they need to do their jobs; 4. Intergovernmental Relations improved	Goal 5: A city of sustainable resource management	1. Ensure a sustainable municipal financial viability and management	1.1 Enhance Revenue/ Promote Financial sustainability 1.2 Promote Financial Compliance 1.3 Implement integrated capital funding model	1. % implementation of the approved Revenue enhancement strategy; 2. % operational expenditure over the approved budget; 3. No. of deviations resulting in unauthorized, fruitless and wasteful expenditure.	9. responsive, accountable, effective and efficient local government;

SUSTAINABLE DEVELOPMENT GOAL	6. Ensure availability and sustainable management of water and sanitation for all 7. Ensure access to affordable, reliable, sustainable, and modern energy for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 11. Make cities and human settlements inclusive, safe, resilient and sustainable				
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
NDP OBJECTIVES: 1. The proportion of h/h with access to electricity: 90.0% by 2030 2. All people have access to clean portable water by 2030 3. Increase the proportion of people using better quality public transport; 4. Competitively priced and widely available broadband 5. Integrated spatial	GOAL 3: City of smart livable homes	2. Efficient Provision of quality Basic Services and Infrastructure within a well-planned Spatial Structure	2.1 Provide quality, cost effective, reliable services and infrastructure based on Integrated spatial planning 2.2 Accelerate infrastructure maintenance and refurbishment. 2.3 Promote protection of public assets and the environment through education /awareness programmes	% of H/H with access to basic levels of services: water; sanitation; electricity and solid waste removal. % of H/H earning less than R3 500 per month with access to FBS	6. An efficient, competitive and responsive economic infrastructure network 8. Sustainable human settlements and improved quality of household life

SUSTAINABLE DEVELOPMENT GOAL	6. Ensure availability and sustainable management of water and sanitation for all 7. Ensure access to affordable, reliable, sustainable, and modern energy for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 11. Make cities and human settlements inclusive, safe, resilient and sustainable				
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
planning system, for upgrading all informal settlements by 2030; 7. More people living closure their place of work;					

SUSTAINABLE DEVELOPMENT GOAL	1. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 2. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 3. End poverty in all its forms everywhere 4. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 5. Ensure sustainable consumption and production patterns				
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
NDP OBJECTIVES: Reduce unemployment to 6.0% by 2030	Goal 1: City with vibrant and diversified economy Goal 2: City of identity	3. Drive a diversified economic growth, vibrant rural development and job creation	3.1 Promote economic diversification 3.2 Grow the local economy 3.3 Drive a diversified and sustainable rural development 3.4 Support Enterprises, Cooperative development and job creation 3.5 Attract and retain investments	1. % of municipality's capital budget actually spent on capital projects identified in terms of the IDP; 2. No. of jobs created through local economic development initiatives including capital projects. 3. % tourism development and marketing of	4. Decent employment through inclusive growth 7. Vibrant, equitable, sustainable rural communities contributing towards food security for all

SUSTAINABLE DEVELOPMENT GOAL	1. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 2. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 3. End poverty in all its forms everywhere 4. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 5. Ensure sustainable consumption and production patterns				
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
				Rustenburg as a world class destination to stimulate sustainable tourism. 4. % development and implementation of the turnaround strategy on agricultural development	

SUSTAINABLE DEVELOPMENT GOAL/S	3. Ensure healthy lives and promote well-being for all at all ages 13. Take urgent action to combat climate change and its impacts 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 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				
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
NDP OBJECTIVES: 1. Zero emission building standards by 2030 Absolute reduction in the waste disposal to landfill sites each year At least 20 000MW of renewable energy should be reached by 2030 Improved disaster preparedness for extreme climate events Reduce the levels of	Goal 5: A city of sustainable resource management	4. Maintain, a green, safe, healthy Environment and social cohesion	4.1 Promote interventions to preserve environmental sustainability 4.2 Promote sports, arts and culture. 4.3 Implement an integrated by-law enforcement and community safety and security initiatives. 4.4 Promote and implement transversal programmes	% reduction of crime levels within RLM; % reduction in emissions resulting in air pollution	All people in South Africa are and feel safe 10. Protect and enhance our environmental assets and natural resources

SUSTAINABLE DEVELOPMENT GOAL/S	3. Ensure healthy lives and promote well-being for all at all ages 13. Take urgent action to combat climate change and its impacts 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 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				
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
crime by 60% by 2030					

SUSTAINABLE DEVELOPMENT GOAL/S	17. Strengthen the means of implementation and revitalize the global partnership for sustainable development				
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION NDP CHAPTER 13: BUILDING A CAPABLE AND DEVELOPMENTAL STATE;	A well-run municipality	5. Uphold good governance and public participation principles	5.1 Promote good governance and public participation 5.2 Promote Public Private Partnerships 5.3 Promote collaborative solutions	1. Date of approval of the reviewed/ amended IDP of the municipality; 2. Date of approval of the MTREF budget that is aligned to the IDP 3. Date of approval of the SDBIP that is aligned to	9. Responsive, accountable, effective and efficient local government

SUSTAINABLE DEVELOPMENT GOAL/S	17. Strengthen the means of implementation and revitalize the global partnership for sustainable development				
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
CHAPTER 14: FIGHTING CORRUPTION NDP OBJECTIVES: 1. A developmental and transformative municipality; 2. A public service immersed in the development agenda 3. Staff at all levels have the authority, experience, competence and support they need to do their jobs; 4. Intergovernmental Relations improved 5. A corruption-free society, and accountable municipality				the IDP	

SUSTAINABLE DEVELOPMENT GOAL/S	4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 5. Achieve gender equality and empower all women and girls				
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT NDP CHAPTER 13: BUILDING A CAPABLE AND DEVELOPMENTAL STATE NDP OBJECTIVES: 1. A developmental and transformative municipality; 2. A public service immersed in the development agenda 3. Staff at all levels have the authority, experience, competence and support they need to	Goal 4: A city of excellence in Education and Sports	6. Drive optimal municipal institutional development, transformation and capacity building	6.1 Achieve operational efficiency 6.2 Maintain service delivery standards 6.3 Enhance employee moral 6.4 Enhance Employees skills 6.5 Modernise technology infrastructure	1. % of people from employment equity target groups employed in the three highest levels of management in compliance with approved employment equity plan; 2. % of the municipality's budget actually spent on implementing the workplace skills plan.	5. Skilled and capable workforce to support an inclusive growth path

SUSTAINABLE DEVELOPMENT GOAL/S	4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 5. Achieve gender equality and empower all women and girls				
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
do their jobs; 4. Intergovernmental Relations improved 5. A corruption-free society, and accountable municipality					

CHAPTER 4:

PROJECTS AND PROGRAMMES

4.1 CAPITAL PROJECTS AND PROGRAMMES FOR THE MTREF PERIOD

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/01	DCD:LIBRARIES	Air Conditioners	ALL	CATA	249,035	50,307	
IDP/22/23/02	DCD:LIBRARIES	Carport - Boitekong Library	19, 20, 21, 40	CATA	150,000	-	-
IDP/22/23/03	DTIS: WATER	Water tanks and pumps	ALL	CATA	130,000		100,000
IDP/22/23/04	DCD: LIBRARIES	Burglar proofing - Rustenburg Library	40	CATA	70,000	-	-
IDP/22/23/05	DCD: LIBRARIES	Library counter - Tlhabane Library	10	CATA	20,000	350,000	343,825
IDP/22/23/06	DTIS: ELECTRICAL	Replacement of 33 kV Cables (Noord Sub, Munic Sub,etc)	ALL	Own fund	30,043,100	31,672,996	32,374,608
IDP/22/23/07	DTIS: ELECTRICAL	Refurbishment of vandilized network	ALL	Own fund	13,756,000	14,581,264	14,442,840
IDP/22/23/08	DTIS: ELECTRICAL	Refurbishment of Aged Rural Network	ALL	Own fund	13,025,000	13,598,100	14,196,416
IDP/22/23/09	DCD: CIVIL	Furniture Mayoral house	ALL	Own fund	500,000	-	-
IDP/22/23/10	DPS	NW373_310 - INTA - Software : Acquisitions Supervisory Ctrl & Data Acquisition (S.C.A.D.A) System	ALL	Own fund	8,420,000	8,878,480	9,357,133
IDP/22/23/11	DR&T	Refurbishment of Traffic Light Intersections	ALL	Own fund	8,420,000	8,878,480	9,357,133
IDP/22/23/12	DTIS: ELECTRICAL	Distribution - Refurbishment of 11kV Substation Equipment	ALL	Own fund	8,420,000	8,878,480	9,357,133

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/13	DPHS: ESTATES	Land Acquisition	27, 28	Own fund	6,252,000	6,527,088	6,814,279
IDP/22/23/14	LED: ENTERPRISE DEVELOPMENT	PPEQ: LETHABONG BEEHIVES	27, 28	Own fund	6,000,000	6,264,000	6,539,616
IDP/22/23/15	DCD: CIVIL	CAPEX: P.P.E > REVAMP OF MPHENI	ALL	Own fund	5,413,190	5,651,370	5,900,031
IDP/22/23/16	DPS	Horse and trailer - Truck head and lowbed trailer	ALL	Own fund	4,500,000	-	-
IDP/22/23/17	DTIS: ELECTRICAL	Dinie Estate - Electrification - Bulk line	35	Own fund	4,376,400	4,568,962	4,769,996
IDP/22/23/18	DLED	PPEQ: RENOVATION OF FARMER'S PRODUCTION SUPPORT UNIT (FPSU)	ALL	Own fund	4,000,000	4,176,000	4,359,744
IDP/22/23/19	DCSS:ICT	Computer server	ALL	Own fund	3,500,000		
IDP/22/23/20	DTIS: ELECTRICAL	Distribution - Refurbishment of 11KV Substation Buildings	ALL	Own fund	3,126,000	3,263,544	3,407,140
IDP/22/23/21	DTIS: ELECTRICAL	Capex: P.P.E > Upgrading - Electricity Network	ALL	Own fund	3,126,000	3,263,544	3,407,140
IDP/22/23/22	DTIS: SANITATION	Upgrading of Boitekong Ext 8 Pump Station	20	Own fund	3,126,000	3,263,544	3,407,140
IDP/22/23/23	DCD: CIVIL	council chamber PA SYSTEM	ALL	Own fund	3,000,000		
IDP/22/23/24	DCD: COMMUNITY FACILITIES	Rebuilding of Sunrise park hall		Own fund	2,000,000	1,000,000	500,000
IDP/22/23/25	DTIS: ELECTRICAL	Electrical Tools and Equipment	ALL	Own fund	2,500,000	2,610,000	2,724,840

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/26	DCD: CIVIL	CAPEX : P.P.E > REVAMP_CIVIC CENTRE	ALL	Own fund	2,165,276	2,260,548	2,360,012
IDP/22/23/27	DTIS: ELECTRICAL	Capex : HV Test machine and Equipment (replacement)	ALL	Own fund	2,084,000	2,175,696	2,271,427
IDP/22/23/28	DTIS: ELECTRICAL	Grab truck	ALL	Own fund	2,000,000	-	-
IDP/22/23/29	DCD: COMMUNITY FACILITIES	Installation of Pallasade fence at various facilities	ALL	Own fund	1,732,221	1,808,439	1,888,010
IDP/22/23/30	DPHS: HOUSING	STOVES	ALL	Own fund	1,563,000	1,631,772	1,703,570
IDP/22/23/31	DCD: WASTE	Mesh burglar proofing - Waste Depot	ALL	Own fund	1,500,000	-	-
IDP/22/23/32	DCSS:ICT	Computer Equipment/Acquisitions/Transfer from Operational Revenue/Information Technology/Administrative or Head Office (Including Satellite Offices)/Default/INFORMATION TECHNOLOGY [CORPORATE SUPPORT SERVICES]	ALL	Own fund	1,500,000	1,000,000	1,000,000
IDP/22/23/33	DTIS: ELECTRICAL	Capex : Injection tester - Primary and secondary	ALL	Own fund	1,250,400	1,305,418	1,362,856
IDP/22/23/34	DLED:	PPEQ - OUTDOOR FURNITURE	ALL	Own fund	1,050,000	1,096,200	1,144,433
IDP/22/23/35	DTIS: ELECTRICAL	Capex : Batteries and Chargers	ALL	Own fund	1,042,000	1,087,848	1,135,713
IDP/22/23/36	DTIS:SANITATION	Savanna Falls - Sewer connection	42	Own fund	1,042,000	1,087,848	1,135,713

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/37	DCD: WASTE	Pallasade Fencing - Waste Management Depot	ALL	Own fund	1,000,000	-	-
IDP/22/23/38	DLED: ENTERPRISE DEVELOPMENT	PPEQ : REFURBISHMENT OF ZINNIIVILLE FACTORY SHOPS	43	Own fund	1,000,000	1,044,000	1,089,936
IDP/22/23/39	DCD: CIVIL	Renovation of Boitekong RCC	19	Own fund	974,374	1,017,247	1,062,006
IDP/22/23/40	DCD: CIVIL	Renovation of Rankelenyane RCC	29	Own fund	768,673	802,495	837,804
IDP/22/23/41	DCD: COMMUNITY FACILITIES	Renovation of East End Sport Facility	39	Own fund	747,020	779,889	814,204
IDP/22/23/42	DLED	FURNITURE AND FITTINGS	ALL	Own fund	554,497	56,894	359,398
IDP/22/23/43	DTIS: ELECTRICAL	Capex : Distribution - Replacement of Electricians Tool Boxes	ALL	Own fund	521,000	543,924	567,857
IDP/22/23/44	DCD: COMMUNITY FACILITIES	Renovation of Harry Waffle Hall	8	Own fund	520,013	542,893	566,781
IDP/22/23/45	DLED	PPEQ : REFURBISHMENT OF HAWKER STALLS	ALL	Own fund	500,000	522,000	544,968
IDP/22/23/46	DLED	PPEQ : SHOWGROUNDS MAINTENANCE AND UPGRADE	ALL	Own fund	500,000	522,000	544,968
IDP/22/23/47	DLED	Furniture	ALL	Own fund	500,000	-	-
IDP/22/23/48	DTIS: ELECTRICAL	Tool Boxes	ALL	Own fund	364,700	380,747	397,500

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/49	DCD: COMMUNITY FACILITIES	Construction of outdoor gym x1	ALL	Own fund	350,000	700,000	750,000
IDP/22/23/50	DCD: PARKS	05 tractor slashers	ALL	Own fund	300,000	-	-
IDP/22/23/51	DCD: COMMUNITY FACILITIES	PPEQ : UPGRADING OF CHILDREN PLAY AREA	ALL	Own fund	300,000	313,200	326,981
IDP/22/23/52	OMM: IA	Audit software	ALL	Own fund	280,000	-	-
IDP/22/23/53	DLED	INT ASSET : DATABASE SOFTWARE	ALL	Own fund	260,500	271,962	283,928
IDP/22/23/54		Furniture	ALL	Own fund	250,000	-	-
IDP/22/23/55		Furniture(Chairs and Tables)	ALL	Own fund	250,000	260,500	271,441
IDP/22/23/56		PPEQ : FURNITURE AND OFFICE EQUIPMENT	ALL	Own fund	250,000	261,000	272,484
IDP/22/23/57	DCD: PARKS	Ride On Lawn Mower	ALL	Own fund	220,000	-	-
IDP/22/23/58	DCD: PARKS	Ride on Lawn Mower	ALL	Own fund	220,000	-	-
IDP/22/23/59	DCD: CIVIL	Installation of emergency escape route for Speakers Office	ALL	Own fund	216,528	226,055	236,001
IDP/22/23/60	DTIS: ELECTRICAL	Capex : Distribution - Replacement of Hydraulic Hand Tools In Store Room	ALL	Own fund	208,400	217,570	227,143
IDP/22/23/61	DTIS: WATER	Restoration of water supply for Waterval Landfill site	ALL	Own fund	200,000	-	-

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/62	DLED: ENTERPRISE DEVELOPMENT	PPEQ : SMME TRAINING CENTRE	ALL	Own fund	200,000	208,800	217,987
IDP/22/23/63	DCD: PARKS	Tractor Slashers	ALL	Own fund	170,000	-	100,000
IDP/22/23/64		Furniture	ALL	Own fund	156,300	163,177	170,357
IDP/22/23/65	DTIS: ELECTRICAL	Filters, Boilermakers and Air con tech	ALL	Own fund	156,300	163,177	170,357
IDP/22/23/66	DCSS:ICT	PPEQ : COMPUTERS AND LAPTOPS	ALL	Own fund	150,000	156,600	163,490
IDP/22/23/67	OMM: RCC	FURNITURE RANKELENYANE RCC	29	Own fund	144,964	-	-
IDP/22/23/68	DCD: CIVIL	CONCRETE PALLISADE FENCING TLHABANE RCC	13	Own fund	120,000	-	-
IDP/22/23/69	DCD: CIVIL	CONCRETE PALLISADE FENCING MONNAKATO RCC	25	Own fund	120,000	-	-
IDP/22/23/70	DCD: CIVIL	CONCRETE PALLISADE FENCING LETHABONG RCC	28	Own fund	120,000	-	-
IDP/22/23/71	DCD: CIVIL	CONCRETE PALLISADE FENCING PHATSIMA RCC	1	Own fund	120,000	-	-
IDP/22/23/72	DCSS:ICT	IT Hardware and Equipment Monnakato	25	Own fund	103,000	-	-
IDP/22/23/73	DCD: PARKS	Brush Cutters	ALL	Own fund	100,000	-	60,000
IDP/22/23/74	DTIS: ELECTRICAL	Motors and Pumps	ALL	Own fund	100,000	105,000	110,000
IDP/22/23/75	DCD: CIVIL	Carports - Waste Management Depot	ALL	Own fund	100,000	-	-
IDP/22/23/76	DTIS: ELECTRICAL	Mobile Welding	ALL	Own fund	93,780	97,906	102,214
IDP/22/23/77	OMM: RCC	FURNITURE BOITEKONG RCC	19	Own fund	89,326	-	-

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/78		Laptops	ALL	Own fund	80,000		
IDP/22/23/79		CAMERAS	ALL	Own fund	80,000	-	
IDP/22/23/80		RECORDERS	ALL	Own fund	80,000	-	
IDP/22/23/81	DCD: WASTE	Air conditioners - (All offices - Waste Depot)	ALL	Own fund	80,000	-	-
IDP/22/23/82	OMM: RCC	FURNITURE TLHABANE RCC	11	Own fund	79,487	-	-
IDP/22/23/83	DCD: CIVIL	CONCRETE PALLISADE FENCING IKAGENG RCC	44	Own fund	75,000	-	-
IDP/22/23/84		Tools of Trade	ALL	Own fund	70,000	-	-
IDP/22/23/85		FURNITURE AND FITTINGS	ALL	Own fund	60,000		
IDP/22/23/86		Brush Cutters	ALL	Own fund	60,000	-	60,000
IDP/22/23/87	DCD: CIVIL	CONCRETE PALLISADE FENCING RANKELENYANE RCC	29	Own fund	60,000	-	-
IDP/22/23/88		Appliance(Bar Fridge, Microwave)	ALL	Own fund	50,000	-	-
IDP/22/23/89		Laptops	ALL	Own fund	50,000	-	50,000
IDP/22/23/90	OMM: RCC	FURNITURE MARIKANA RCC	32	Own fund	38,144	-	-
IDP/22/23/91	OMM: RCC	FURNITURE PHATSIMA RCC	1	Own fund	30,354	-	-
IDP/22/23/92	DTIS:	Mobile Compressor	ALL	Own fund	26,050	27,196	28,393
IDP/22/23/93	DTIS:	Mobile Generator	ALL	Own fund	26,050	27,196	28,393
IDP/22/23/94	DTIS:	Portpack	ALL	Own fund	20,840	21,757	22,714
IDP/22/23/95	OMM: RCC	FURNITURE LETHABONG RCC	28	Own fund	14,960	-	-

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/96		Money Safes		Own fund	12,000	-	
IDP/22/23/97	OMM: RCC	FURNITURE MONNAKATO RCC	25	Own fund	8,680	-	-
IDP/22/23/98	DTIS	Blower Machine	ALL	Own fund	5,000	-	-
IDP/22/23/99	DTIS	Blower Machine	ALL	Own fund	5,000	-	-
IDP/22/23/100	DTIS	Blower Machine	ALL	Own fund	5,000	-	-
IDP/22/23/101	DCSS:ICT	Hard drive	ALL	Own fund	3,500	-	3,500
IDP/22/23/102	DCD: PARKS	Capex : P.P.E > Brushcutters - Parks	ALL	Own fund	-	300,000	-
IDP/22/23/103	DPS: DISASTER	DISASTER VEH- (SKIT UNIT, CABS, COMBI, PANEL MINI TRUCK)	ALL	Own fund	4,000,000	2,000,000	7,000,000
IDP/22/23/104	DPS	REPLACEMENT OF WEIGH BRIDGE	ALL	Own fund	2,500,000	-	
IDP/22/23/105	DPS: DISASTER	UPGRADING OF EMERGENCY COMMUNICATION SYSTEM	ALL	Own fund	2,000,000	500,000	100,000
IDP/22/23/106	DTIS:	STANDBY GENERATOR	ALL	Own fund	1,500,000	500,000	500,000
IDP/22/23/107	DPS	VEHICLES (TOWING VEHICLES 4 TON, TRUCK WITH CANOPY, CANOPIES)	ALL	Own fund	1,200,000	2,000,000	100,000
IDP/22/23/108	DPS	BREAKDOWN TRUCK	ALL	Own fund	1,000,000	500,000	-

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/109	DPS: DISASTER	REFURBISHMENT OF FIRE STATIONS X 3	ALL	Own fund	1,000,000	1,000,000	500,000
IDP/22/23/110	DPS: DISASTER	WATER TOWER AT MARIKANA FIRE HOUSE	ALL	Own fund	1,000,000	1,000,000	-
IDP/22/23/111	DPS: DISASTER	SECURITY SYSTEMS & CCTV CAMERAS	ALL	Own fund	700,000	1,000,000	1,500,000
IDP/22/23/112	DPS: DISASTER	BIOMETRICS SYSTEM	ALL	Own fund	500,000	1,000,000	1,000,000
IDP/22/23/113	DTIS:	6 X Aero Drones	ALL	Own fund	500,000	200,000	100,000
IDP/22/23/114	DTIS:	SPEED AND RED LIGHT PERMANENT CAMERA	ALL	Own fund	400,000	400,000	200,000
IDP/22/23/115	DPS	ANPR BUS FITMENT WITH EQUIPMENT (ROAD BLOCK BUS)	ALL	Own fund	350,000	-	-
IDP/22/23/116	DPS	OFFICE FURNITURE & EQUIPMENT (FRIDGE, MICROWAVE, AIRCON)	ALL	Own fund	310,000	143,000	148,000
IDP/22/23/117	DPS	BAKKIE WITH CANOPY FOR WARRANTS	ALL	Own fund	230,000	300,000	-
IDP/22/23/118	DPS	FURNITURE AND EQUIPMENT(FRIDGE,AIRCON,PROJECTOR,HOOVER)	ALL	Own fund	223,000	-	60,000
IDP/22/23/119	DPS	OFFICE EQUIPMENT (FRIDGE x3, DUST HOOVERS, WATER COOLERS, WATER PURIFIER, SCANNERS, AIRCON)	ALL	Own fund	110,000	775,000	
IDP/22/23/120	DPS	AIRCONDITIONER	ALL	Own fund	100,000	50,000	20,000
IDP/22/23/121	DPS	PORTABLE RADIO	ALL	Own fund	80,000	50,000	50,000
IDP/22/23/122	DPS	EQUIPMENT (PORTABLE RADIO, FIREARMS)	ALL	Own fund	70,000	70,000	100,000

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/123	DPS	POUND REFURBISHMENT	ALL	Own fund	50,000	1,000,000	50,000
IDP/22/23/124	DPS	OFFICE FURNITURE	ALL	Own fund	50,000	20,000	50,000
IDP/22/23/125	DCSS:ICT	COMPUTERS/LAPTOP	ALL	Own fund	50,000	20,000	20,000
IDP/22/23/126	DPS	BLUE LAMPS FOR MANAGERS	ALL	Own fund	50,000	30,000	30,000
IDP/22/23/127	DPS	Proxima projector	ALL	Own fund	30,000		
IDP/22/23/128	DPS	OFFICE FURNITURE	ALL	Own fund	20,000	30,000	50,000
IDP/22/23/129	DPS	BLUE LIGHT MANAGERS	ALL	Own fund	10,000	50,000	20,000
IDP/22/23/130	DTIS: ELECTRICAL	Integrated National Electrification Programme (New Boitekong 88/11kv Substation)	20,21,40	INEP	30,000,000	31,015,000	32,408,000
IDP/22/23/131	DCD: WASTE	Procurement of Specialized Waste Vehicle Rustenburg	ALL	MIG	18,000,000	-	-
IDP/22/23/132	DCD: COMMUNITY FACILITIES	Upgrading of Rietvlei Cemetery Phase 2	16	MIG	16,000,000	10,000,000	-
IDP/22/23/133	DCD: COMMUNITY FACILITIES	Construction of Tlhabane West Sports Facility	8	MIG	14,000,000	10,000,000	-
IDP/22/23/134	DLED	Boitekong Hawkers Stalls	20,21,40	MIG	11,652,000	5,000,000	8,000,000
IDP/22/23/135	DTIS: SANITATION	Lethabong Internal Sewer Reticulation, Toilet Structures and Upgrading of WWTW	27,28	MIG	9,000,000	8,332,750	7,000,000
IDP/22/23/136	DTIS: WATER	Refurbishment of Bulk Line & Tlhabane AC Water Replacement	9, 10, 11, 13	MIG	9,000,000	4,000,000	6,000,000
IDP/22/23/137	DR&T	Construction of roads and stormwater in Marikana - Phase A	31, 32	MIG	7,000,000	4,000,000	6,000,000

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/138	DR&T	Construction of roads and stormwater in Marikana - Phase B	31, 32	MIG	7,000,000	4,000,000	6,000,000
IDP/22/23/139	DR&T	Construction of roads and stormwater in Marikana - Phase C	31, 32	MIG	7,000,000	5,500,000	8,000,000
IDP/22/23/140	DR&T	Construction of roads and stormwater in Marikana - Phase D	31, 32	MIG	7,000,000	5,500,000	8,000,000
IDP/22/23/141	DR&T	Installation of High Mast Light in Kanana Phase 2	23	MIG	5,000,000	2,000,000	2,500,000
IDP/22/23/142	DR&T	Construction of roads and stormwater in Robega - Phase C	2	MIG	5,000,000	-	-
IDP/22/23/143	DR&T	Freedom Park Ward 24 Roads and Stormwater Drainage	24	MIG	5,000,000	4,000,000	5,000,000
IDP/22/23/144	DR&T	Freedom Park Ward 24 Roads and Stormwater Drainage - Phase A	24	MIG	5,000,000	4,000,000	6,000,000
IDP/22/23/145	DR&T	Freedom Park Ward 24 Roads and Stormwater Drainage - Phase B	24	MIG	5,000,000	4,000,000	6,000,000
IDP/22/23/146	DR&T	Construction of roads and stormwater in Robega - Phase A	2	MIG	5,000,000	4,000,000	4,000,000
IDP/22/23/147	DR&T	Construction of roads and stormwater in Robega - Phase B	2	MIG	5,000,000	4,000,000	4,000,000
IDP/22/23/148	DR&T	Upgrading and Construction of Internal Access Roads in Kanana Phase 2	23	MIG	5,000,000	4,000,000	4,000,000
IDP/22/23/149	DR&T	Storm Water Drains – Phatsima	1	MIG	5,000,000	4,000,000	4,000,000
IDP/22/23/150	DTIS: SANITATION	Upgrading of the Western Bulk Sewer Lines	ALL	MIG	5,000,000	4,000,000	6,000,000

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/151	DTIS: SANITATION	Lethabong Internal Sewer Reticulation, Toilet Structures and Upgrading of WWTW - Phase A	27, 28	MIG	5,000,000	10,000,000	4,000,000
IDP/22/23/152	DTIS: SANITATION	Lethabong Internal Sewer Reticulation, Toilet Structures and Upgrading of WWTW - Phase B	27, 28	MIG	5,000,000	10,000,000	4,000,000
IDP/22/23/153	DTIS: ELECTRICAL	Installation of High Mast Light in Robega Phase 2	2	MIG	4,000,000	-	-
IDP/22/23/154	DR&T	Construction of roads and stormwater in Tlaseng - Phase A	26	MIG	4,000,000	4,000,000	4,000,000
IDP/22/23/155	DR&T	Construction of roads and stormwater in Tlaseng - Phase B	26	MIG	4,000,000	4,000,000	4,000,000
IDP/22/23/156	DTIS: SANITATION	Lethabong Internal Sewer Reticulation, Toilet Structures and Upgrading of WWTW-Phase D	27, 28	MIG	4,000,000	4,000,000	4,000,000
IDP/22/23/157	DR&T	Marikana Roads & Stormwater Drainage	31, 32	MIG	4,000,000	4,000,000	6,000,000
IDP/22/23/158	DTIS: SANITATION	Lethabong Internal Sewer Reticulation, Toilet Structures and Upgrading of WWTW - Phase C	27, 28	MIG	4,000,000	8,000,000	3,500,000
IDP/22/23/159	DTIS: WATER	Construction of Bospoort Bulk Water Pipeline	ALL	MIG	4,000,000	8,000,000	2,000,000
IDP/22/23/160	DR&T	Meriting Roads and Stormwater Ward 18 Phase 4 (Ward 4)	4	MIG	4,000,000	4,000,000	5,000,000
IDP/22/23/161	DCD: WASTE	Marikana Waste Transfer Station Construction	31, 32	MIG	4,000,000	10,000,000	8,000,000
IDP/22/23/162	DR&T	Meriting Roads and Stormwater Ward 18 Phase 4 (Ward 6)	6	MIG	3,200,000	5,500,000	5,000,000
IDP/22/23/163	DTIS: SANITATION	Upgrading of the Western Bulk Sewer Lines - Phase A	ALL	MIG	3,130,000	4,000,000	6,000,000

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/164	DTIS: ELECTRICAL	Installation of Highmast lights in Kanana - Phase A	23	MIG	3,000,000	-	-
IDP/22/23/165	DR&T	Construction of roads and stormwater in Robega	2	MIG	3,000,000	4,000,000	6,000,000
IDP/22/23/166	DTIS: SANITATION	Upgrading of the Western Bulk Sewer Lines - Phase B	ALL	MIG	3,000,000	4,000,000	6,000,000
IDP/22/23/167	DTIS: SANITATION	Replacement of Tlhabane AC Sewer Bulk Line	9, 10, 11, 13	MIG	3,000,000	4,000,000	6,000,000
IDP/22/23/168	DTIS: ELECTRICAL	Installation of High Mast Lights: Kanana Phase B	23	MIG	3,000,000	5,500,000	8,000,000
IDP/22/23/169	DTIS: ELECTRICAL	Installation of High Mast Lights: Kanana Phase C	23	MIG	3,000,000	5,500,000	8,000,000
IDP/22/23/170	DR&T	Chaneng internal roads and stormwater - Phase A	2	MIG	2,000,000	2,000,000	5,000,000
IDP/22/23/171	DR&T	Chaneng internal roads and stormwater - Phase C	2	MIG	2,000,000	4,000,000	4,482,450
IDP/22/23/172	DR&T	Construction of roads and stormwater in Tlaseng	26	MIG	2,000,000	4,000,000	4,000,000
IDP/22/23/173	DR&T	Boitekong Ward 19 Roads And Stormwater Drainage Phase	19	MIG	2,000,000	4,000,000	4,000,000
IDP/22/23/174	DR&T	Construction of roads and stomwater in Phatsima - Phase A	1	MIG	2,000,000	4,000,000	6,000,000
IDP/22/23/175	DR&T	Construction of roads and stomwater in Phatsima - Phase B	1	MIG	2,000,000	4,000,000	6,000,000
IDP/22/23/176	DTIS: WATER	Project Management Systems (ISO/QMS Standard)	ALL	MIG	2,000,000	1,700,000	1,100,000
IDP/22/23/177	DTIS:	Furniture	ALL	MIG	2,000,000	550,000	600,000
IDP/22/23/178	DR&T	Construction of roads and stormwater in Boitekong - Phase C	19	MIG	1,900,000	4,000,000	6,000,000

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/179	DR&T	Meriting Roads and Stormwater Ward 18 Phase 4 (Ward 43) - Seraleng	43	MIG	628,000	3,500,000	5,000,000
IDP/22/23/180	DR&T	Meriting Roads and Stormwater Ward 18 Phase 4 (Ward 5)	5	MIG	1,100,000	2,000,000	5,000,000
IDP/22/23/181	DR&T	Construction of roads and stormwater in Boitekong - Phase A	19, 20, 21, 40	MIG	1,083,500	4,000,000	4,000,000
IDP/22/23/182	DTIS: WATER	Upgrading & Extension of the Bospoort water Treatment Plant	ALL	MIG	1,000,000	3,500,000	5,000,000
IDP/22/23/183	DTIS: ELECTRICAL	Installation of High Mast Light in Mosenthal/Ikageng Phase 2	44	MIG	1,000,000	3,000,000	2,500,000
IDP/22/23/184	DR&T	Chaneng internal roads and stormwater - Phase B	2	MIG	1,000,000	3,000,000	2,500,000
IDP/22/23/185	DTIS: SANITATION	Lethabong Internal Sewer Reticulation, Toilet Structures and Upgrading of WWTW-Phase E	27, 28	MIG	1,000,000	4,000,000	4,000,000
IDP/22/23/186	DTIS: SANITATION	Lethabong Internal Sewer Reticulation, Toilet Structures and Upgrading of WWTW-Phase F	27, 28	MIG	1,000,000	4,000,000	4,000,000
IDP/22/23/187	DR&T	Ramochana Upgrading of Internal Roads	39	MIG	1,000,000	4,000,000	4,000,000
IDP/22/23/188	DTIS: ELECTRICAL	Installation of High Mast Lights		MIG	1,000,000	5,500,000	8,000,000
IDP/22/23/189	DR&T	Monnakato Roads and Stormwater	25	MIG	1,000,000	5,500,000	8,000,000
IDP/22/23/190	DR&T	Construction of roads and stormwater Makolokwe	29	MIG	1,000,000	5,500,000	8,000,000
IDP/22/23/191	DR&T	Construction of roads and stormwater in Boitekong - Phase B	19, 20, 21, 40	MIG	910,000	4,000,000	4,000,000
IDP/22/23/192	DCSS:ICT	Acquisition of Laptops	ALL	MIG	400,000	500,000	750,000

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/193	DR&T	Construction of Sidewalks from Marikana CBD to Township	31, 32	Neighbourhood Development Partnership Grant	1,000,000	5,000,000	2,500,000
IDP/22/23/194	DR&T	Marikana Main Road Upgrade	31, 32	Neighbourhood Development Partnership Grant	1,000,000	5,000,000	2,500,000
IDP/22/23/195	DR&T	BUS DEPOT	ALL	PTNG	31,131,249	32,376,499	33,671,559
IDP/22/23/196	DR&T	DESIGN, BUILDING AND OPERATIONS	ALL	PTNG	15,000,000	15,600,000	16,224,000
IDP/22/23/197	DR&T	STATIONS	ALL	PTNG	10,000,000	-	-
IDP/22/23/198	DR&T	TURNAROUND FACILITY	ALL	PTNG	10,000,000		
IDP/22/23/199	DR&T	UPGRADE OF RRT OFFICE	ALL	PTNG	2,000,000	-	-
IDP/22/23/200	DR&T	MACHINERY AND EQUIPMENT	ALL	PTNG	404,373	420,548	437,370
IDP/22/23/201	DR&T	AIRCONDITIONERS	ALL	PTNG	300,000		
IDP/22/23/202	DCSS:ICT	LAPTOPS/DESKTOPS	ALL	PTNG	109,616	114,001	118,561
IDP/22/23/203	DR&T	FURNITURE	ALL	PTNG	100,000	104,000	108,160
IDP/22/23/204	DR&T	EQUIPMENT	ALL	PTNG	20,000	28,000	39,200
IDP/22/23/205	DR&T	NON MOTORISED WALK WAYS	ALL	PTNG	3,000,000	3,120,000	-
IDP/22/23/206	DTIS: WATER	Water Conservation and Demand Management	ALL	WSIG	41,908,211	50,672,173	51,381,748
IDP/22/23/207	DTIS: WATER	New mains from Cashan Reservoir to Geelhout and Industrial reservoir	8, 41	WSIG	17,671,789	18,449,347	19,261,119
IDP/22/23/208	DTIS: WATER	Augmentation of groundwater supply to Makolokwe village	29	WSIG	10,420,000	10,878,480	11,357,133

IDP Ref.	Department Code	Project Description	Ward	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
IDP/22/23/209	DTIS: WATER	Installation of water geysers		WSIG	0	100,000	0
IDP/22/23/210	DTIS: SANITATION	Boitekong sewer pump station & outfall sewer	19,20,21,40	WSIG	25,000,000	0	0
IDP/22/23/211	DTIS:SANITATION	Monakato WWTW	25	WSIG	11,000,000	0	0
IDP/22/23/212	DTIS: SANITATION	Phatsima WWTW	1	WSIG	12,000,000	0	0
IDP/22/23/213	DTIS: SANITATION	Marikana west Sewer Completion	31	WSIG	12,000,000	0	0
IDP/22/23/214	DTIS: SANITATION	Ramochana Sewer Completion	39	WSIG	10,000,000	0	0

ROADS AND TRANSPORT PROJECTS

No	Description	Map ID (Figure 7-5)	Area/ Location	Ward no	Township	Existing Number of Lanes/ direction
1	Cuckoo Rd as Class 3	P1 Cuckoo Ave	Rustenburg	30	Cashan	1
2	Waterfall Bridge: Class 3, 2 lanes/direction	P2	Rustenburg	30	Waterval East	2
3	New link P2-4 (R104) to D108	P3	Rustenburg	30	Waterval East	2
	Bridge on link above		Rustenburg	30	Waterval East	2
	Signals		Rustenburg	30	Waterval East	2
4	P16-1 (Waterberg Rd to Escom Rd): 3 lanes/direction	P4	Rustenburg	30	Waterval East	2
5	P16-1 (Escom Rd to D108): 2 lanes/direction	P5	Rustenburg	30	Waterval East	2
6	P2-4 (R104): 2 lanes /direction	P6	Rustenburg		Waterval East	
7	Kloof/Heystek (P16-1 to Kock St): 2 lanes/direction	P7	Rustenburg	30	Rustenburg	1
	Signals		Rustenburg			
8	Beneden Rd (R510): 2 lanes/direction	P8	Rustenburg	25	Rustenburg Oos-Einde	2
	Boitekong Link 1 to D108	P9 Boitekong link	Rustenburg	18	Boitekong	

No	Description	Map ID (Figure 7-5)	Area/ Location	Ward no	Township	Existing Number of Lanes/ direction
9	Boitekong Link 2 to D108	P9 Boitekong link 2	Rustenburg	29	Boitekong/ Mfidikoe	
10	P2-4 (R104) - D108 Link 1	P10 D108-R104	Rustenburg	32	Between Rustenburg & Waterkloof	
	P2-4 (R104) - D108 Link 2	link 1 P10 link 2		32		
	Signals		Rustenburg			
11	Zendeling Rd: 2	P11 Zendeling	Rustenburg	30	Rustenburg	2
12	Escom & Coetzer Rd: 2 lanes (one direction)	P12	Rustenburg	30	Rustenburg	2
13	alternative link to Escom Rd	P13	Rustenburg	32	Rustenburg	2
14	OR Tambo to Fatima Bhayat (P16-1 to Kloof St):3 lanes (show grounds)	P14	Rustenburg	30	Rustenburg	
15	Helen Joseph Drive 2 lanes/direction Signals	P15	Rustenburg Rustenburg	27	Safari Tuine	
16	Bridge over N4 Boven to	P16	Rustenburg	30	Rustenburg	

No	Description	Construct/Upgrade/rehabilitate
1	R24 between R104 and D108/Buiten Street	Upgrade to dual carriage way
2	R24 between Howick ave (N4) and R104	Upgrade to dual carriage way
3	D108 street between R24 and R510	Upgrade to dual carriage way
4	Tuin street between D108/Buiten street and East Street	Increase lane capacity.
5	R510 road between R104 and Molen Street (Rail bridge)	Upgrade to dual carriage way
6	R104 between N4 and R565	Upgrade to dual carriage way
7	Link road	Upgrade
8	Road to airport	Upgrade

4.2 OPERATIONAL PROJECTS/PROGRAMS

Programmes and Projects Funded from Operational Budget to benefit all wards

Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
BTO : CFO	Carriage Of Cashiers Takings	Own Funding	1,735,555	1,811,920	1,891,644
BTO : CFO	Accounting And Auditing Fees	Reserves	2,169,444	2,264,900	2,364,555
BTO : CFO	Data Cleansing	Reserves	3,000,000	-	-
BTO: Accounting Services	Provision: Irrecoverable Debts	Own Funding	72,262,733	75,442,293	78,761,754
BTO: Accounting Services	Reconnection Fees	Own Funding	809	845	882
BTO: Accounting Services	Revenue Enhancement	Own Funding	360,165	376,012	392,556
BTO: Accounting Services	Revenue Enhancement Initiatives	Own Funding	2,169,444	2,264,900	2,364,555
BTO: Billing	Free Property Rates Services	Equitable Share	4,044,071	4,222,010	4,407,779
BTO: Billing	Postage	Own Funding	2,011,676	2,100,189	2,192,598
BTO: Billing	Reading Of Meters	Own Funding	4,124,147	4,305,609	4,495,056
BTO: Billing	Valuation Costs	Own Funding	4,902,610	5,118,325	5,343,531
BTO: FINANCIAL CONTROL	Accounting And Auditing	Grant: LGFMG	520,500	543,402	567,855
BTO: FINANCIAL CONTROL	Financial Management Grant	Grant: LGFMG	1,650,000	1,700,000	1,700,000
BTO: FINANCIAL CONTROL	Defined Benefits	Own Funding	5,000,000	5,220,000	5,454,900
BTO: FINANCIAL MANAGEMENT SERVICES	Asset Management (Baud)	Own Funding	4,826,187	5,038,540	5,260,235
BTO: FINANCIAL MANAGEMENT SERVICES	Property, Plant And Equipment Impairment	Own Funding	5,210,000	5,439,240	5,678,567
BTO: SUPPLY CHAIN MANAGEMENT	Inventory Impairment	Own Funding	7,000,000	7,308,000	7,636,860
BTO: SUPPLY CHAIN MANAGEMENT	Land Alienation	Own Funding	6,435	6,719	7,021
DCD	Fencing	Own Funding	428,367	447,380	466,413

Integrated Development Plan 2022 - 2027

Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
DCD : Civil Facilities	Safety Equipment	Own Funding	330,897	345,457	361,002
DCD : Community Halls	Renovation : Civic Centre	Own Funding	661,023	690,108	721,163
DCD : Community Halls - Refuse	Refuse Removal Charges	Own Funding	105,826	110,482	115,454
DCD : Director	Clearing And Grass Cutting	Own Funding	2,945,852	3,075,469	3,210,790
DCD : Director	Promulgation Of Bylaws	Own Funding	1,247,166	1,302,041	1,359,331
DCD : Environmental Mgt.	Pollution Control	Own Funding	457,880	478,028	498,106
DCD : Environmental Mgt.	Pollution Control	Own Funding	108,264	113,028	117,775
DCD : Libraries	Electricity & Water - DACSR	Grant: DACSR	86,284	90,080	94,044
DCD : Libraries	Gifts And Promotional Items (DACSR)	Grant: DACSR	104,000	108,576	113,353
DCD : Libraries	Hygiene Services -DACSR	Grant: DACSR	104,000	108,576	113,353
DCD : Libraries	Internet and WIFI Access	Grant: DACSR	129,917	135,633	141,601
DCD : Libraries	Finished Goods DACSR	Grant: DACSR	104,000	108,576	113,353
DCD : Libraries	Security Services-DACSR	Grant: DACSR	106,312	110,990	115,873
DCD : Libraries	Education And Awareness Programme	Own Funding	56,568	59,057	61,655
DCD : Libraries	Electrical Expenditure-Info Hubs	Own Funding	3,363	3,511	3,665
DCD : Parks	Greening	Own Funding	108,264	113,245	118,227
DCD : Sport Facilities	Hiring Of Machines	Own Funding	108,264	113,028	118,114
DCD : Swimming Pools	Chemicals	Own Funding	403,859	421,629	440,602
DCD : Waste Management	Bags (Waste Bags)	Own Funding	1,000,000	1,044,000	1,090,980
DCD : Waste Management	Free Basic Services - Refuse Removal	Own Funding	4,378,578	4,571,236	4,772,370
DCD : Waste Management	Landfill Provision Expense	Own Funding	2,080,000	2,171,520	2,267,067
DCD : Waste Management	Management Of Landfill Sites	Own Funding	13,091,520	13,667,547	14,268,919
DCD : Waste Management	Recycling Drop Off Facility	Own Funding	70,604	73,711	76,954
DCD : Waste Management	Refuse Removal	Own Funding	60,421,828	63,080,389	65,855,926
DCD: CEMETERIES	Cemeteries, Funeral Parlour	Own Funding	315,833	330,364	344,900

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Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
DCD: CEMETERIES	Paupers	Own Funding	54,132	56,622	59,114
DCS : Human Resource Management	Learnerships and Interns	Grant: Capacity Building	755,999	790,775	822,406
DCS : Human Resource Management	Screening Vetting of Personnel	Own Funding	1,082,640	1,132,441	1,177,739
DCS : Information Technology	Claims Paid To Third Parties	Equitable Share	884,746	923,675	964,316
DCS : Information Technology	Information Technology	Equitable Share	117,004	122,152	127,526
DCS : Information Technology	Municipal Running Car Rental	Equitable Share	2,151	2,246	2,344
DCS : Information Technology	Smart City - Broad Band	Equitable Share	950,315	992,129	1,035,783
DCS : Information Technology	Software Licences	Equitable Share	3,319,568	3,465,629	3,618,117
DPHS : Development Planning	Contr Service: Town Planner	Loans: DBSA	2,080,000	2,171,520	2,269,238
DPHS : Development Planning	GIS System	Own Funding	565,679	590,569	617,145
DPHS : Development Planning	Land and Quantity Survey	Own Funding	3,005,507	3,137,749	3,278,948
DPHS : Development Planning	Municipal Planning Tribunal	Own Funding	324,792	339,083	354,342
DPHS : Development Planning	Township Establishment	Own Funding	5,007,657	5,227,994	5,463,253
DPHS : Development Planning	Traffic And Street Light	Own Funding	1,610,094	1,680,938	1,756,580
DPHS : Development Planning	Land Use Management	Own Funding	1,849,772	1,931,162	2,018,064
DPHS : Estates	Feasibility Study	Own Funding	536,698	560,313	585,527
DPS	Specialized Training	Own Funding	293,067	306,182	319,884
DPS: EMERGENCY AND DISASTER	Disaster Equipment	Own Funding	108,008	112,868	114,456
DPS: EMERGENCY AND DISASTER	Disaster Management	Own Funding	968,018	1,011,579	1,272,200
DPS: EMERGENCY AND DISASTER	Fire Fighting Student Programme	Own Funding	610,009	637,459	674,300
DPS: EMERGENCY AND DISASTER	Foam Equipment	Own Funding	87,756	91,705	94,058
DPS: EMERGENCY AND DISASTER	Licences (Radio And Television)	Own Funding	70,000	75,000	80,000

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Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
DPS: EMERGENCY AND DISASTER	Municipal Disaster Services	Own Funding	1,000,000	1,100,000	1,200,000
DPS: EMERGENCY AND DISASTER	Wet Fuel	Own Funding	664,522	694,425	736,515
DPS: LAW ENFORCEMENT	Personal Protective Equipment	Own Funding	379,653	396,358	413,797
DPS: LAW ENFORCEMENT	Security Services	Own Funding	23,047,432	24,061,519	25,120,226
DPS: TESTING AND LICENSES	Drivers Licence Cards	Own Funding	53,412	55,816	58,272
DPS: TESTING AND LICENSES	Levy Dept. Of Transport	Own Funding	69,879,198	69,880,928	69,882,695
DPS: TESTING AND LICENSES	Renovations Of Municipal Buildings	Own Funding	113,738	118,857	124,086
DPS: TESTING AND LICENSES	Security Services	Own Funding	108,216	113,086	118,062
DPS: TESTING AND LICENSES	Testing And Licenses	Own Funding	246,002	257,072	268,384
DPS: TESTING AND LICENSES	Weigh Bridge	Own Funding	75,612	79,015	82,491
DPS: TRAFFIC SERVICES	CONTR SERV: Maintenance Of Equipment	Own Funding	170,322	178,161	186,360
DPS: TRAFFIC SERVICES	Fines Settlements - Collection Agreement	Own Funding	593,192	620,494	649,052
DPS: TRAFFIC SERVICES	Issue Of Summons	Own Funding	10,414	10,906	11,408
DPS: TRAFFIC SERVICES	Personal Protective Equipment	Own Funding	569,429	595,637	623,051
DPS: TRAFFIC SERVICES	Radios	Own Funding	108,485	113,478	118,701
DPS: TRAFFIC SERVICES	Repair and Refurbishment Of Municipal Court	Own Funding	204,995	214,430	224,299
DPS: TRAFFIC SERVICES	Speed Control Equipment	Own Funding	24,367	25,490	26,663
DPS: TRAFFIC SERVICES	Speed Ramp	Own Funding	1,000,000	1,044,000	1,090,980
DPS: TRAFFIC SERVICES	Traffic Services	Own Funding	11,890	12,451	13,024
DPS: TRAFFIC SERVICES	Traffic Signs And Poles	Own Funding	1,321,089	1,380,555	1,449,512
DR&T: ROADS AND STORMWATER	CONTR SERV: Traffic and Street Lights	Own Funding	434,722	454,284	476,998
DR&T: ROADS AND STORMWATER	Interest Expense - External Loans	Own Funding	15,188,791	15,872,287	16,665,901
DR&T: ROADS AND	Road Paint	Own Funding	769,848	804,492	844,716

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Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
STORMWATER					
DR&T: ROADS AND STORMWATER	Road Signage	Own Funding	945,067	987,595	1,036,975
DR&T: ROADS AND STORMWATER	Roads Rural Areas	Own Funding	1,479,478	1,546,055	1,623,357
DR&T: ROADS AND STORMWATER	Safety Equipment	Own Funding	595,485	622,282	653,396
DR&T: ROADS AND STORMWATER	Streets	Own Funding	15,880,000	16,819,600	17,660,580
DR&T: Rustenburg Rapid Transport	Brand Management And Colleteral	Grant: PTNG	2,500,000	2,605,000	2,714,410
DR&T: Rustenburg Rapid Transport	Communication Services	Grant: PTNG	1,500,000	1,563,000	1,628,646
DR&T: Rustenburg Rapid Transport	Participation Allowance	Grant: PTNG	1,800,000	1,872,000	1,946,880
DR&T: Rustenburg Rapid Transport	Software	Grant: PTNG	12,039	12,521	13,021
DR&T: Rustenburg Rapid Transport	Specialist Support - Legal Fees	Grant: PTNG	1,000,000	1,042,000	1,085,764
DR&T: Rustenburg Rapid Transport	Specialist Support For Infrustrucure	Grant: PTNG	1,000,000	1,042,000	1,085,764
DR&T: Rustenburg Rapid Transport	Bus Operating Company	Grant: PTNG	72,831,094	88,016,407	95,226,964
DR&T: Rustenburg Rapid Transport	Compensation and Recapitalisation (New)	Grant: PTNG	34,000,000	47,600,000	66,640,000
DR&T: Rustenburg Rapid Transport	Events Management	Grant: PTNG	2,500,000	2,605,000	2,714,410
DR&T: Rustenburg Rapid Transport	Security Services	Grant: PTNG	9,173	9,540	9,921

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Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
DR&T: Rustenburg Rapid Transport	Specialist Support - Construction Monitoring For Bus Depo	Grant: PTNG	5,000,000	5,200,000	5,408,000
DR&T: Rustenburg Rapid Transport	Specialist Support - Construction Monitoring Of Stations	Grant: PTNG	5,000,000	5,200,000	5,408,000
DR&T: Rustenburg Rapid Transport	Specialist Support -Construction Monitoring for Turn Around Facility	Grant: PTNG	5,000,000	5,200,000	5,408,000
DR&T: Rustenburg Rapid Transport	Specialist Support - Construction Monitoring Of Feeder Routes	Grant: PTNG	1,000,000	1,042,000	1,085,764
DR&T: Rustenburg Rapid Transport	Station Management (New)	Grant: PTNG	800,000	1,120,000	1,568,000
DR&T: Rustenburg Rapid Transport	Subscriptions	Grant: PTNG	1,204	1,252	1,303
DR&T: Rustenburg Rapid Transport	Technical Advisors for the RRT	Grant: PTNG	6,000,000	6,240,000	6,489,600
DR&T: STORM WATER DRAINAGE	Storm Water Drainage	Own Funding	4,879,946	5,099,543	5,354,520
DTIS : Electrical Eng Services	Free Electricity Supply	Equitable Share	5,214,693	5,444,139	5,683,681
DTIS : Electrical Eng Services	Energy Efficiency And Demand Side Management (EEDSM)	Grant: EEDSM	-	5,000,000	5,000,000
DTIS : Electrical Eng Services	Electrical Master Plan	Service Charges: Electricity	1,700,302	1,775,115	1,853,220
DTIS : Electrical Eng Services	Electricity Compliance Certificate (Electricity Bulk Engineering Contribution Study)	Service Charges: Electricity	566,767	591,705	617,740
DTIS : Electrical Eng Services	Network Charges (Online Vending Service)	Service Charges: Electricity	6,758,009	7,055,361	7,365,797

Integrated Development Plan 2022 - 2027

Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
DTIS : Electrical Eng Services	Network Maintenance	Service Charges: Electricity	27,866,508	29,092,635	30,372,710
DTIS : Electrical Eng Services	Repairs And Maintenance - Substation Buildings)	Service Charges: Electricity	1,042,000	1,087,848	1,135,713
DTIS : Sanitation Service	Free Sanitation Service	Equitable Share	4,304,354	4,493,745	4,691,470
DTIS : Sanitation Service	Annuity Loans (Interest Expense)	Service Charges: Waste Water	14,690,222	15,336,591	16,011,401
DTIS : Sanitation Service	Sewerage Services	Service Charges: Waste Water	6,252,500	6,527,610	6,814,825
DTIS : Sanitation Service	Water Services Trust	Service Charges: Waste Water	51,421,806	53,684,366	56,046,478
DTIS : Street Lighting	Street Lighting	Own Funding	2,540,459	2,652,239	2,768,938
DTIS : Street Lighting	Street Lighting (Elec Consumption)	Own Funding	1,944,591	2,030,153	2,119,480
DTIS : Water Service	Free Water Supply	Equitable Share	1,865,345	1,947,421	2,033,107
DTIS : Water Service	Water Distribution	Non-Funding Transactions	72,585,885	75,779,664	79,113,970
DTIS : Water Service	Project Management	Own Funding	1,075,460	1,122,780	1,172,182
DTIS : Water Service	Quality Control (Drinking Water Quality Monitoring)	Own Funding	6,324,015	6,602,272	6,892,772
DTIS : Water Service	Section 76 To 78 Process - Panel Of Consulting Engineers	Own Funding	88,634	92,534	96,605
DTIS : Water Service	DTIS : Water Service	Service Charges: Water	403,696,559	421,459,207	440,424,872
DTIS : Water Service	Machinery And Equipment (Hiring Of Machinery)	Service Charges: Water	269,501	281,359	293,739

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Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
DTIS : Water Service	Meter Management (Tele-Metering)	Service Charges: Water	270,850	282,767	295,209
DTIS : Water Service	Meter Management (Water Demand Management)	Service Charges: Water	1,727,467	1,803,476	1,882,829
DTIS : Water Service	Project Management	Service Charges: Water	875,880	914,419	954,654
DTIS : Water Service - Water	Bulk Purchases Water	Service Charges: Water	119,620,964	124,884,287	130,379,196
DTIS:Water service	Bureau Services	Service Charges: Water	925,637	966,365	1,008,886
LED : ENTERPRISE DEVELOPMENT	Contr Serv : Enterprise Development Support	Own Funding	5,000,000	5,220,000	5,449,680
LED : ENTERPRISE DEVELOPMENT	Contr Serv : Expo	Own Funding	1,000,000	1,044,000	1,089,936
LED : ENTERPRISE DEVELOPMENT	Contr Serv : Project Development And Management	Own Funding	3,000,000	3,132,000	3,269,808
LED : ENTERPRISE DEVELOPMENT	Contr Serv : Vuku Phile Program	Own Funding	500,000	522,000	544,968
LED : ENTERPRISE DEVELOPMENT	Day Laborers	Own Funding	700,000	730,800	762,955
LED : POLICY AND RESEARCH	Contr Serv : Catalytic Projects Promotion and Facilitation	Own Funding	1,000,000	1,044,000	1,089,936
LED : POLICY AND RESEARCH	Contr Serv : LED Strategies	Own Funding	4,600,000	4,802,400	5,013,706
LED : POLICY AND RESEARCH	Contr Serv : Outdoor Advertising	Own Funding	310,000	323,640	337,880
LED : POLICY AND RESEARCH	Contr Serv : Training	Own Funding	653,855	682,625	712,660
LED : RURAL DEVELOPMENT	Contr Serv : Agricultural And Rural Development	Own Funding	10,000,000	10,440,000	10,899,360

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Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
LED : RURAL DEVELOPMENT	Contr Serv : Facilities Maintenance	Own Funding	208,400	217,570	227,143
LED : RURAL DEVELOPMENT	Contr Serv : Project Development And Management (Tourism, Arts & Culture)	Own Funding	2,000,000	2,088,000	2,179,872
LED : RURAL DEVELOPMENT	Contr Serv : Servicing Of Fire Hydrants	Own Funding	52,100	54,392	56,786
LED : RURAL DEVELOPMENT	Contr Serv : VIC Flea Market Maintenance	Own Funding	200,000	208,800	217,987
LED : RURAL DEVELOPMENT	Promotional Materials	Own Funding	216,944	226,490	236,455
OEM : Council General	Audit Fees External	Own Funding	10,000,000	10,500,000	11,000,000
OEM : Council General	Donation: BESSIE MPELEGELE NGWANA	Own Funding	50,000	50,000	50,000
OEM : Council General	Donation: SPCA	Own Funding	385,000	385,000	385,000
OEM : Council General	Funeral Assistance Councillors	Own Funding	226,272	236,228	246,858
OEM : Council General	Special Projects: Donations	Own Funding	13,114	13,691	14,307
OEM : Council General	Telkom	Own Funding	1,736,319	1,812,717	1,894,289
OEM : Executive Mayor	Licences (Radio And Tele	Own Funding	6,724	7,020	7,336
OEM : Executive Mayor	Special Projects: Day For People Living With Disability	Own Funding	260,000	271,440	283,655
OEM : Executive Mayor	Special Projects: Day For The Elderly	Own Funding	156,000	162,864	170,193
OEM : Executive Mayor	Special Projects: Mandela Day	Own Funding	33,941	35,434	37,029
OEM : Executive Mayor	Special Projects: Women's Day	Own Funding	260,000	271,440	283,655
OEM : Executive Mayor	Special Projects: Youth, Gender, Aged, Disabled And Children Projects	Own Funding	520,000	542,880	567,310
OEM : Executive Mayor	Study Bursary	Own Funding	1,748,400	1,825,329	1,907,469
OEM : Municipal Public Accounts	Public Participation and Election Awareness	Own Funding	624,000	651,456	680,772
OEM : Office of The Speaker	Council Activities	Own Funding	834,717	871,444	910,659

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Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
OEM : Office of The Speaker	Public Participation	Own Funding	953,962	995,936	1,040,753
Office of the Director DPS	Control Of Public Nuisance	Own Funding	12,906	13,448	13,448
OMM : Integrated Development Plan	Annual Report	Own Funding	19,112	19,953	20,851
OMM : Integrated Development Plan	Public Notices	Own Funding	18,828	19,657	20,541
OMM : Integrated Development Plan	Remuneration of Performance Audit Committee Chairperson	Own Funding	54,132	56,514	59,057
OMM : Internal Auditing	Audit Committee Remuneration	Own Funding	624,000	651,456	680,772
OMM : Internal Auditing	Consultants and Professional Services: (Forensic Investigations/Investigations)	Own Funding	326,377	340,737	355,730
OMM : Internal Auditing	Consultants and Professional Services: (IT Audits)	Own Funding	376,410	392,973	410,263
OMM : Municipal Manager	Management Strategic Sessions	Own Funding	236,015	246,400	257,488
OMM : Project Management Unit	NDPG- Technical Assistance	Grant: Neighbourhood Development Partnership Grant	100,000	100,000	100,000
OMM : Project Management Unit	EPWP Salaries	Grant: EPWP	2,853,000	-	-
OMM : Project Management Unit	Consultant Fees: MIS	Grant: MIG	508,936	570,679	648,950
OMM : Regional Community Centres	Pre-Paid Electricity Vouchers Freedom Park Rcc	Own Funding	18,000	18,792	19,619
OMM: Risk Management	Fraud And Corruption Risk Management Campaigns	Own Funding	50,000	52,200	54,497
OMM: Risk Management	Remuneration Of Risk Committee Chairperson	Own Funding	74,668	77,953	81,383

Department Code	Project Description	Funding Source	Proposed 2022-2023	Proposed 2023-2024	Proposed 2024-2025
OMM: Risk Management	Risk Management Software Support	Own Funding	400,000	417,600	435,974
RWST : Rustenburg Water Serv Trust	Operator Costs	Own Funding	128,429,461	136,777,375	145,667,906
Various Directorates	Mechanical Apparatus	Own Funding	136,045	142,120	146,385
Various Directorates	Software Licences	Own Funding	15,965,569	15,880,569	15,880,569
Various Directorates	Water Supply Transport	Own Funding	3,222,747	3,364,586	3,512,653
Various Directorates	Materials And Supplies	Service Charges and Levies	18,247,152	19,051,902	19,903,147
Various Directorates	Depn & Amort : Machine & Equip	Own Funding	131,445,531	137,232,225	143,318,313
Various Directorates	Bad Debts Written Off	Service Charges	734,958,409	767,296,579	801,057,628
Various Directorates	Maintenanace	Service Charges: Water	42,720,134	44,560,091	48,074,179

4.3 PUBLIC SECTOR, BUSINESS AND OTHER STAKEHOLDER PROJECTS/PROGRAMS

This section is populated with Programmes and/ or Projects from other government departments and the Business Community, which must be implemented in partnership with the Municipality in fulfilment of Government department business plans , Mining companies Social Labour Plans (SLPs) and Corporate Social Investments Legislative requirements.

DEPARTMENT OF HEALTH

Project / Programme Name	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)
Bojanala Statutory Maintenance	Maintenance and Repairs	R 14,818,000	R 66,538,301	R 2,250,000	R 2,738,000	R 2,738,000
Maintenance on Prioritized Clinics - Bojanala District	Maintenance and Repairs	R -	R -	R 9,500,000	R 2,500,000	R 2,500,000
Bojanala Day to Day Maintenance	Maintenance and Repairs	R 6,088,000	R 3,767,235	R 13,000,000	R 2,695,000	R 2,695,000
Bojanala Standby Generator Term Contract Phase 1	Maintenance and Repairs	R 4,196,500	R -	R 1,000,000	R -	R -
JST Hospital - RAMP D	Maintenance and Repairs	R -	R -	R 5,882,000	R 1,000,000	R 11,000,000
JST Hospital (New Generator)	Maintenance and Repairs	R 5,500,000	R 5,739,903	R 1,200,000	R 1,200,000	R 1,200,000
JST Hospital - RAMP C	Maintenance and Repairs	R 17,320,220	R 33,045,103	R 2,500,000	R -	R -
Bojanala Academic Hospital	New or Replaced Infrastructure	R -	R 103,500	R 8,000,000	R 12,000,000	R 10,000,000
Refurbish medical Gas systems - Bojanala	Rehabilitation, Renovations & Refurbishment	R -	R -	R 5,000,000	R -	R -

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Project / Programme Name	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)
Gateway Clinic Parkhome	Rehabilitation, Renovations & Refurbishment	R 2,126,113	R 1,552,671	R 1,000,000	R -	R -
Boitekong CHC - Refurbish Mental Health Unit	Rehabilitation, Renovations & Refurbishment	R -	R -	R 5,300,000	R -	R -
Tlhabane Clinic Parkhome	Rehabilitation, Renovations & Refurbishment	R 2,126,113	R 1,008,556	R 1,000,000	R -	R -
JST Hospital Mental Unit Refurbishment	Rehabilitation, Renovations & Refurbishment	R -	R -	R 1,000,000	R -	R -
Refurbish Medical Gas Systems Bojanala Phase 2	Rehabilitation, Renovations & Refurbishment	R -	R -	R 6,500,000	R -	R -
JST Hospital - Upgrading of ICU	Upgrading and Additions	R 6,000,000	R 3,477,330	R 500,000	R -	R -
JST Hospital (New Maternal Obstetrics Unit)	Upgrading and Additions	R 280,000,000	R 22,084,387	R 1,000,000	R -	R -
Office Accommodation For Community Health Workers ABM - Bojanala	Upgrading and Additions	R -	R -	R 2,000,000	R -	R -
JST Hospital (Upgrade Gyno Ward)	Upgrading and Additions	R 38,694,049	R 20,269,136	R 2,400,000	R -	R -
Boitekong CHC (Upgrade)	Upgrading and Additions	R 355,187,460	R 184,211,376	R 2,000,000	R -	R -

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Project / Programme Name	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)
Boitekong CHC Additional space ABM	Upgrading and Additions	R -	R -	R 5,000,000	R 32,000,000	R -
Job Shimakanan Tabana Hospital Additional bed space ABM	Upgrading and Additions	R -	R -	R 5,000,000	R 32,000,000	R -
Phokeng Forensic Mortuary	Upgrading and Additions	R -	R -	R 3,000,000	R 15,000,000	R 5,000,000
Boitekong CHC - HT	Non-Infrastructure	R 16,804,901	R 9,817,611	R 1,500,000	R -	R -
JST Hospital - HT (Mental and Theatre)	Non-Infrastructure	R 6,279,497	R 6,361,427	R 2,500,000	R -	R -
JST Hospital (Upgrade Gyno Ward) HT	Non-Infrastructure	R 2,626,725	R 640,027	R 3,000,000	R 1,000,000	R -

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CATA

Project / Programme Name	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	New or Replaced Infrastructure	R 15,875,000	R 17,748,000	R 1,000,000	R -	R -
Rustenburg Recreation Centre	Maintenance and Repairs	R 4,000,000	R 2,027,000	R 1,000,000	R 1,000,000	R 1,000,000
Bojanala District Library	Maintenance and Repairs	R 1,361,000	R -	R 1,111,000	R 50,000	R -
Monakato CAC	Maintenance and Repairs	R 500,000	R -	R 500,000	R -	R -

COGTA

Project / Programme Name	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)
Bojanala Capacity Building	Infrastructure Transfers - Current	R 20,500,000	R 2,048,151	R 622,000	R 693,000	R 768,750

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DEPARTMENT OF WORKS

Project / Programme Name	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)
Bojanala	Maintenance and Repairs	R 12,000,000	R 82,590,433	R 8,000,000	R 10,000,000	R 10,400,000
CHANENG PRIMARY SCHOOL	New or Replaced Infrastructure	R 60,000,000	R -	R 16,000,000	R 17,510,000	R 18,211,000
Dimapo Primary	Upgrading and Additions	R 2,000,000	R -	R -	R 1,800,000	R 1,872,000
Tiisetso Primary	Upgrading and Additions	R 7,500,000	R -	R -	R 3,000,000	R 3,120,000
Bonwakgogo	Upgrading and Additions	R 3,133,000	R -	R -	R 2,000,000	R 2,080,000
BOONS PRIMARY SCHOOL	Upgrading and Additions	R 10,000,000	R -	R -	R 2,000,000	R 2,080,000
Mojagedi Combined	Upgrading and Additions	R 7,500,000	R -	R -	R 3,000,000	R 3,120,000
Morogong Primary	Upgrading and Additions	R 2,800,000	R -	R -	R 2,800,000	R 2,912,000
Ramotse	Upgrading and Additions	R 3,821,000	R -	R -	R 3,000,000	R 3,120,000

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DEPARTMENT OF PUBLIC WORKS

Project / Programme Name	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)
Rustenburg District Roads Stores and Workshops NW02741	Maintenance and Repairs	R 3,100,000	R 438,871	R -	R 1,000,000	R -
Carports and Paving at Rustenburg District Office	Upgrading and Additions	R 750,000	R -	R 750,000	R -	R -
Day to Day Maintenance of all Government Facilities in Rustenburg	Maintenance and Repairs	R 1,780,000	R 3,307,553	R 600,000	R 600,000	R 600,000
Bojanala x6 houses R & R projects	Maintenance and Repairs	R 1,000,000	R 1,413,603	R -	R -	R -

DEPARTMENT OF ROADS

Project / Programme Name	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)
Roads routine maintenance:Bojanala district	Maintenance and Repairs	R 40,000,000	R 25,572,112	R 20,000,000	R 20,000,000	R 20,000,000
Household road routine maintenance (Itirele) Bojanala district	Maintenance and Repairs	R 45,000,000	R 115,408,258	R 15,000,000	R 15,000,000	R 15,000,000

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Project / Programme Name	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)
Road routine Maintenance Bojanala	Maintenance and Repairs	R 60,000,000	R 17,108,183	R -	R -	R -
Upgrading of road D1537 and D1437 at Buffelspoort 20km.	Upgrading and Additions	R 118,000,000	R 1,743,000	R -	R 10,000,000	R 20,000,000
Upgrading of road from gravel to surfacing standard of road D520 from Mokolokwe to Bethani.	Upgrading and Additions	R 75,000,000	R 3,223,128	R 29,000,000	R 25,000,000	R 15,000,000

SOCIAL DEVELOPMENT

Project / Programme Name	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)
Rustenburg Secure Care Centre	Maintenance and Repairs	R 1,354,000	R 945,106	R 300,000	R 454,000	R 454,000
Tlhabane Service Point	Maintenance and Repairs	R 850,000	R 1,641,402	R 500,000	R 350,000	R 350,000
Bojanala InPatient Treatment Centre	New or Replaced Infrastructure	R 7,500,000	R -	R 1,000,000	R 3,000,000	R 3,500,000
Bojanala Food Bank	New or Replaced Infrastructure	R 1,000,000	R -	R 1,000,000	R -	R -
Kobbie van Zyl Sub-Office	Upgrading and Additions	R 14,774,000	R 100,000	R -	R 3,297,000	R 3,680,000

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Project / Programme Name	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)
Kobbie Van Zyl Maintenance	Maintenance and Repairs	R 950,000	R 1,167,887	R 400,000	R 350,000	R 350,000

HUMAN SETTLEMENT

Project / Programme Name	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)
2016/17 Rustenburg Bokamoso 1600 - Julius	Infrastructure Transfers - Current	R 266,679,400	R 784,800	R 26,207,360	R 3,275,936	R -
2016/17 Rustenburg Bokamoso 1600 - BlackHead	Infrastructure Transfers - Current	R 5,000,000	R -	R 3,399,789	R -	R -
2016/17 Bojanala Military Veterans - Phase 1	Infrastructure Transfers - Current	R 2,311,397	R 1,727,269	R 4,418,058	R 2,301,770	R -
Rustenburg, Bokamoso 1000 Agisanang - Makolokwe	Infrastructure Transfers - Current	R 1,734,161	R -	R 916,737	R -	R -
Rustenburg, Bokamoso 1000 Agisanang - Lesung	Infrastructure Transfers - Current	R 1,734,161	R 937,400	R 4,328,939	R -	R -
Rustenburg Bokamoso 1400 - Phase 1	Infrastructure Transfers - Current	R 60,000,000	R 4,312,667	R 40,000,000	R 40,000,000	R -
Rustenburg - Rustenburg Villages 1050 - Tantanana Village	Infrastructure Transfers - Current	R 666,985	R 570,452	R 666,985	R -	R -

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Project / Programme Name	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)
Rustenburg Rustenburg Flisp 100 - Phase 1	Infrastructure Transfers - Current	R 7,320,000	R 3,230,740	R 3,001,592	R 1,305,040	R 1,305,040
2016/17 Rustenburg Marikana Rooikoppies - Phase 1	Infrastructure Transfers - Current	R 50,000,000	R 1,682,500	R 70,000,000	R 20,000,000	R -
Rustenburg Rustenburg Villages 1050 - Thekwane Village	Infrastructure Transfers - Current	R 1,600,764	R 1,514,407	R 5,141,368	R 3,249,716	R 1,624,858
Rustenburg - Rustenburg Villages 1050 Mmamerotse Village	Infrastructure Transfers - Current	R 1,600,764	R 1,085,009	R 666,985	R -	R -
Rustenburg - Rustenburg Villages 1050 Syferbult Village	Infrastructure Transfers - Current	R 1,600,764	R -	R 666,985	R -	R -
Rustenburg - Rustenburg Villages 1050 - Tlapa Village	Infrastructure Transfers - Current	R 1,600,764	R -	R 666,985	R -	R -
Rustenburg - Rustenburg Villages 1050 - Mabitse Village	Infrastructure Transfers - Current	R 1,600,764	R -	R 666,985	R -	R -
Rustenburg - Rustenburg Villages 1050 - Lefaragatlhe Village	Infrastructure Transfers - Current	R 1,600,764	R 405,690	R 666,985	R -	R -
Rustenburg - Rustenburg Villages 1050 - Bobuampya Village	Infrastructure Transfers - Current	R 1,600,764	R 340,211	R 666,985	R -	R -
Rustenburg - Rustenburg Villages 1050 - Photsaneng Village	Infrastructure Transfers - Current	R 1,600,764	R -	R 666,985	R -	R -
Rustenburg - Rustenburg Villages 1050 - Lesung Village 50	Infrastructure Transfers - Current	R 1,600,764	R 4,062,829	R 4,328,939	R -	R 812,429
Rustenburg - Rustenburg Villages 1050 - Mosenthal	Infrastructure Transfers - Current	R 1,600,764	R 1,557,409	R 4,328,939	R 1,624,858	R 1,624,858

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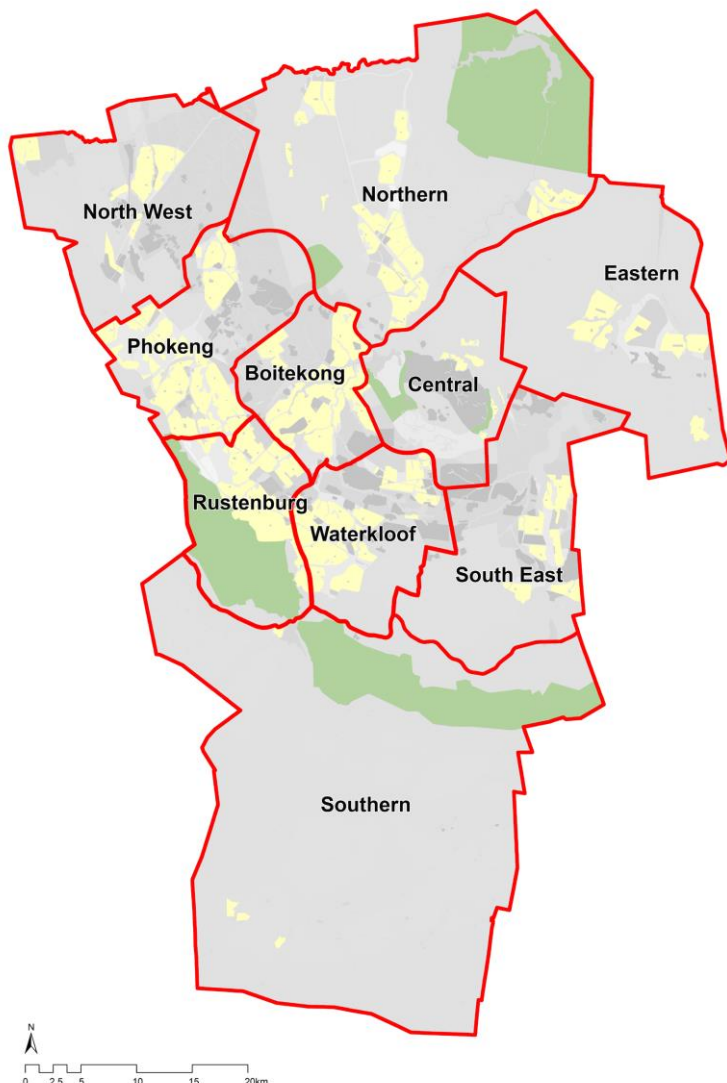
Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Rustenburg - Rustenburg Villages 1050 - Maumong	Infrastructure Transfers - Current	R 1,600,764	R 5,523,655	R 2,704,081	R 1,624,858	R 974,915
Rustenburg - Rustenburg Villages 1050 - Rankelenyane	Infrastructure Transfers - Current	R 1,600,764	R 962,788	R 4,328,939	R 1,624,858	R 1,462,372
Rustenburg - Rustenburg Villages 1050 - Kanana	Infrastructure Transfers - Current	R 1,600,764	R 2,522,451	R 6,278,769	R 3,249,716	R 1,624,858
Rustenburg - Rustenburg Villages 1050 - Phokeng Village	Infrastructure Transfers - Current	R 1,600,764	R 12,375,320	R 6,278,769	R 3,249,716	R 1,624,858
Rustenburg Municipality - Rankunyane (Monnakato) - Phase 1	Infrastructure Transfers - Current	R 1,333,970	R -	R 1,333,970	R 1,333,970	R 2,667,940
Rustenburg L M, Meriting Ext 4 & 5 (1590 Sub) - Phase 1	Infrastructure Transfers - Current	R 942,956	R -	R 942,956	R 1,347,080	R 4,041,240
Rustenburg Boitekong Flisp 1559 (impala) - Phase 1	Infrastructure Transfers - Current	R 2,675,772	R -	R 2,675,772	R 2,432,520	R 2,432,520
Rustenburg, Rankelenyane, 65 - Phase 1	Infrastructure Transfers - Current	R 1,624,858	R -	R 1,624,858	R 3,249,716	R 4,874,574
Rustenburg, Bokamoso, 1600 internal services, M Civils - Phase 1	Infrastructure Transfers - Current	R 3,381,555	R -	R 3,381,555	R 3,275,936	R -
2016/17 Rustenburg Bokamoso 1600 - Malapane	Infrastructure Transfers - Current	R 4,041,240	R -	R 4,041,240	R 2,694,160	R -
2016/17 Rustenburg Bokamoso 1600 - Metro Projects	Infrastructure Transfers - Current	R 18,050,872	R -	R 18,050,872	R 2,694,160	R -
2016/17 Rustenburg Bokamoso 1600 - GR Makopo	Infrastructure Transfers - Current	R 2,155,328	R -	R 2,155,328	R 4,041,240	R 1,347,080

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Project / Programme Name	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)
2016/17 Bojanala Conveyancing - Phase 1	Infrastructure Transfers - Current	R 9,167,298	R -	R 9,167,298	R -	R -
2016/17 Rustenburg Ikemeleng Isup - Phase 1	Infrastructure Transfers - Current	R 4,913,904	R -	R -	R 4,913,904	R 8,189,290
2016/17 Rustenburg Rural Dini 300 - Drop Dot - Phase 1	Infrastructure Transfers - Current	R 5,869,468	R -	R 5,869,468	R 3,249,716	R 812,429
Rustenburg - Rustenburg Villages 1050 - Phase 1	Infrastructure Transfers - Current	R 5,386,000	R -	R 5,386,000	R -	R -
Rustenburg - Rustenburg Villages 1050 - Phase 2	Infrastructure Transfers - Current	R 266,794	R -	R 266,794	R -	R -
2021/22 Rustenburg Bokamoso - Phase 1	Infrastructure Transfers - Current	R 4,913,904	R -	R 4,913,904	R 3,275,936	R 4,913,904
Rustenburg Military Vets 26 - Phase 1	Infrastructure Transfers - Current	R 2,780,090	R -	R 2,780,090	R 2,780,090	R 2,780,090
Rustenburg Mbeki Sun Bulk Services - Phase 1	Infrastructure Transfers - Current	R 30,000,000	R -	R 1 119,900	R	R
Rustenburg Popo Molefe Bulk Services - Phase 1	Infrastructure Transfers - Current	R 30,000,000	R -	R 1 067,400	R 0	R 0
Rustenburg Boitekong Ext 16 Bulk Services - Phase 1	Infrastructure Transfers - Current	R 40,000,000	R -	R -	R 39,086,300	R 44,091,700
Rustenburg LM	Infrastructure Transfers - Current	R 53,332,304	R -	R -	R 3,933,932	R 49,398,372
RUSTENBURG	Infrastructure Transfers - Current	R 162,508,438	R -	R 43,303,468	R 74,170,208	R 45,034,636

4.4 UNFUNDED PROJECTS EXTRACTED FROM MASTERPLAN AND PRECINT PLANS

1. PLANNING AREAS FOR THE INTEGRATED MASTER PLAN



Number of Opportunities would cut across a number of game changer and precinct plan projects hence opportunities presented hereunder are not projects specific but general across a number of projects.

We will be looking at direct and indirect opportunities

Direct opportunities

PROFESSIONAL AND FINANCIAL SERVICES

Growing the engagement and levels of professional service provider and financial services and works in professional, managerial and associate professional jobs.

New business ventures and equity ownership in Tourism and manufacturing products.

INFRASTRUCTURE

Most proposed projects have a common character and requirement for Material

supply and construction becomes a cross cutting opportunity. Job creations during construction and upon operation of each completed projects cannot be over emphasized under each project.

Re capitalising in service and economic infrastructure.

Indirect - Transport & Connectivity

- Rustenburg links Gauteng; Limpopo and Mpumalanga and the neighbouring Botswana and Zimbabwe, through its network of road.
- Growth in industrial activities and tourism will directly influence additional, air routes for passenger and freight movement through the Pilanesburg airport
- New opportunity in Transportation and warehousing.

1.1. Rustenburg Planning Area (PA):

The central region of the Greater Rustenburg Area that includes:

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- The Rustenburg City, new and existing CBD,
- Waterfall Mall and the Kgaswane Natural Reserve.
- As the employment centre for business and services,
- The Rustenburg Planning Area is the most densely populated area in the municipality.

PROJECT: RUSTENBURG CLUSTER PRECINCT PLAN AND MASTERPLAN PROJECT

DIRECTORATES	PROJECTS	KEY MILESTONE	OPPORTUNITIES / BENEFITS
LOCAL ECONOMIC DEVELOPMENT	1. Commercial, Tourism and Service projects. New Rustenburg CBD. Transport and retail zone (Rustenburg Mall completed and opened)	Agreement on the land use for the Taxi rank precinct. Development proposals. Constructions	• Constructions • Retails opportunities. • Temporary Job during construction and permanent on operation of the facilities
LOCAL ECONOMIC DEVELOPMENT	2. Cultural gateway precincts	Expression of interest Detailed designs Development proposals. Constructions	• Initial construction phase will create job and more sustainable jobs and opportunities of running the different Kiosks and maintenance of the facility • Food and beverages industries. • Support to public transport systems.
LOCAL ECONOMIC DEVELOPMENT	3. Urban Agriculture • Identification of land in close proximity for the purpose of Urban Agriculture	Identify a portion of land Survey the area To obtain interested groups Enter into a lease agreement with the identified potential groups To assist in the provision of services(security , water , pipelines for irrigation)	The proposed shall benefit both Entrepreneurs with market access and resident with additional jobs and shall consist of the following: • agricultural hub compiled of a training centre, training garden, market square, repair workshop, fresh produce depot, resource centre and offices • land for crops • a market square on which produce can be sold
DIRECTORATE COMMUNITY SERVICES	4. Upgrading of recreational facilities	Identified existing parks that needs to be upgraded. Procurement procedure to follow to request interested groups from	Opportunities will be made available for cooperative for the management and maintenance of parks and open spaces.

DIRECTORATES	PROJECTS	KEY MILESTONE	OPPORTUNITIES / BENEFITS
		the community to come forward.	
PLANNING AND HUMAN SETTLEMENT	5. Mixed land use Development including social housing	Land to be identified Development layout and design Location of services to be investigated Land to be identified Service provider to be appointed. Rezoning and consolidations needs to be done	The precincts are located within zones earmarked for 60 units per hectare, therefore the precincts can provide a total of 306 units (Rustenburg North = 103 units, Karlienpark = 142 units and Zinniaville = 61units). The small industrial precinct within the mixed use zone will entail the clustering small industries together, to make it more economically viable for the small business owner. Including measure such as “Greening-up” or landscaping, providing common-eating area and security measures will better incorporate industrial activities with residential activities and will attract potential investors to the area.
	6. Spin City	Land to be identified. Area to be surveyed Interested groups to be identified by way of advertisement. Estates to enter into a lease agreement.	Tourism attractions

PROJECT: TLHABANE PRECINCT PLAN AND RESPONSIBLE DIRECTORATES

DIRECTORATES	PROJECTS	KEY MILESTONE	OPPORTUNITIES / BENEFITS
LOCAL ECONOMIC DEVELOPMENT	7. Upgrading of a cultural center (Mmabana Culture Centre)	Land belongs to provincial government – North West and needs to be obtained Rezoning application needs to be conducted to get the land use rights in order	• The development of this precinct which will include ○ Open-air amphitheatre ○ Community hall for various functions ○ Arts and cultural Centre (including a training centre and a selling area) • will strengthen the community character of Tlhabane and community facilities within Tlhabane will be used, residents will not have to travel to Rustenburg to make use of community facilities. • Stimulate movement and grow in the art, culture; film and accommodation industries. • Food and beverages industries. • Support to public transport.
	8. Urban Agriculture • Identification of land in close proximity for the purpose of Urban Agriculture	Identify a portion of land To obtain interested groups Enter into a lease agreement with the identified potential groups To assist in the provision of services (security, water, pipelines for irrigation)	• Areas for urban agriculture have been earmarked on the outskirts of Tlhabane on land which cannot be developed, which includes servitudes and floodline areas. • land for crops • a market square on which produce can be sold
	9. Provision of Informal Business area	To obtain land for the development of a flea market To do the necessary legal processes (Street	• The erven to be developed will strengthen the business node. The smaller shops/offices will be supplied in conjunction with retail space for anchor outlets. • By providing a greater variety of business space, the

DIRECTORATES	PROJECTS	KEY MILESTONE	OPPORTUNITIES / BENEFITS
		closure, surveying and rezoning) Looking for interested parties to do the development	sustainability of the development is enhanced. - The proposal is to include an open market area where social activities can also occur. - The area will be landscaped and equipped with public furniture, such as benches and bicycle stands, etc. - In light of these considerations, the mixed land use character of the area can be enhanced
ROADS AND STORMWATER	10. Street beautification along Malao street Street beautification already conducted along major routes in Tlhabane	To pave the side walks To provide street furniture along Malao Street To do landscaping Sidewalks paved	
DIRECTORATE COMMUNITY SERVICES	11. Provision of Sports Facilities and recreational facility	Land were identified	- The need exists to provide a greater range of facilities on the site which shall result in resource-sharing and attract more people and possibly more investment. - The rejuvenation of the site will result in high-class sporting facilities which will not only benefit the residents of Tlhabane, but possibly attract sporting clubs, which may help with the maintenance of the facilities.
PLANNING AND HUMAN SETTLEMENT	12. Provision of industrial and high density residential (YIZO =YIZO:	Erven to be identified which are affected. Squatters to be removed. Legal processes to continue after people are evacuated which includes rezoning applications.	- Tlhabane is strapped for developable land, due to the vast portion of residents residing in informal housing units, social housing and apartment blocks are planned for the area. - To eradicate housing problems, related to housing demand within a predominately low-income housing market.

Phokeng Planning Area (PA)::

- Includes Phokeng and Luka;
- borders Rustenburg to the south via R104.
- This planning area also forms the capital region of RBN.

<i>Directorates</i>	<i>Project</i>	<i>Key Milestones</i>	<i>Opportunities</i>
	13. Commercial, Tourism and Service projects. • Phokeng medical Hub	Securing the land for development Land agreement with interested investors Township design and registration Constructions	The green field site for Medical and Education Hub is located south of Magokgwane in Phokeng. Develop a new tertiary hospital to position Rustenburg as a centre for healthcare and medical tourism. And offers opportunities on: • Regional Shopping Mall • Hotel • Mixed Use Development • Provincial and Tertiary Hospital • University • Community Centre
LOCAL ECONOMIC DEVELOPMENT	14. Urban Agriculture: • Identification of land in close proximity for the purpose Urban Agriculture Initiatives.	Identify land Survey Identify co-operatives Enter into a lease agreement	• land for crops • a market square on which produce can be sold

Boitekong Planning Area (PA)::

- Includes clusters of formal and informal settlements within the Boitekong, Kanana, Meriting;
- Freedom Park areas.
- This planning area is situated in the mining belt and forms the north-south growth corridor of Rustenburg

PROJECT: BOITEKONG PRECINCT PLAN AND RESPONSIBLE DIRECTORATES

DIRECTORATES	PROJECT	KEY MILESTONES	OPPORTUNITIES
LOCAL ECONOMIC DEVELOPMENT	15. Urban Agriculture -Identification of a site for Urban Agriculture.	To obtain an interested group To assist in the provision of services (security, to provide water pipelines for irrigation purposes) To establish SMMEs.	The projects offer an opportunity of addressing a short coming with regard to retail, (formal and informal), recreational activities, sport facilities, community hall, old age homes, orphanage and a need for urban agriculture • land for crops • a market square on which produce can be sold • To renovate the existing clinic building and to provide a garden at the clinic Site. • To renovate the police station and to provide a garden at the police station. • To provide formal sport facilities • Upgrade of the existing library • To provide a retail centre including formal and the informal sector. • To provide a community hall and post office facility • To provide a taxi/bus rank as part of the multi land use
DIRECTORATE COMMUNITY SERVICES	16. Development of a Post office	*Identify a site. Develop a Post office.	
COMMUNITY DEVELOPMENT	17. Formal sporting facility 18. Orphanage home	*Identify a site. *Survey a portion of the land for O.H *Send to Estate for Lease document.	

DIRECTORATES	PROJECT	KEY MILESTONES	OPPORTUNITIES
			node (G) • Urban agriculture (H) • Provide an orphanage (I) • Conserve the natural ridge as part of node (J)
DPHS(ESTATE)	19. Shopping centre in Sunrise	*Allocation to an interested group. *Conduct feasibility study. *SG Diagrams, zoning confirmations to Estate *Public Advert (Estate).	Sunrise park shopping Complex Completed

1.4 Waterkloof PA:

- Depicts the urban expansion of Rustenburg towards the “Rapid Growth Area” to the east.
- This planning area includes the new regional centre of Waterkloof and the surrounding towns including Photsaneng, Thekwane and Mfidikwe.

Directorates	Project	Key Milestones	Opportunities
Planning and Human settlement	Commercial, Tourism and Service projects. • Waterkloof Education Hub	Re zoning Expression of interest from investors. Provision of bulk water and electricity.	Skills development. Development of rare skills Academic and professional advancement.
	Industrial Projects • Rustenburg Logistic Hub INDUSTRIAL DEVELOPMENT / MANUFACTURING • Mining Input Supply – Capital Equipment, Ball Mill, Ventilation and refrigeration equipment, and Drilling Equipment; • Increased value output in areas of manufacturing and assembly of heavy and earth moving machinery, • Pharmaceuticals and Chemicals • Catalytic Convertors	Expression of interest from investors. Registration of industrial township Provision of bulk water and electricity.	INCENTIVES • Number of incentives will be available particular for SEZs growth, revenue generation, creation of jobs, attraction of Foreign Direct Investment and international competitiveness. • Equity ownership in industrial and retails business ventures. • Preferential 15% + reduced rate of corporate income taxation. • For industrial development opportunities and SEZ projects; Tax Incentive designed to support Greenfield and brown field investments including the incentive for both capital investment and training.

Directorates	Project	Key Milestones	Opportunities
	• Oil and Gas Industry Applications • Fuel Cells (Main Focus for the Platinum Valley SEZ) • Ferrochrome Sector & Platinum Recycling		
	Complimenting Projects • Waste and water Treatment facilities,		

1.2. Northern PA:

- Includes the Tsitsing New Town,
- Vaalkop Dam and the rural settlements including Hartbeestfontein, Tantanana, Maile Monnakato and Kopman.

Complimenting Projects

- Rapid Rail Transit,
- Solar farms
- Waste and water Treatment facilities,
- Institutional facilities.
- Housing
- Utility services and Roads.

PROJECT: LETHABONG PRECINCT PLAN AND RESPONSIBLE DIRECTORATE

Directorates	Project	Key Milestones	Opportunities
	Urban Agriculture • Identification of land in close proximity for the purpose of Urban Agriculture.	The development of urban agricultural projects on vacant open spaces within Lethabong (Stands 6300 and 4103) To obtain an interested group Enter into a lease agreement with the identified potential groups To assist in the provision of services (security, to provide water pipelines for irrigation purposes)	Against the background of high unemployment rates, the opportunity exist to establish urban agriculture projects in close proximity to Lethabong or on vacant open spaces within the township. A well established and sustainable urban agricultural project will contribute to food security and jobcreation in the area.

Directorates	Project	Key Milestones	Opportunities
DIRECTORATE COMMUNITY SERVICES	Upgrading of the existing Sports Facilities Identified Erf 4477 and 4478 Lethabong	To provide a sport facility to make provision for indoor/outdoor formal sport facilities To make provision for recreational activities To provide decent seating, water drinking points and ablution facilities	Opportunities exist in the construction of the following: • Covered pavilion with support facilities underneath which may include a sports clubhouse for indoor sports and gym • Basketball courts, Tennis Courts, Soccer fields • Development of a picnic facility by the provision of braai areas and playground equipment on the adjacent park erf. • Landscaping the park area Pedestrian links to other parts of the multi-land use node. • The pedestrian link to be shaded, paved with seating, good lighting, public ablution facilities and water drinking points
	Allocation of site for orphanage /Old age home	To identify a site and prepare lease document	Opportunity existing the constructions, and ultimately running of the old age home. The big opportunity will be ultimate beneficiaries of the project, the aged.
WASTE MANAGEMENT CENTRE	Industrial bee-hives identification	To obtain a site To survey the identified site To get a list of interested parties	The establishment of a 'bee-hive' industrial development to accommodate and provide alternative location for small and informal industrial activities.
PUBLIC SAFETY	Relocation of the Taxi Rank & Upgrading of the Existing library		The new proposed Taxi – Rank/ Bus Depot will be incorporated as part of the formal / informal retail. Other opportunities in the development include: • A Post Office should be included as part of the

Directorates	Project	Key Milestones	Opportunities
	Renovation and extension of the existing library on Erf 3540 Lethabong		formal retail development. - As part of the Clinic Site and the existing Town Hall located on Erf 3540 Hartebeestfontein the gardens need to be upgraded as well as to build a library on the property. - The parking area should be landscaped.
PLANNING AND HUMAN SETTLEMENT	High residential Development	To develop social housing	- Affordability and quality of housing - Investment potential - Safety and Security - Proximity to the workplace - Accessibility to educational and social facilities - Proximity to retail facilities - Socio-economic clustering
	Business Node (Mall)	Develop a commercial / business node (Mall)	The project proposal is to utilise the available land in this node by creating a partnership with national government and developing an attractive business centre on this property which makes provision for small retail and business space.
LED	Tsitsing Green Technology Township. Industrial Park		- The site is located on 600 hectares' green field in Tsitsing along R556 and R510. - Smart Town which includes the development of Town Centre, green housing, and hi-tech industrial park. - The 200 hectares industrial park will focus on modern, innovative and knowledge intensive industries such as platinum processing, high-tech farming and Solar Photovoltaic.

Directorates	Project	Key Milestones	Opportunities
			• The housing component comprises over 200 dwelling units with community gardens and green infrastructure. • It will become a pilot project for other residential developments focusing on the efficient use of energy, water, and building materials.

PROJECT: MONNAKATO PRECINCT PLAN AND RESPONSIBLE DIRECTORATES

Directorate	Project	Key Milestones	Opportunities
LOCAL ECONOMIC DEVELOPMENT	Development of Market/Community square with Urban Agriculture Activities • Identification of land in close proximity for the purpose of Urban Agriculture	To obtain a site and prepare lease document	It is expected that the community precinct can benefit the community and entrepreneurs alike with opportunities consisting of the following: • A small-scale community theatre for young, informal street artists and musicians • Urban–agriculture activities where people can grow fresh produce, to sell on the market square and informal markets • A market square for community gatherings and get together • Play areas for children • Informal Market • Public Facilities • A nursery
INFRASTRUCUTE	Upgrade of link Road between entrance from Kopman to R510 Intersection	Compile Street and Landscape Plan with detail for paving of sidewalks, street furniture and landscaping.	Opportunities exist in the road construction and development of the following: • Road widening, • Pavement construction, • Tree planting, • Lightning, • Furnishing, and • Waste dustbins.

DIRECTORATE COMMUNITY SERVICES	Upgrading of Existing Park and Sports Facilities	Designs Constructions	Opportunities exist in the construction of the following: • Sand volleyball court, Change rooms, Additional Swimming Pool, 2 lighted basketball courts, and • 2 lighted tennis courts, and Offices
PLANNING AND HUMAN SETTLEMENT	Development of Taxi/Bus Station, filling station and Business Centre at R510 Intersection	Allocation of an interested developer	The project proposal is to utilise the available land in this node by creating a partnership with national government and developing an attractive business centre on this property which makes provision for small retail and business space. Opportunities exist in the Nodal development includes constructions and operations of the following: • 2 Business nodes one with Fuel stations. • Market square for local produce • Sporting facilities. • High density residential units. • Parks and • Government services node.
	Upgrading of Existing Business Node	• Detailed Urban Design and Development Plan with Landscaping and costing for Public Areas including public streets, street scaping and street lighting. • Negotiations and partnerships with land owners for re-development and infill development.	
	Development of Residential Settlement	To develop social housing	
	Upgrading of Existing Park	Landscaping, Trees planting, Ablution facilities, Playground equipment, 2 picnic tables and chairs, water fountains, park benches, and Law walls.	

1.3. North Western PA:

- Located at the north-western part of RLM adjacent to the Sun City, this planning area is centred;
- Around the Chaneng New Town.
- The surrounding settlements include Boshhoek, Rasimone and Phatsima.

Commercial, Tourism and Service projects.

- Platinum Team Park in Chaneng

Complimenting Projects

- Rapid Rail Transit,
- Solar farms
- Waste and water Treatment facilities,
- Institutional facilities.
- Housing
- Utility services and Roads.

PROJECT: PHATSIMA PRECINCT PLAN AND RESPONSIBLE DIRECTORATES

Directorate	Project	Key Milestones	Opportunities
LOCAL ECONOMIC DEVELOPMENT	Urban Agriculture: Identification of land in close proximity for the purpose Urban Agriculture Initiatives.	Identify land <i>(See Council Resolution dated 26th March 2013)</i> Survey Identify co-operatives Enter into a lease agreement	- We have embarked on the following Agricultural Support Programme to ensure sustainable supply to the FPM: - R 20m Agricultural Project in Phatsima, funded by Anglo as part of their SLP - commenced training for Molote Agricultural Project internally funded to the tune of R 5m - Off-take Agreements Discussions with Choppies, Fruit & Veg and the mines - Against the background of high unemployment rates, the opportunity exists to establish Urban Agricultural project on vacant land south-east of Phatsima - A well established and sustainable urban agricultural project will contribute to food security and jobcreation in the area.
	Industrial Development Provision of “Bee Hive” industrial Site for SMMEs	Land identified Surveyed Identify co-operatives Enter into a lease agreement	The establishment of a ‘bee-hive’ industrial development to accommodate and provide alternative location for small and informal industrial activities.

	Upgrading of Existing clinic		
DIRECTORATE COMMUNITY SERVICES	Upgrading of the existing Sports Facilities	To provide a sport facility to make provision for indoor/outdoor formal sport facilities To make provision for recreational activities To provide decent seating, water drinking points and ablution facilities	Opportunities exist in the construction of the following: • Covered pavilion with support facilities underneath which may include a sports clubhouse for indoor sports and gym • Basketball courts, Tennis Courts, Soccer fields • Development of a picnic facility by the provision of braai areas and playground equipment on the adjacent park erf. • Landscaping the park area Pedestrian links to other parts of the multi-land use node. • The pedestrian link to be shaded, paved with seating, good lighting, public ablution facilities and water drinking points
	Street Beautification	Land scaping along corridors and long the multipurpose node Install street lighting, plant trees	Landscaping, street lighting and street furniture
INFRASTRU. SERVICES	Upgrading of Roads along social and economic activities	RRT identified feasibility of the project in 2019	Roads construction and material supply.
PUBLIC SAFETY	Upgrading of the Taxi Rank		• To upgrade the existing Taxi Rank to make provision for busses/ taxi's, ablution facilities, lightning and security. • To interlink the taxi-rank with other land uses in order to strengthen the "Multi-purpose node". • The existing taxi-rank, Erf 1571 Phatsima Extension 1 upgrade and property integrated into the

			Rustenburg Rapid Transport System
PLANNING AND ESTATES	Business Node (Mall)		The project proposal is to utilise the available land in this node by creating a partnership with national government and developing an attractive business centre on this property which makes provision for small retail and business space. Opportunities exist in the Nodal development includes constructions and operations of the following: • 1 Business one with Fuel stations. • Market squire for local produce • Sporting facilities. • High density residential units. • Parks and • Government services node.
PLANNING	Institutional development	Land Identified. Land Surveyed Land Rezoned for Residential 2 and Institutional	
	High density residential	To develop social housing & social amenities	
	Platinum Theme Park	Land development agreement with RBA. Request for proposals Detailed designs and Construction.	• The Platinum Theme Park is located at the northern boundary of RLM along R556. • It aims to capitalize on its proximity to the Sun City and Pilanesberg National Park to boost the tourism sector of RLM and . • Has High potential for the creation of many jobs

Eastern PA:

- Houses the Bethanie New Town and an area reserved for long term development needs of RLM.

Directorate	Project	Key Milestones	Opportunities
	Industrial Projects Bethanie Industrial Township.	Land development agreement with Bakwena ba Mogopa Request for proposals Feasibility studies. Detailed designs and Construction.	Number of incentives will be available Direct Investment and international competitiveness. - Equity ownership in industrial and retails business ventures. - Preferential 15% + reduced rate of corporate income taxation.
Planning	Development of fully fledge Precinct plan for Bethanie and Makolokwe areas	Designs Approval by Council.	

South Eastern PA: and Central PA

- Home of Marikana New Town and
- the new industrial hub of RLM.

PROJECT: MARIKANA PRECINCT PLAN AND RESPONSIBLE DIRECTORATES

Directorate	Project	Key Milestones	Opportunities
LED	Urban Agriculture Initiatives	Identify land Registration of cooperatives	R 30 m Special Presidential Package for Organic Agricultural project in Marikana with 23 Cooperatives already registered Against the background of high unemployment rates, the opportunity exists to establish Urban Agricultural project on vacant land A well established and sustainable urban agricultural project will contribute to food security and jobcreation in the area.
COMMUNITY Dev.	Upgrading of existing Recreational facilities	Identify land Clear site	Opportunities exist in the construction of the following: • Covered pavilion with support facilities underneath which may include a sports clubhouse for indoor sports and gym • Basketball courts, Tennis

			Courts, Soccer fields • Development of a picnic facility by the provision of braai areas and playground equipment on the adjacent park erf. • Landscaping the park area Pedestrian links to other parts of the multi-land use node. • The pedestrian link to be shaded, paved with seating, good lighting, public ablution facilities and water drinking points
INFRASTRUCTURE	Development and installation of Streets Capes	Land scaping along corridors and long the multipurpose node Install street lighting, plant trees	Landscaping, street lighting and street furniture
PLANNING	Upgrading of Existing Business Node	Land development Request for proposals Feasibility studies. Detailed designs and Construction.	• Number of incentives will be available Direct Investment and international competitiveness. • Equity ownership in industrial and retails business ventures. • Preferential 15% + reduced rate of corporate income taxation.
	Social housing	There is land allocated by Lonmin approx. 50ha	Transform Marikana into a large township and the manufacturing hub of the North West. Additional opportunities may be presented by

			implementation of the following: • Industrial Park • Health Centre • Bus Interchange • Regional Library • Cultural Centre • Institute for Technical Education • Old Age Home and Children's Home

1.8 Southern PA:

- The largest planning area but with the fewest population.
- Situated south of the Magaliesburg
- Natural Reserve, the Southern Planning Area is a rural region
- consists of mostly agricultural and conservation land.

Agricultural projects

<i>Directorates</i>	<i>Project</i>	<i>Key Milestones</i>	<i>Opportunities</i>
Directorate LED	• High value added agricultural Zones	Capacity development Facilitation of state lease over a period of 5 years. Transfers of farms to the farmers.	The Southern Rustenburg is identified as a potential corridor for agricultural goods to the fresh produce market of Rustenburg and Pretoria. Facilitation of land through the department of Land affairs will focus of developing agricultural cooperative to sustainable commercial farmers. Storage and agro processing are potential opportunities to improve value chain in the agricultural sector. To promote new entrants into the agricultural sector, focus will necessarily be on enabling the marginalized group, such a subsistence and agricultural cooperative to become successful in commercial farming and agribusinesses.

CHAPTER 5. INTEGRATION

Sector Plan Alignment with IDP

The Integrated Development Plan is an important tool used by municipalities to provide vision, guidance and ultimately a roadmap towards developing the municipal area. Municipalities play an important role in ensuring sustainable integration between the cross cutting inter-dimensional sectors in achieving development in the area that is socially, economically and environmentally sustainable. In order to implement the correct developmental approach, projects should be targeted at specific human needs identified during public participation. Each need identified can be allocated to a certain sector and is important in the planning and delivery of services.

The concept of integration is central to the Integrated Development Plan and is led by priority issues identified in each municipality, which provides the focus for planning and development. Furthermore, it is important that each sector should be considered in their relevance to the priority issues identified by the public.

Through sector planning the local planning requirements of each specific sector are met and need to feature as part of the IDP process. It is therefore important to make sure that the sector plans of the RLM are aligned with the IDP. In the past, the local government only played an administrative and service delivery role. It has changed in the modern day, where local needs inform the active planning of sector-specific development and ultimately contribute towards the compilation of the overall Integrated Development Plan.

Table 5-1 attends to the contribution made by each sector through the identification of their specific objectives/goals/thrusts/issues and the alignment with the priorities (strategic objectives) identified for the IDP. The following sector plans for the RLM are included:

Spatial Development Framework, 2010

Disaster Management Plan, 2007

Integrated Waste Management Plan, 2006

Water Services Development Plan, 2009

Integrated Transport Plan, 2008

Housing Sector Plan, 2012

Electricity Master Plan, 2009

Local Economic Development Plan, 2011

City Development Strategy, 2006.

Table 5-3: Sector Plan Alignment with the IDP

Every sector plan contributes towards fulfilling the ultimate goal of the RLM in achieving each of their priority areas, through the implementation of its sector plans.

Linkages of the Municipal Role, to National Outcomes

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Improve on the quality of basic education		
Improved quality of teaching and learning. Improved early childhood development.	Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF Assess every child in grade 3, 6 and 9 every year Improve learning and teaching materials to be distributed to primary schools in 2014 Improve maths and science teaching.	Collecting needs related to school from communities during mayoral imbizos Identification and allocation appropriate land and appropriate zoning for school and early childhood development centres Facilitate zoning and planning processes Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and connections.
Improved health and life expectancy		
Decreased maternal and child mortality. Combating HIV and AIDS and decreased burden of Tuberculosis. Strengthen health services effectiveness.	Revitalize primary health care Increase early antenatal visits to 50% Increase vaccine coverage Improve hospital and clinic infrastructure	Offering Primary Health Care at municipal clinics Increase the percentage of children under 1 year of age that are vaccinated with pneumococcal and rotavirus vaccines Increase the proportion of pregnant women tested through health care provider-initiated counselling and testing for all

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Related IDP objective: (To ensure good health of the community by providing a comprehensive Primary Health care and ensuring the implementation of HIV/AIDS programmes)	Accredit health facilities Extend coverage of new child vaccines Expand HIV prevention and treatment Increase prevention of mother to child transmission School health promotion increase school visits by nurses from 5 to 20 % Enhance TB treatment.	pregnant women Increase the percentage of infants requiring dual therapy for PMTCT Provide Isonaid Preventive Therapy (IPT) to HIV positive patients with no active TB Provide Contrimoxazole Preventive therapy (CPT) to HIV-TB co-infected patients Establishment of the HIV/AIDS support Groups Conducting workshops on HIV & AIDS Mainstreaming in municipal services.
All people in South Africa protected and feel safe		
Reduced overall level of crime. An effective and integrated criminal justice system. Improved perceptions of crime among the population. Improved investor perceptions and trust. Effective and integrated border management.	Increase police personnel Establish tactical response teams in Occupation-specific dispensation for legal professionals Deploy SANDF soldiers to South Africa's borders.	Crime Prevention through Environmental Design – Installation of CCTV cameras Establishment of Alcohol Testing Centre Joint law enforcement operation on bylaws and traffic regulations Integrated communication centre at Fire Department Construction and manning of fire houses at the regional centres (Marikana and Phatsima)

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Integrity of identity of citizens and residents secured. Related IDP objective: (To promote safety and security by adequately managing traffic, monitoring public transport; providing adequate disaster management and emergency services and by ensuring compliance to and enforcement of by-laws.)		Strengthened traffic and by law enforcements Joint operations Special operations on outstanding traffic fines Extension of Traffic safety programmes to school outside the city core.
Integrated ICT system and combated cybercrime. Related IDP objective: (To create an integrated information and communication technology for the municipality by establishing, implementing and monitoring Management Information Systems.)	Upgrade IT infrastructure ICT renewal in justice cluster.	Revision of the ICT master system plan (ICT Strategy) Address cybercrime by developing and approving an IT Security and cybercrime policy Monitoring the implementation of the Security and cyber crime policy Maintenance of the ICT infrastructure.
4. Decent employment through inclusive economic growth		
Faster and sustainable inclusive growth.	Invest in industrial development zones	Create an enabling environment for investment by streamlining

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
More labour-absorbing growth. Strategy to reduce youth unemployment. Increase competitiveness to raise net exports and grow trades. Improve support to small business and cooperatives. Implement expanded public works programme. Related IDP objectives: (To promote, attract and retain investors through maximising private sector investment and facilitate forging of partnerships and creating conditions conducive to entrepreneurial activity and investment.) (To promote a diverse economic development and job creation for local residents by the development of entrepreneurial skills in the management of SMME's, tourism and capital projects	Industrial sector strategies – automotive industry; clothing and textiles Youth employment incentive Develop training and systems to improve procurement Skills development and training Reserve accumulation Enterprise financing support New phase of public works programme.	planning application processes Ensure proper maintenance and rehabilitation of essential services infrastructure Ensure proper implementation of the EPWP at municipal level Design service delivery processes to be labour intensive Improve procurement systems to eliminate corruption and ensure value for money Utilise community structures to provide services.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
undertaken within the municipal area.)		
5. A skilled and capable workforce to support inclusive growth		
A credible skills planning institutional mechanism. Increase access to intermediate and high-level learning programmes. Increase access to occupation- specific programmes (especially artisan skills training). Research, development and innovation in human capital. Related IDP objectives: To promote capacity building through skills development To ensure that transformation is reflected in all levels of municipality through managing an organisational structure supportive of the Employment Equity.	Increase enrolment in FET colleges and training of lecturers Invest in infrastructure and equipment in colleges and technical schools Expand skills development learnerships funded through sector training authorities and National Skills Fund Industry partnership projects for skills and technology development National Research Foundation centres excellence, and bursaries and research funding; Science council applied research programmes.	Conducting of skill audit critical posts of all senior management to ensure that the positions are filled by competent and suitable qualified individuals Develop and extend intern and work experience programmes in municipalities Implementation on Workplace skills plan by appointing accredited providers Implementation of the national treasury competency regulation, enrolling senior management middle management in high level learning programmes to close the identified skill gaps and to meet the target date of 2013 Allocation of Municipal bursaries for further tertiary education of personnel.
An efficient, competitive and responsive economic infrastructure network		

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Improve competition and regulation. Reliable generation, distribution and transmission of energy. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports. Maintain bulk water infrastructure and ensure water supply. Information and communication technology. Benchmarks for each sector.	An integrated energy plan and successful independent power producers Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers Increase infrastructure funding for provinces for the maintenance of provincial roads Complete Gauteng Freeway Improvement Programme Complete De Hoop Dam and bulk distribution; Nandoni pipeline Invest in broadband network infrastructure.	Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services Maintain and expand water purification works and waste water treatment works in line with growing demand Improve maintenance of municipal road networks Implementations of the bus rapid transport system to link create transports with urban centres.
Ensured reliable generation, distribution and transmission of electricity. Maintenance and supply availability of our bulk water infrastructure	.	Develop programme for interaction through social development vehicle for municipal infrastructure that will be established in collaboration with other departments, business and mines to assist in mobilising private sector infrastructure funding for municipality and also to support the planning and expenditure of CAPEX and OPEX in municipalities.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Related IDP objective: To ensure provision of quality basic services and investment of funds into infrastructure projects to benefit the community.		
7. Vibrant, equitable and sustainable rural communities and food security		
Sustainable agrarian reform and improved access to markets for small farmers. Improve access to affordable and diverse food. Improve rural services and access to information to support livelihoods. Improve rural employment opportunities. Enable institutional environment for sustainable and inclusive growth. Related IDP objective: To promote a diverse Economic development and job creation for local	Settle 7 000 land restitution claims Redistribute 283 592 ha of land by 2014 Support emerging farmers Soil conservation measures and sustainable land use management Nutrition education programmes Improve rural access to services by 2014: Water - 74% to 90% Sanitation - 45% to 65% Sanitation - 45% to 65%	Facilitate the development of local cooperatives and support Promote home production to enhance food security; through agricultural support programme (strategies of the CDS and LED strata not captured)

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
residents by the development of entrepreneurial skills in the management of SMME's, tourism and capital projects undertaken within the municipal area.		
Improved access to affordable diverse food Rural job creation linked to skills training and promoting economic livelihoods Related IDP objective: To promote partnerships, public and stakeholder participation by empowering and involving Magosi, communities and ward committees on matters of local government.		To strengthen engagement with the traditional authorities on basic services with emphasis on rural development and food security.
8. Sustainable human settlements and improved quality of household life		
Accelerate housing delivery. Improve property market. More efficient land utilisation and release of state-owned land.	Increase housing units built from 220 000 to 600 000 a year Increase construction of social housing units to 80 000 a year Upgrade informal settlements: 400 000 units by 2014	Accreditation for housing provision Review spatial plans to ensure new housing developments are in line with national policy on integrated human settlements Participate in the identification of suitable land for social housing Ensure capital budgets are appropriately prioritised to maintain

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Related IDFP objective: To facilitate an accelerated housing development and promote integrated human settlement through spatial restructuring and integrated land-use management with special emphasis on curbing urban sprawl and promotion of densification.	Deliver 400 000 low-income houses on state-owned land Improved urban access to basic services by 2014: Water - 92% to 100% Sanitation - 69% to 100% Refuse removal - 64% to 75% Electricity - 81% to 92%	existing services and extend services.
9. A responsive and, accountable, effective and efficient local government system		
Differentiate approach to municipal financing, planning and support. Community work programme. Support for human settlements. Refine ward committee model to deepen democracy. Improve municipal financial administrative capability. Single coordination window.	Municipal capacity-building grants: Systems improvement Financial management (target: 100% unqualified audits) Municipal infrastructure grant Electrification programme Public transport & systems grant Bulk infrastructure & water grants Neighbourhood development partnership	In line with the Guideline to be developed by COGTA the RLM will focus on the Following: Develop a framework for priority infrastructure informed by the backlog report Review IDP legal status to include national and provincial sector Commitment In a consultative manner engage internal and external stakeholder for project and implementation alignment. Development of the financial plan as prescribed by Municipal planning and performance regulation of 2001

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
	grant Increase urban densities Informal settlements upgrades.	All ward committees functional. (Budgeted for stipend, transport costs, stationery and capacity building). participate in IDP planning processes Monitor and table audit reports to Performance Audit Committee and Council in terms of the MFMA timelines Integrate risk management as part of promoting internal controls and good governance Use risk identified during audit to compile the operational risk and mitigation strategies and controls Implement the community work programme in more wards of the municipality Availing land for housing developments, Town-ship establishment; Administration and allocation of houses to correct beneficiaries Re-establishment of ward committee after elections and Ensuring that ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption.
A differentiated approach to municipal	To promote a culture of accountability,	In line with the Guideline to be developed by COGTA the RLM will

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
financing, Planning and support implemented. Produced simplified IDP A simplified revenue plan to Support the simplified IDP.	transparency and performance excellence through proper implementation of performance management system, other compliance monitoring mechanisms and by ensuring effective internal audit services.	focus on the Following: Develop a framework for priority infrastructure informed by the backlog report Review IDP legal status to include national and provincial sector Commitment In a consultative manner engage internal and external stakeholder for project and implementation alignment Development of the financial plan as prescribed by Municipal planning and performance regulation of 2001.
Concise Performance contract for municipal manager, senior and middle management developed. Related IDP objective: To promote a culture of accountability, transparency and performance excellence through proper implementation of performance management system, other compliance monitoring mechanisms and by ensuring effective internal audit services.		Develop performance agreement for all senior management and middle management and other positions that Council identified as next level of cascading Aggressive implementation of the employee performance assessment and review systems for high performance and cascading to level five including all traffic Officers into the system Ensure that the performance contract of the Municipal Manager is concise and focused on key deliverables Monitor the implementation of IDP & SDBIP and adherence to targets of the programmes Receive regular reports and feedback from municipal entities and

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
		Provide quarterly reports to council Ensure that feedback is provided to council on decisions taken at mining forum by the LED directorate Quarterly and Annual Performance reviews.
Improved Municipal Financial and Administrative capacities. Improved Audit outcomes Related IDP Objectives: To practice sound and sustainable financial management by strengthening internal control measures and compliance to relevant legislations and policies. To enhance and optimise all current and potential revenue resources by cultivating a culture of payment for services.		Update consumer information with correct stand no.; water & electricity meter number and postal address in urban areas Transfer RDP houses to rightful beneficiaries and to complete service level agreements and capture the new consumer information on PROMIS following deed registrations Link farm with correct owner and obtain all consumer contact information to enable successful delivery of municipal account Reconcile the supplementary valuation roll to be received end of March 2011 with PROMIS Reduce estimated metered readings by 10% per month, Investigate consumer accounts in credit repay where need be adjust account where need be Apply rates & tariffs in accordance with consumer /property categories or usage

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
		Link and consolidate accounts Enhance collection thru implementation of water pre-paid system Reduce to below 5% the number arrear accounts that result from transfer of properties Enter into agreements with employers to collect municipal debt from their employees Verify correctness of top 1 000 (one thousand) outstanding consumer accounts Appoint additional employees as debt collectors at Regional Offices Monitor and table audit reports to Performance Audit Committee and Council in terms of the MFMA timelines Integrate risk management as part of promoting internal controls and good governance Use risk identified during audit to compile the operational risk and mitigation strategies and controls To integrate risk analysis on the SDBIP key deliverable upon completion of the risk sessions Procedure manuals and standard operation procedure to

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
		strengthen the internal control system Strengthen management oversight financial records and asset management.
Strengthened anti-corruption capacity of the municipality.		Approval of the anti-fraud and anti-corruption policies Resuscitation of the fraud hotline Review supply chain policy in line with the Supply chain management regulation to be reviewed Campaigns on ethics and fraud prevention awareness.
Improved access to basic services Increased access to basic water Improved access to basic sanitation Increased access to basic refuse removal Increased access to basic electricity Related IDP Objective: To ensure provision of quality basic services and investment of funds into infrastructure projects to benefit the	To ensure provision of quality basic services and investment of funds into infrastructure projects to benefit the community.	Implementation of projects through own and Grant Funding to reduce backlog on basic services Water provision will be extended to all areas of the municipality. Adequate resources will be allocated to areas with no access to water Reduction in backlog on rehabilitation/refurbishment of the old water infrastructure Reduction in unaccounted water from approximately 39% of supply to 15% by 2013 The number of households with access to refuse removal services will be increased through the extension of the services to all the areas of the municipality, especially the villages

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
community.		Household access to electricity should be 100% by 2014. Rustenburg Local Municipality will facilitate the provision of electricity to all its communities through cooperation with Eskom and other service providers Maintenance and refurbishment master plan to be reviewed and implemented to ensure efficient supply and minimized power outages The condition of access and internal roads will be improved High mast lights will be provided and maintained in the entire area of the municipality Prioritise those areas without street lighting and those with the greatest need for maintenance.
CWP Implemented in at least two wards in the Municipality Job opportunities associated with Functional cooperatives Related IDP objective:	To promote a diverse economic development and job creation for local residents by the development of entrepreneurial skills in the management of SMME's, tourism and capital projects undertaken within the municipal area.	Identification of wards poor wards for implementation Deployment of CWP labourer across the municipal ward with particular focus on poorer wards. Implement the Housing EPWP and link it to the Private Sector Property Development Initiatives. Monitoring and reporting. Training of SMMEs Implement Community Works Programme. (CWP)

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
To promote a diverse economic development and job creation for local residents by the development of entrepreneurial skills in the management of SMME's, tourism and capital projects undertaken within the municipal area.		The CWP is a key initiative to mobilise communities in order to provide regular and predictable work opportunities at the local level. This is a ward-based programme the idea being to identify 'useful work' ranging from 1-2 days a week or one week a month initially targeted at the poorest wards Facilitate grading of the Bread and Breakfast accommodation.
Support to the human settlement outcomes Increased densities in the in human settlements	To facilitate an accelerated housing development and promote integrated human settlement through spatial restructuring and integrated land-use management with special emphasis on curbing urban sprawl and promotion of densification.	The implementation plan of the CWP to ensure that 30% of all jobs opportunities of the CWP are associated with functional cooperatives.
Mobilised well located public, private and traditional land for low income and affordable housing.		To participate in the in the development of a Framework to ensure densification Facilitate the establishment of human settlement committee, guided by COGTA Support the review of the Land used planning and management bill. To review the municipal Spatial Development Plan

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Mobilised well located public, private and traditional land for low income and affordable housing.		To participate in the in the development of a Framework to ensure densification Facilitate the establishment of human settlement committee, guided by COGTA Support the review of the Land used planning and management bill. To review the municipal Spatial Development Plan
Mobilised well located public, private and traditional land for low income and affordable housing.		To participate in the in the development of a Framework to ensure densification Facilitate the establishment of human settlement committee, guided by COGTA Support the review of the Land used planning and management bill To review the municipal Spatial Development Plan
Mobilised well located public, private and traditional land for low income and affordable housing.		To participate in the in the development of a Framework to ensure densification Facilitate the establishment of human settlement committee, guided by COGTA Support the review of the Land used planning and management bill

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
		To review the municipal Spatial Development Plan
Formalised Settlements under the National Upgrading Support programme (NUSP)		Extend the lessons of the integrated human settlement programme to other new development projects Develop bulk infrastructure in the development nodes A key requirement is a proper functioning land use management system to improve development and zoning processes and systems. In this regard, the Municipality will align with the process coordinated by the Presidency in the development of new comprehensive land use management legislation Identification of settlement to be formalised Applications for township establishment.
Refined ward committee model to deepen democracy.	To ensure functionality and sustainability of ward committees, Council committees and Business and Mining consultative forum by positively engaging on issues of common interest and oversight	Development of support measures to ensure that at least 100% of all Ward Committees are fully functional by 2011 Facilitate election of ward committee in consultation with province. LG-SETA accredited training for ward committee members. Support the updating and refinement of wards committee induction material by COGTA
Reduced Municipal debts and enhance revenue collection.	To enhance and optimize all current and potential revenue resources by cultivating	Rollout of comprehensive revenue enhancement programme that includes:

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
	a culture of payment for services	Debt Collection Indigent management Billing systems and data Cleansing Undertake detailed investment and tariff plan Co-sourcing debts collections to maximise collection. Embark on campaign to simultaneously register indigents and make awareness on payment of services and different option of making payments. Audit all properties and meters to ensure correct levying in terms of zoning and investigate illegal connections, electricity and water losses Regular audits on Water quality to sustain the blue drop status Implement the innovative meter reading system linked to GIS
Reduced municipal under spending on capital budget (Capex)	To practice sound and sustainable financial management by strengthening internal control measures and compliance to relevant legislations and policies.	Implementation of capital projects within the planned timeframes Reduction in turnaround times in the supply chain processes Completion of Purchasing of capital items by the first quarter of the financial year.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Reduced over spending on operational budget (opex)		Monitoring and control on overtime and other votes with high potential of over spending.
Increased Municipal Spending on repairs and maintenance.	To maintain and upgrade the level of existing services to meet the required standards and ensure sustainability of assets/ projects.	Monitor budget and in year reporting for expenditure on repairs and maintenance.
Increased access to occupationally-directed programmes in needed areas Increased level of post matric and post graduate qualification amongst staff and councillors.	To promote capacity building through skills development	Prepare targeted workplace Skills Plan, setting of aggressive skills development targets for the municipal labour force Award bursaries to deserving and qualifying officials Implementation of the national treasury competency regulation for senior and middle management by enrolling Officials and Councillors in the CPMD programmes Coordinate development of a clear institutional plan (illustrating future need for human resources, office space and estimated cost to fund the plan) in line with the Integrated Development Planning guidelines and sector plans Revision of the employment equity plan with clear numeric targets Implementation of the EEP.
10. Protection and enhancement of environmental assets and natural resources		

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Enhance quality and quantity of water resources Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality Sustainable environment management Protect biodiversity. Related IDP objective: Ensuring sustainable environment management and protection	National water resource infrastructure programme reduce water losses from 30% to 15% by 2014 Expanded public works environmental programmes; 100 wetlands rehabilitated a year Forestry management (reduce deforestation to <5% of woodlands) Biodiversity and conservation (increase land under conservation from 6% to 9%).	Review the Strategic Environmental Assessment reports (SEA) Conduct air quality monitoring Develop and implement water management plans to reduce water losses Ensure effective maintenance and rehabilitation of infrastructure Run water and electricity saving awareness campaigns Ensure proper management of municipal commonage and urban open spaces Ensure development does not take place on wetlands Review of the Integrated Environmental Management Plan (IEMP) Alignment of the environmental framework with the Spatial Development Framework.
11. A better South Africa, a better and safer Africa and world		
Enhance the African agenda and sustainable development Enhance regional integration Reform global governance institutions	International cooperation: proposed establishment of the South African Development Partnership Agency Defence: peace-support operations Participate in post-conflict reconstruction	Our Role of local government is limited in this area.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Enhance trade and investment between South Africa and partners.	and development Border control: upgrade inland ports of entry Trade and Investment South Africa: Support for value – added exports Foreign direct investment promotion.	
A development-orientated public service and inclusive citizenship		
Improve government performance Government-wide performance monitoring and evaluation Conduct comprehensive expenditure review Information campaign on constitutional rights and responsibilities Celebrate cultural diversity.	Performance monitoring and evaluation: Oversight of delivery agreements Statistics SA: Census 2011 – reduce undercount Chapter 9 institutions and civil society: programme to promote constitutional rights; Arts & Culture: promote national symbols and heritage; Sport & Recreation: support mass participation and school sport programmes	Develop performance agreement for all senior management and middle management and other positions that Council identified as next level of cascading Aggressive implementation of the employee performance assessment and review systems Comply with legal financial reporting requirements Review municipal expenditures to eliminate wastage Monitor the implementation of IDP & SDBIP and adherence to targets of the programmes.

CHAPTER 6. FINANCIAL PLAN

6. SUSTAINABLE AND VIABLE FINANCIAL MANAGEMENT

6.1 INTRODUCTION

The municipality strives to achieve long-term financial viability and sustainability through the following:

- Transparency and accountability
- Manage revenue, expenditure, assets and liabilities in a responsible manner
- Cost effective and affordable tariffs
- Effective supply chain management
- Effective and efficient operations through a sound financial management system
- Effective cash flow management
- Effective implementation of credit control and debt collection processes
- To ensure compliance to the prescripts governing the local government sphere

Our financial plan seek to address various aspects which will enable the municipality to achieve desired outcome of quality life for all. In the 2022 - 2027 term the municipality will focus on the following as a five-year plan approach:

- Financial stability – (short-term; one to two years)
- Financial Consolidation (medium-term; three years)
- Sustainability (long-term; 4 to 5 years).

The objective of the financial plan is to ensure that the municipality has effective, efficient and well-coordinated financial management.

The municipality's focal point will be on the two-fold approach, the first approach will be to get the basics right in achieving inefficiencies and productivity in our operation. The next phase will be coordination and sustainability to ensure that the municipality's development goals are achieved to be a world class city.

The municipality will continue to update and monitor the implementation of the financial turnaround plan approved in the 2020/21 period to improve the financial position of the municipality. Investment in the mSCOA compliant financial system will remain a priority and ensuring that information technology system is improved to achieve efficiency and effectiveness in our operations.

A SMART city will be achieved in phases when the municipality is prioritizing, smart payment system (appointment of the new banker to assist with SMART payment option), implementation of the Electronic Bill Presentment, phased installation of smart water and electricity meters.

Collaborations with other stakeholder to identify other funding options which may include DBSA (which is currently on board with revenue enhancement programme, assets care and acquisition land) and through MASECO channel the Corporate social responsibility projects to projects that are of service delivery need.

Revenue enhancement improved by addressing data integrity gaps identified by the revenue team.

6.1.1 FINANCIAL ANALYSIS

Moody's assessment of the Rustenburg Local Municipality in 2020 reflected the credit profile of Rustenburg (Ba3) as weak and deteriorating operating performance, and weak liquidity profile. The credit profile also considers the municipality's moderate and declining debt levels and its medium-

sized, although concentrated economic base. Rustenburg municipality's ratings incorporate its baseline credit assessment (BCA) of ba3 as well as Moody's assessment of a low likelihood of extraordinary support from the government of South Africa (Baa3) in the event that the issuer faced acute liquidity stress. The key performance indicators examined for the past five years;

The key reported performance indicators of Rustenburg for the past 4 years are indicative below;

Indicator	17/18	18/19	19/20	20/21
Capital charges to total expenditure	3%	2%	3%	4%
Repairs & maintenance as % of PPE(CV)	1%	1%	2%	1%
Collection rate	84%	77%	78%	73%
Cash/Cost coverage ratio	1 month	0 month	1 month	1 month
Current ratio	0.65	0.23	0.57	0.60
Net operating surplus / (deficit) margin	4%	(9%)	10%	7%
Electricity distribution Losses	8%	15%	7%	5%
Water Distribution Losses	41%	53%	46%	49%
Gearing ratio	19%	14%	12%	9%

REVENUE GROWTH

Rustenburg is the largest local municipality in the North West Province in terms of revenues, the municipality recorded R5.4 billion in 2020/21. The municipality's budget has expanded significantly over recent years, primarily reflecting substantial increase in government grants while there is decline in service charges. Municipal derives 68% of annual operating revenue from locally-collected taxes and service charges, namely property tax income and service charges, while it receives 24% in the form of national government grant transfers.

The main budgeted expenditure items, bulk purchases and employee costs contribute a high 64% of operating expenditure. Own revenue is able to fund the operating expenditure.

Rustenburg has been challenged by persistently low debtors' collection over the past couple of years and this primarily reflects modest budgetary control, and a high provision for bad debts of R6 billion in the 2020/21.

CONCENTRATED ECONOMIC BASE

Rustenburg is the largest municipalities in the North West Province, it contributes more than 70% of the district GDP and about 40% of the provincial GDP. The municipality's unemployment rate at around 26.4% is in line with the rest of the country. Rustenburg revenue generation from service charges is depended on the mining industry as it makes over 60% of the municipality's revenue. This pose significant risk on the municipality' financial sustainability beyond the mining industry.

6.2 OPERATING AND CAPITAL BUDGETS

The five-year financial plan includes an operating budget and capital investment program per source of funding.

6.2.1 Budget Assumptions

The following sub-section provided the budget assumptions from 2022/23 medium- term revenue and expenditure framework.

Indicator	2021/22 Adjustment	2022/23	2023/24	2024/25
CPI inflation	4.5%	4.8%	4.4%	4.5%
Interest rate	Prime + 1%	Prime + 1%	Prime + 1%	Prime + 1%
Employee cost	8%	8%	8%	8%
Remuneration of Councillors	4%	4%	4%	4%
Repairs and Maintenance	6%	6%	6%	6%
Free basic Water	6Kl	6Kl	6Kl	6Kl
Free basic Electricity	50KWH	50KWH	50KWH	50KWH

6.2.2 Operating budget

Below is the operating budget for the MTREF period, which indicated anticipated surplus over the period.

Description	2021/22 Adjustment	2022/23	2023/24	2024/25
R thousands				
Revenue (including capital transfers and contributions)	6 952 401	7 506 488	7 916 203	8 300 918
Expenditure	6 199 738	6 512 073	6 816 537	7 325 604
Surplus/ (Deficit)	752 663	994 415	1 099 666	975 314

6.2.3 Capital budget

The implementation of the capital budget will be informed by the Growth and Development strategy. Provision for the capital expansion program will be limited to the available funds in terms of grants for the backlog and internal funds to cater for the asset replacement and refurbishment.

The following principles will have to be addressed during the implementation:

- ✓ 30% allocation to local subcontracting by LED directorate
- ✓ Commit future grant funding projects (roll forward application) to expedite service delivery
- ✓ Application of contract extension (consulting engineers) to achieve long term planning and avoid roll over of funds.
- ✓ Formalisation of informal settlements into sustainable human settlements
- ✓ Prioritisation of LED projects
- ✓ Refurbishment of infrastructure
- ✓ Projects to reduce costs, such as smart metering and consumption management system.

An overview of the total capital expenditure that is budgeted over the MTREF:

Description	2021/22 Adjustment	2022/23	2023/24	2024/25
TOTAL	519 447	614 473	606 992	619 439

Funding of the Capital Budget

Table below indicates the funding of capital budget of the MTREF;

Funding for Capital expenditure				
	2021/22 Adjustment	2022/23	2023/24	2024/25
Grants	333 862	431 688	442 361	452 383
Borrowing	0	0	0	0
Internally Generated Funds	185 585	182 785	164 631	167 056
TOTAL	519 447	614 473	606 992	619 439

6.3 FINANCIAL STRATEGY FRAMEWORK

Investment on the adequate ICT infrastructure is critical for the sustainability of the municipality. The current ERP system had its own challenges which affected numerous areas, of which the most affected is the billing of municipal service for revenue generation. The municipality has embarked on processes to procure the new financial system which would be assessed and build over the years to achieve efficient ERP system.

The municipality has appointed the service provider for implementation of disaster recovery plan, to preserve the municipal data.

6.3.1 Revenue Management and Tariff Setting

Revenue Management and Enhancement

The municipality has appointed the service provider to assist in revenue management. The same service provider is appointed on debt collection services to ensure clear collaboration and reduced cost with more benefits. The appointment is on the first quarter of the second year of appointment, with the expectation to start bearing fruits on their activities mainly;

- ✓ Debt book analysis and profiling
- ✓ Proper meter reading and exception reporting
- ✓ Indigent management through updating and validation of the indigent management register
- ✓ Data cleansing exercise
- ✓ Enforcement of credit control and debt collection policy

The element of the interdependencies from other directorates is been addressed through the formation of the working committee. The committee representation includes:

- ✓ Technical services
- ✓ Community development
- ✓ Communications and marketing
- ✓ Public safety
- ✓ Planning and Human Settlement
- ✓ Finance.

Tariff Setting

The municipality's setting of the tariffs for the next five years will ensure that the tariffs are cost reflective on the same breath affordable so that municipality can achieve the following:

✓ Affordability

The municipality is creating mechanisms to ensure sustainable tariff increases for the stakeholders. The municipality currently develops scenarios in order to look at the elasticity of the tariffs prior the implementation to assess the impact in all the income groups.

6.3.2 Liquidity Position

It is important that the municipality maintains a healthily cash position. The cash flow management is essential in ensuring that services to the people are accelerated.

The municipality's liquidity ratio is at 0.60 as per the audited 2020/21 financial results which in essence means that the municipality will not be in position to meet its short obligations. This ratio is considered as a pertinent risk for the municipality as any under collection of revenue will translate to serious financial challenges.

The collection of debtors will also assist in improving the cash position of the municipality. The average collection rate is 73%. We anticipate increase by 12% over the next 3 years to reach 85% towards 95% collection rate to achieve desired liquidity status.

Our cash coverage is currently one month which is risky. Coverage of 3 months will ensure financial viability through improved revenue collection.

6.3.3 Sustainability

For the next five years, the municipality will have to ensure that the budget is credible and fully funded. The municipality will ensure that the municipality pays attention in the following areas below.

Strategic Plan of Sustainability as per table below:

Program		Budget	2022/23	2023/24	2024/25	2025/26	2026/27
Acquisition new ERP system	Accurate billing and efficiency	R 56 mill	Improved billing and transacting	Improved billing and transacting	Maintain records within the system and achieve efficiency	Maintain records within the system and achieve efficiency	Maintain records within the system and achieve efficiency
Asset management	Develop and implement asset management model	R 16 mill	Componentized assets to ensure proper depreciation and impairment	Componentized assets to ensure proper depreciation and impairment	Maintain adequate compliant asset register	Maintain adequate compliant asset register	Maintain adequate compliant asset register
Enforce credit control and debt collection policy	Increase in revenue collection and maintain current accounts	R42 mill	5% Increase in collection	10% Increase in collection	15% Increase in collection	15% Increase in collection	15% Increase in collection
Implementation of smart bill presentment	Improve account communication and payment	R4 mill	Implementation of the system	Maintain and improve system	Maintain and improve system	Maintain and improve system	Maintain and improve system
Review tariffs and methodology	To have competitive and affordable tariffs	R4 mill	Review tariffs and ensure competitiveness while they are cost reflective	Benchmark with other municipalities	Implement cost reflective and competitive tariffs	Implement cost reflective and competitive tariffs	Implement cost reflective and competitive tariffs
UIFW reduction and prevention	Achieve compliance with prescripts and reduction of loss	R4 mill	Capacitate the unit, Implement the reduction plan and develop preventative measure	Implement the reduction plan and develop preventative measure	Implement the reduction plan and develop preventative measure	Maintain clean register	Maintain clean register

Program		Budget	2022/23	2023/24	2024/25	2025/26	2026/27
Contract management	To realize value for money and governance regulator processes	R 1 mill	Review contracts and that those that have lapsed be advertised on time	Develop and maintain contract management module and centralize contract management	Maintain a proper contract register and ensure that bids are advertised on time	Maintain a proper contract register and ensure that bids are advertised on time	Maintain a proper contract register and ensure that bids are advertised on time
Raising capital funding	Collaborate with mines and other private sector partnership to diversify funding	R600 mill	Engage the private sector through MASECO and align processes	Partner with private partnership to have funding for the catalytic projects	Partner with different private firms on capital funding	Partner with different private firms on capital funding	Partner with different private firms on capital funding

6.3.4 Effective and Efficient Use of Resources

The municipality will have to ensure that the resources available are used efficiently through applying supply chain management policy and review of all contracts to realize the value for money.

6.3.5 Accountability, Transparency and Good Governance

The municipality is accountable to the people of Rustenburg for all the financial decisions it makes and budget process. The municipality ensures that the following council reports are prepared timely and accurately for consumption by residents and oversight structure:

Section 71 and 72 reports as per municipal finance management act are published.

During April after the adoption of the draft budget, integrated development plan and budget related policies; the municipality embarks on the public participation process to source the views and comments of the public. The process takes twenty-one days. Further the bids are advertised and the appointments made each quarter are publicized.

6.3.6 Equity and Redistribution

The budget for the municipality in the next five years must ensure that the projects promote job creation through:

the use of capital projects that are labour intensive, supporting LED projects, Participating fully on the Extended Public Works Program, Implementing internship programmers.

The capital investments and refurbishment of assets must be done across the municipality to ensure fair distribution of resources. The poor will be prioritized at all times.

6.3.7 Borrowing

The acquisition of borrowings to fund some capital infrastructure expansion and fleet for 2019/20 and 2020/21 did not materialise, with some institutions including DBSA not submitting proposal for the bid. Credit profile of the municipality has negative contribution to the future acquisition and cost of the loans. The municipality will review the current loans for possible refinancing to accelerate municipality has huge backlogs especially infrastructure and eradication of informal settlements. Acquisition of additional loans will be explored from 2023/24 period.

6.4 STRATEGIES

6.4.1 Revenue Raising Strategies

The municipality will continue to work on diversifying and ensuring growth in the revenue base. The strategy should ensure that the following revenue streams are maximised:

- ✓ Assessment rates
Correct billing of accounts which include correct billing in terms of usage of the property
- ✓ Revenue from trading services
Review of number of customers serviced and ensure all are billed
- ✓ Smart revenue
Identify opportunities on estate management, adverting rights and other revenue
Proper management of the estate of the municipality will enhance the revenues of the municipality. This will be done through charging market related price.
- ✓ Revenue from mines
Implement correct valuation and usage by mines for property rate

- ✓ Implementation of the payment incentive scheme (collection efforts)
- ✓ Review of revenue policy to ensure achievement of this strategies

6.4.2 Asset Management Strategies

The municipality must ensure that the R8,9 billion owned and managed assets by the municipality are properly accounted for and safeguarded. The focus will be on the following aspects below.

Assets management support

The municipality has contracted the service provider for technical support mainly on infrastructure assets and to provide asset management system. The system is GIS linked for the proper management of assets. The integrated asset management system will assist in ensuring that assets are reported on accurately in line with GRAP standards to address prior audit qualification matters and the system will be integrated with the finance management system.

Review and Update Risk Insurance Procedure and Renewal of the Insurance Portfolio

The municipality will ensure that the risk insurance procedures are reviewed and updated annually. The functionality of the insurance committee will be continuously monitored to ensure timely intervention on delayed insurance claims. The trend in terms of the claims will therefore inform the basis of the review to mitigate the risk.

The insurance portfolio will be reviewed every three years. This will also assist in realizing value for money.

Proper Maintenance of Revenue Generating Assets and Other Assets

The municipality's current maintenance budget is below the national required 8% norm. To ensure proper maintenance, the municipality will have to develop an asset maintenance plan and reallocate some operational and capital budgets to maintenance of infrastructure.

6.4.3 Financial Management Strategies

The municipality will focus on the following:

- Ensure that the municipality complies with GRAP standards
- Review and update all policies and procedures annually
- Documentation of processes to improve on the institutional memory
- To maintain an effective system of expenditure control including procedures for the approval authorization, withdrawal and payment of funds
- Prepare annual financial statements timeously and review performance and achievements

6.4.4 Capital Financing Strategies

The municipality needs to prioritise the allocation of resources to strategic infrastructure assets as part of the long-term growth strategy. The public infrastructure such as public transport and roads, bulk services for water, sanitation and electricity are important in terms of development and growth of the city. For the municipality to deliver on its core mandate and achieve its developmental goals the municipality needs to explore different funding opportunities.

The municipality is currently dependent on the grants and capital replacement reserve for the capital investment program. The municipality will diversify funding looking at balance and off balance sheet

funding, focusing at the ageing infrastructure. The different funding will assist in enhancing-service delivery which will translate to proper infrastructure investment management capabilities that are aligned with proper finance strategies.

The municipal infrastructure has a long term economic life and a general principle is that the current rate payers should not pay for the usage of future rate payers. There is a strong economic argument to say that the financing of capital expenditure should be through borrowing in order to accelerate the pace of delivery and mirror payment of funds with the economic life of the asset. The long-term funding strategy will assist in accelerating the delivery of service through the diversified funding model.

The annual procurement plans will be developed to enable the municipality to initiate the procurement for the two outer years as an effort to accelerate spending within the municipality.

6.4.5 Operational Financing Strategies

The municipalities projected budget for 2023/23 is **R 7,1 billion** and for the two outer years the budget will be at **R7,4 billion** and **R7,9 billion** respectively. To ensure funding the municipality will have to ensure a collection rate at 85% throughout. The consumers will have to be billed correctly and ensure that all of the consumption is billed. The municipality will have to ensure that what is due to the municipality is collected to improve the collection rate and cash flow position by aggressively implementing the credit control actions and handover the accounts to attorneys for collection.

The municipality will ensure that there is significant improvement in the supply chain management processes to accelerate spending on the required basic service delivery.

In terms of expenditure management, the municipality will have to ensure that the resources are utilised in an efficient and effective manner to accelerate service delivery. The resources will be directed towards meeting the projects identified in the Integrated Development Plan for 2022-2027.

6.4.6 Financial Management Policies

The aims of the financial policies are to provide guidance in terms of financial management of the affairs of the municipality and ultimately to ensure sound and sustainable management of the fiscal and financial affairs of the municipality. The following policies applicable in the Rustenburg Local Municipality are reviewed on an annual basis:

Revenue Management Policies

✓ Tariff Policy

The policy is compiled in line with section 74 of the Municipal Systems Act 2000, and covers the levying of tariffs for the services consumed by the consumers. The policy is reviewed on the annual basis.

✓ Rates Policy

The policy gives the municipality the power to levy rates on the properties that are within its jurisdiction. The policy is reviewed on annual basis. The policy is required in terms of Municipal Property Rates Act 6 of 2004.

Property rates by-law is currently up for Council approval before end of June 2022 to give effect to implementation of the rates policy.

✓ **Indigent Policy**

The policy must be adopted to grant relief to the indigent and child headed households. The policy also talks to the free basic services.

✓ **Credit Control and Debt Collection Policy**

The policy is developed in-line with the requirements of Municipal Systems Act in-order to achieve the following:

- To ensure that consumers pay for the services supplied and consumed according to the approved tariff structure
- To ensure that all consumer related enquiries are attended to promptly and diligently
- It provides for credit control and debt collection procedures and mechanisms
- The termination or restriction of services when payments are in arrears
- Procedures relating to unauthorized consumption of services, theft and damages

✓ **Asset Management Policy**

The aim of the asset management policy is to prescribe accounting and administrative policies and procedures in relation to Property, Plant and Equipment. Appointed service provider will assist with the review of the policy to ensure that it meets all GRAP standard requirement based on usage of assets.

The property plant and equipment are tangible non- current assets that are held for use in the production or supply of goods and services or for the administrative purposes and are expected to be used for more than 12 months.

The asset register must comply with GRAP 17. The fixed assets are classified as follows:

- Land
- Infrastructure
- Community Assets
- Heritage Assets
- Investment Assets
- Other Assets
- Intangible Assets

For the safekeeping of assets each departmental head is responsible for the assets in their directorate.

✓ **Cash and Investment Policy**

In terms of the Municipal Finance Management of 2003, section 13 (2) and investment regulations, each municipality must adopt an investment policy for the money that is not immediately required. The investments of the municipality are done to preserve the capital and to ensure that the municipality is in position to meet its short-term obligation.

✓ **Accounting Policies**

A summary of the principal accounting policies that were adopted by the municipality when the annual financial statements were prepared is as follows:

- Basis Presentation
- Presentation Currency
- Significant judgements and sources of estimation uncertainty applied in various components
- Housing Funds
- Reserves
- Property, Plant and Equipment
- Investment property
- Investments
- Inventories
- Financial Instruments
- Revenue
- Provisions
- Unauthorized, Irregular and Fruitless and Wasteful Expenditure
- Foreign Currencies
- Leases
- Retirement Benefits
- Borrowing Costs
- Comparative Information

✓ **Supply Chain Management Policy**

Supply chain management policy will be reviewed continuously to ensure compliance with the applicable prescripts as and when amendments are implemented.

6.5 PROGRAMMES

6.5.1 Billing and Revenue Programme

The Billing Programme includes the following:

- ✓ Ensure that all the consumers are billed accurately and on time
- ✓ The municipality will hold campaigns to encourage consumers to pay for the accounts and also introduce incentives for the customers

- ✓ The municipality will ensure statements are user friendly so that the consumers can clearly understand the itemized charges
- ✓ Structure key accounts managements such as businesses
- ✓ Perform data cleansing exercise
- ✓ Reduce the use of estimated readings for more than three months
- ✓ The municipality will hold campaigns quarterly to register indigent customers
- ✓ Implementation and maintenance of the appropriate systems and business processes
- ✓ Training of staff in the metered services.

6.5.2 Customer Care Service Improvement Programme

The municipality needs to implement a Customer Care Program to improve operations and performance. To date the customers are frustrated due to calls not being answered. To improve, the municipality's performance the focal point will be on the following:

- ✓ Implement dispute resolution plan
- ✓ Explore electronic registration, response and monitoring of disputes.
- ✓ Improve customer feedback, by providing feedback with reference via e-mails or SMS on the progress made regarding the required service.
- ✓ Explore setting up of self-service portals and web based services to reduce long queues. The self-service portals will assist in terms of statements and processing of payments via internet

6.5.3 Financial Management Programmes

Reduce the debt owed to the municipality

The credit control actions are directly linked with debt management and the payment ratio. The municipality will increase on the number of actions that are taken against accounts in arrears to improve current ratio level to 2:1.

The effective management of debtors includes inter-alia:

- ✓ Data cleansing
- ✓ Write-off of uncollectable debtors
- ✓ Payment incentives
- ✓ Effective and timeous credit control and debt collection
- ✓ Accurate Billing
- ✓ Customer care and accounts enquiry management
- ✓ Proper data input and management of business processes.

The municipality will track and report the measurable deliverables for the debt management actions that are taken against defaulters. The debt management contributes directly to the cash flow for the municipality.

Seek alternative sources of funding

In addition to the current revenue sources, the municipality needs to explore other revenue raising strategies. This will include partnerships with the private sector to contribute in the funding of the projects.

Engagement with mines has started through MASECO.

Maximise the revenue from properties owned by council

Review contracts and ensure that the rental contracts are done in-line with the market values and the escalation clauses as well.

Value for money expenditure

The municipality will have to ensure that goods are procured in a most efficient way. Market price analysis is being implemented to assess value for money. The outsourcing of the services is minimised to utilise our staff effectively.

Investment management

The municipality will continue to explore ways of diversifying investments under the restrictions of the legislation. Within the prescripts of the investment regulations the municipality will strive to optimise the return on investments, as it is another revenue source for the municipality.

Creditors management

The municipality will ensure that all the creditors are paid within 30 days.

ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Introduction

Integrated Development Planning enables the achievement of the planning stage of performance management. Performance management fulfils the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is therefore vitally important for any municipality to periodically review its own performance as well as that of its employees.

Table 6-4: Definitions of Key Performance Management Concepts

CONCEPT	DEFINITION
Performance Management	Are all those processes and systems designed to actively manage and develop performance at the level of individuals, teams, Departments and the entire organisation; to ensure that the strategy and vision of the organisation Are achieved. Performance management therefore entails: The definition of the performance that is being managed (design) The process of performance management (implementation)
Performance Management System (PMS)	A framework that describes and represents how the municipality's cycle of processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players. The method used by the Nelson Mandela Bay Municipality is the balanced scorecard method that takes into account financial, internal business, customer and learning and growth perspectives.
Key Performance Areas (KPA's)	Service domain that is crucial to achievement of organisational goals.
Objective	Statement about the ultimate and long-term outcomes the organisation wishes to achieve.
Key Performance Indicators (KPIs)	Measures (qualitative and quantitative) that whether progress are being made towards achieving set objectives.
Input indicators	An indicator that measures equipment, resources, economy and efficiency.
Output indicators	An indicator that measures results.
Outcome indicators	An indicator that measures the impact of reaching the target.
Impact indicator	Indicators that measure the marked effect or influence of achieving specific outcomes.
Baseline	Quantitative and/or qualitative level of performance as at the beginning of the monitoring period that the institution aims to improve on. It is the initial step in setting performance targets in most instances would be the level of performance recorded in the year prior to the planning period.
Performance targets	Quantifiable levels of the indicators or milestones an individual or organization sets to achieve at a given point in time.

CONCEPT	DEFINITION
Target dates	The deadline applied to the performance target.
Performance plan	Plan of agreed Key Performance Areas, Objectives, Key Performance Indicators and Targets covering a period of twelve months and assessed quarterly. makes up Annexure A of the performance agreement
Annual performance review cycle	Continuous period of 12 months: 1 July to 30 June of the following year.
Review	An assessment of employees, directorates and the institution as a whole to monitor progress, resolve problems and adjust performance outputs, as part of the performance cycle. Within an evaluation cycle, four performance reviews/assessments will take place.

Objectives of Performance Management

The objectives of the Municipal Wide Performance Management System aim to:

The most important objective of the performance management system is to ensure that the entire municipality in synchrony with a common vision and mission and that all the objectives and strategies of the municipality as contained in the IDP are achieved

The establishment of a framework for effective and regular performance feedback and reporting

To create management information that enables the municipality to take decisions with reference to other Human Resource processes, such as remuneration and training, for example

Ensure that the top Layer SDBIP is aligned to the IDP, and therefore, to political priorities

Develop a Implementation Plan that reflects tangible programmes, activities and targets to achieve the priorities

Ensure effective linkage between planning and budgeting through SDBIP

Ensure that SDBIP form the basis of an effective organisational and employee performance management system

Develop a monitoring and evaluation system that guarantees performance management and reporting against performance

Install a performance-oriented culture across the municipality.

The Employee Performance Management System aims:

To accelerate work performance of individuals to a higher level and to develop the capacity and ability of the municipality to sustain performance by encouraging Individual accountability and responsibility for individual performance, as well as development

Improve the organisational performance by enhancing and acknowledging individual exceptional performance

Communicates the standards and performance expectation to each employee

Serves as a vehicle for implementing the Municipality's objectives

Clarify expectations of what individuals are required to achieve

Develop the skills and competencies of individuals within the organisation

Foster a sound working relationship between managers and employees through counselling and coaching; the provision of feedback

Provide a tool for managers to manage the performance of their staff

Allow employees to become more actively involved in managing their own performance

To identify underperformance and to implement and justify the resultant corrective follow-up actions

Reward employees whose performance exceeds the output criteria

Install a performance-oriented culture throughout the organisation, at the level of employees

Focus on the development of staff members

Offer improved token of appreciation as part of motivation to reward excellent performance by individuals

Strengthening the accountability of individuals and their ownership of their own development

Improved communication within the work environment.

Relationship between the IDP, PMS and Budget

The IDP is a key strategic planning tool in which the municipality's five-year programmes and projects are set out. The IDP programmes and projects inform the municipality's budgeting processes. Performance management measures, IDP implementation and budget performance.

Steps in Implementing the PMS

The following steps need to be followed to ensure that the Performance Management System is effectively implemented:

Step 1: Planning for Performance

Planning involves the setting of key performance areas, indicators, targets and objectives. Practically, this is done as follows:

Note 1: Key Performance Areas (KPA's)

KPA's are transferred directly from the IDP to the SDBIP, which then forms the basis for a PMS, e.g. basic service delivery

Note 2: Objectives

Objectives should be specific, outcome- and impact-focused and it should not be general statements, e.g. to ensure that all households in municipal demarcated areas have access to water

Note 3: Key Performance Indicators (KPIs)

The SMART principle should apply with regards to KPIs, which states that each indicator must be:

Specific: Each KPI must be clear and concise

Measurable: A KPI should not be vague and general, but measurable, e.g. 'number', '%' or specific targets time

Achievable/Attainable: A KPI should be within reach

Realistic: Can it be done taking into account constraints?

Time bound: Can it be achieved within a certain timeframe?

Note 4: Performance Targets

Performance targets should be realistic and measurable and should correspond with available resources and capacity

Note 5: Integration between 'organisational' and 'individual' performance management

The organisational scorecard emanates from the top layer SDBIP. These targets are then filtered through to the various directorates, which forms the basis for Section 57 performance contracts. From this level, the KPIs are further filtered down to units and section. The process is then cascaded down in the same manner to all levels

Step 2: Monitoring Performance

Monitoring as a management tool is the observation or verification of project activities to check if they are proceeding according to planning and whether resources are being used efficiently and effectively. A continuous flow of information is therefore key to enhance decision making which, among other things, requires data collection, verification of evidence and comparisons to be made. Monitoring produces results to be used for evaluation.

Step 3: Measuring Performance

To measure performance over the year, quarterly targets are added to the performance scorecard template.

Step 4: Performance Evaluation

Evaluation is a careful and systematic retrospective assessment of the design, implementation and results of activities. The aim of evaluation is to determine the value of the fulfilment of objectives, efficiency, effectiveness, impact and sustainability.

Step 5: Performance Reporting

At a managerial/subordinate level, performance should be monitored daily. Organisational performance is reported quarterly, bi-annually and annually. In addition to formal reporting, the political leadership also reports to communities regularly through outreach programmes.

Table 7.1: Reporting mandates and recipients

Frequency and nature of report	Mandate	Recipients
Quarterly progress report	Section 41 (1) (e) of the Systems Act Section 166 (2) (a) (v) and (vii) of the Municipal Management Finance Act (MFMA) Regulation 7 of Municipal Planning and Performance Management Regulations.	1. Municipal Manager 2. Executive Mayor 3. Mayoral Committee 4. Audit Committee
Mid-year performance assessment (assessment and report due by 25 January each year)	Section 72 of the MFMA Section 13 (2) (a) of Municipal Planning Performance Management Regulations 2001.	1. Municipal Manager 2. Executive Mayor 3. Mayoral Committee 4. Council 5. Audit Committee 6. National Treasury 7. Provincial Government
Annual report (to be tabled before Council by 31 January (draft and approved / published by 31 March each year)	Sections 121 and 127 of the MFMA, as read with Section 46 of the Systems Act and Section 6 of the Systems Amendment Act.	1. Executive Mayor 2. Mayoral Committee 3. Council 4. Audit Committee 5. Auditor-General 6. National Treasury 7. Provincial Government 8. Local Community

CHAPTER 7: REVISED PERFORMANCE MONITORING, REPORTING AND EVALUATION FRAMEWORK

Performance monitoring, reporting and evaluation is a value adding function to the Rustenburg Local Municipality's progress and success. The Performance Management System (PMS) of the City is used to measure organisational and individual performance, thus, enhancing the achievement of the municipality's long term objectives, goals and strategies. To properly execute its functions in monitoring, reporting and evaluation, the City formalised and institutionalized the functions in 2001. A Performance Management System (PMS) Framework was developed to drive and guide organization Performance.

The PMS Framework is aligned to the strategic plans (SDG, NDP, PDS, Master Plan, IDP and SDBIP) of the municipality in order to respond to the needs of the organization.

LEGISLATIVE FRAMEWORK FOR MONITORING AND EVALUATION

The Performance, monitoring, reporting and evaluation at the Rustenburg Local Municipality is informed by the following legislations and policies:

Legislation/Policy	Requirements for monitoring and evaluation
Municipal Systems Act, (Act 32 of 2000)	The MSA requires all municipalities to promote a culture of performance through the establishment of a PMS, which must set Key Performance Indicators (KPI) and targets, as well as monitor, review and report on municipal performance, based on indicators linked to the Integrated Development Plan (IDP), including the national indicators prescribed by National Department of Cooperative Governance and Traditional Affairs (CoGTA)
Municipal Planning and Performance Management Regulations (MPPMR):	MPPMR (2001) require that a municipality's Integrated Development Plan (IDP) identifies all Key Performance Indicators (KPIs) set by the municipality. The 2001 Regulations, also defines a municipality's performance management system as a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review and reporting and improvement will be conducted including determining the roles of different role-players in the PMS process. The regulations require that in developing a PMS, a municipality must ensure it complies with the requirements of the MSA by demonstrating the operation and management of the PMS, clarifying roles and responsibilities, determining frequency of reporting and accountability lines for performance as well as ensuring alignment of IDP processes with employee performance management.
Municipal Finance Management Act, (Act 56 of 2003) (MFMA)	The MFMA sets out reporting obligations of the municipality on the budget and IDP implementation, to promote sound financial management.
Municipal Performance Regulations	Set out how the performance of municipal

for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006):	managers will be directed, monitored and improved
Framework for Managing Programme Performance Information	The framework set out how performance information should be managed by government institutions. It provide a guidance on the SMART principle which mainly applies to KPIs and Targets.
National Evaluation Policy Framework	The Framework is a reference guide for evaluations studies that can be undertaken by government institutions
Policy Framework for the Government-Wide Monitoring and Evaluation	This is an apex document that guide the establishment and institutionalization of monitoring and evaluation in government-wide

ANNEXURE A: COMMUNITY NEEDS

NEEDS PER WARD

WARD No.	NEED	AREA	RESPONSIBLE DIRECTORATE/ DEPARTMENT
1	Graveyard Extension	Phatsima, Boshhoek; Boekenhoutfontein	DCD
1	Primary School	Phatsima	DCD
1	RDP houses (informal Settlement)	Phatsima Ext 3, Boshhoek; Boekenhoutfontein	DPHS
1	Water	Phatsima Ext 3, Boshhoek; Boekenhoutfontein	DTIS
1	Electricity	Phatsima Ext 3, Boshhoek; Boekenhoutfontein	DTIS
1	Roads and Storm-water Drainage	Phatsima, Boshhoek; Boekenhoutfontein; Mafenya; Rasimone; Rafreddy	DR&T
1	Paving of roads/Street Names	Phatsima, Boshhoek; Boekenhoutfontein	DR&T
1	Sewer system and flushing toilets	Phatsima, Rafreddy	DTIS
1	Youth Development Center	Phatsima	SPECIAL PROJECTS
1	Waste removal	Phatsima	DCD
	Police Station	Phatsima	DPS
1	Bursaries	Phatsima; Rafreddy	SPECIAL PROJECTS
1	Bridge	Phatsima	DR&T
1	Business stands	Phatsima, Boshhoek; Boekenhoutfontein	DPHS
1	Church Stands	Phatsima, Boshhoek; Boekenhoutfontein	DPHS
1	Sports Field/Parks	Phatsima; Mafenya; Rasimone	DCD
1	Land acquisition for stands	Phatsima; Boshhoek; Boekenhoutfontein	DPHS
1	Graveyard/Cemetery	Boshhoek; Boekenhoutfontein	DCD
1	VIP Toilets	Boshhoek; Boekenhoutfontein	DTIS
1	Community Hall	Boshhoek; Boekenhoutfontein; Rasimone	DCD
1	Multi-purpose Center	Mafenya; Rasimone; RaFreddy	DCD
1	Clinic	Mafenya; Rasimone	DCD
1	RDP Houses	Mafenya; Rasimone	DPHS
1	High Mast Lights	Mafenya; Rasimone; Rafreddy	DTIS
1	Sports Artificial Lights	Rafreddy	DCD

WARD No.	NEED	AREA	RESPONSIBLE DIRECTORATE/ DEPARTMENT
1	Eco-friendly dumping site	Rafreddy	DCD
1	Community Forum Response	Rafreddy	DPS
1	Dam Fencing and maintenance	Rafreddy	DTIS
1	Job Creation	Entire Ward	LED
1	Construction and maintenance of a sports facility	Chaneng	DCD
1	Construction of Community Centre, with a Community Hall	Chaneng	DCD
1	Waste Collection and Recycling Project	Chaneng	DCD
1	Provision of decent housing units to deserving indigent families	Chaneng	DPHS
1	Construction and maintenance of Internal roads (paving) in Motsemogolo and Matseta Sections)	Robega	DR&T
1	Installation of Storm Water Pipes	Entire Ward	DTIS
1	Infrastructure development- Construction and maintenance of a sewer system	Entire Ward	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
2	Construction and maintenance of a water reservoir	Chaneng	DTIS
2	Construction and maintenance of a Wastewater Treatment Plant	Entire Ward	DTIS
2	Street and High Mast Lights maintenance	Entire Ward	DTIS
2	Construction of a Science Technology Engineering the Arts and Mathematics (STEAM) Technical Secondary School	Entire Ward	LED/ SPECIAL PROJECTS
2	Construction and maintenance of a Clinic or Health Centre in Robega Village	Robega	DCD
2	Provide job opportunities and programmes to address youth unemployment	Entire Ward	LED
2	Donation of livestock to cooperatives	Entire Ward	LED/ Agriculture
2	Donation of wet / dry seeds and fertilizers to Cooperative for households / dry seeds and fertilizer for households interested in back yard farming	Entire Ward	LED
2	Construction and maintenance of a Substance Abuse Rehabilitation Centre	Entire ward	SPECIAL PROJECTS
2	Constant power supply	Entire ward	DTIS
2	Provide job opportunities and programmes to address youth unemployment	Entire ward	LED
2	Installation of Mobile Aerial Networks and Fiber	Robega	LED
2	Construction and maintenance of a sports facility	Robega	DCD
2	Maintenance of community hall	Robega	DCD
2	Waste Collection and Recycling Project	Entire Ward	DCD
2	Issue title deeds to confirm ownership of residential and farming stands	Robega	DPHS
2	Provision of decent housing units to deserving indigent families	Robega	DPHS
2	Construction and maintenance of Internal roads (paving) in Motsemogolo and Matseta Sections)	Entire Ward	DR&T
2	Installation of Storm Water Pipes	Entire Ward	DR&T

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
2	Infrastructure development- Construction and maintenance of a sewer system	Entire Ward	DTIS
2	Construction and maintenance of a Wastewater Treatment Plant	Entire Ward	DTIS
2	Street and High Mast Lights maintenance	Entire Ward	DTIS
2	Construction and maintenance of a water reservoir	Entire Ward	DTIS
2	Construction of a Science Technology Engineering the Arts and Mathematics (STEAM) Technical Secondary School	Entire Ward	LED/SPECIAL PROJECTS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
3	Community Library	Mogono, Rathibedi, Tau	DCD
3	Park and Recreational Place	Mogono, Rathibedi, Tau	DCD
3	Mobile Clinic	Mogono, Rathibedi, Tau	DCD
3	RDP Houses	Mogono, Rathibedi, Tau	DPHS
3	Construction and maintenance of Internal roads	Mogono, Rathibedi, Tau	DR&T
3	Roads with – (Speed Humps, Drainage System and Culvers)	Mogono, Rathibedi, Tau	DR&T
3	Installation and maintenance of high mast LED lights	Mogono, Rathibedi, Tau	DTIS
3	Electricity (New Stands & Old Stands new installation)	Mogono, Rathibedi, Tau	DTIS
3	High Mass Lights – To New Stands	Mogono, Rathibedi, Tau	DTIS
3	VIP Toilets (new stands)	Mogono, Rathibedi, Tau	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
4	Maintenance of existing cemeteries and construction of flower and snack kiosks	Luka Village	DCD
4	Repairs and maintenance of the Luka Community Auditorium (Thete Secondary School)	Luka Village	DCD
4	Cemetery - Construction and maintenance	Entire ward	DCD
4	Fencing, upgrade and greening of the following sports facilities (Thete Secondary School, Luka Giant Killers Sports Ground and Ramotse Primary School, Molotlegi Secondary School)	Luka Village	DCD
4	Construction and maintenance of a community multi-purpose center with library	Luka Village	DCD
4	Provision of one hundred (100+) decent housing units to deserving indigent families	Entire ward	DPHS
4	Maintenance of all constructed internal roads	Entire ward	DR&T
4	Construction (paving) and maintenance of Internal Roads	Entire ward	DR&T
4	Construction of 16 new high mast lights and Maintenance of existing street and high mast lights	Luka Village	DTIS
4	Feasibility study of existing community and residential bore holes, and repairs thereof. Installation of boreholes to provide alternative water sources of the community	Entire ward	DTIS
4	Fencing (Clear view) of Molotlegi Secondary School	Luka Village	DCD
4	Construction of an arts and music school and provision of maintenance and sustainability plans	Luka Village	LED/SPECIAL PROJECTS
4	Extension of Luka Clinic operating 24 hours a day, provision of adequate medication supplies to always be at acceptable stock level; provision of professional medical and security personnel on 24 hours	Luka Village	DCD
4	Conversion of one of the old unused shafts into an Edu-Tourism Centre and construction of a mining museum around it.	Luka Village	LED

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
4	Construction of a Livestock Auction facility and its maintenance plan for the first 24 months, and its hand over to a community cooperative	Luka Village	LED
4	Construction of a bakery and confectionary and its maintenance for the first 24 months, and its hand over to a community cooperative	Luka Village	LED
4	Maintenance of all makgotla offices and provision of security for a minimum period of five (5) years	Entire ward	DCD
4	Construction of a satellite police station in Luka and its hand over of the South African Police Service for operation including training of CPF	Entire ward	DPS
4	Provision of two patrol bakkies to the local Community Policing Forum and their maintenance for a five-year period; and its full capacitation with uniform and equipment (tools of trade)	Luka Village	SAPS / DPS
4	Construction and maintenance of a community Care Centre to address issues of GBV and Femicide, linked with the local clinic and the satellite police station to be constructed	Luka Village	DCD/Special Projects
4	VIP Toilets	Entire ward	DTIS
4	Speed humps	Entire ward	DR&T
4	Sewer system	Entire ward	DTIS
4	Construction of a Multi-purpose center provided with a Wi-Fi	Windsor and Punodung	DCD
4	Taxi rank	Luka Village	DR&T
4	Post Office maintenance	Luka Village	DCD
4	Shopping complex	Entire ward	LED
4	JoJo tanks (for provision of water)	Entire ward	DTIS
4	Job creation for employment purpose	Entire ward	LED
4	Free electricity for Indigent households	Entire ward	BTO
4	Community Hall	Entire ward	DCD
5	Pruning of overgrown trees and cutting of grass	Kgale, Lenatong, Lemenong, Punodung, Segema	DCD
5	Modern Community Hall for holding meetings	Entire ward	DCD
5	Multi-purpose center	Entire ward	DCD
5	Sports and recreation facilities	Entire ward	DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
5	Clearing and cleaning of cemetery	Entire ward	DCD
5	Speedhumps	Entire ward	DR&T
5	RDP Houses	Entire ward	DPHS
5	Rehabilitation center	Entire ward	SPECIAL PROJECTS
5	Industrial center	Entire ward	LED
5	Skills development center	Entire ward	ALL DIRECTORATES
5	Paving, installation of road signs and maintenance of internal roads and construction of walkways	Entire ward	DR&T
5	Construction of a bridge	Segema and Punodung	DR&T
5	Stormwater drainage system	Entire ward	DR&T
5	Provision of borehole water and JoJo tanks	Entire ward	DTIS
5	Sewerage system	Entire ward	DTIS
5	Construction of high mast lights and maintenance of Street lights	Entire ward	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
6	Activation of Network Tower next to Masosobane Sports ground	Entire Ward	LED
6	Construction and maintenance of a bridge between Tshwara and Kotoko Villages for vehicles	Masosobane	DR&T
6	Construction and maintenance of Skills Development Centre	Masosobane	DCD/Special Projects
6	Construction and maintenance of Skills Development Centre	Entire ward	LED/Special Projects
6	RDP houses	All areas within the ward	DPHS
6	Tertiary Institution/University	Entire Ward/RLM	LED/Special Projects
6	Construction of internal roads	Masosobane	DTIS
6	Installation and maintenance of High Mass lighting	All areas within the ward	DTIS
6	Upgrading of electricity supply	Masosobane	DTIS
6	Provision of residential land by the municipality	Entire Ward	DPHS
6	Viability study of existing community and residential bore holes, and repairs thereof. Installation of boreholes to provide alternative water sources to the community	Masosobane	DTIS
6	Water Dam Construction with capacity to supply Masosobane, RaFreddy and other sections with portable water	Masosobane	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
7	Cleaning of outskirt Areas	Bubuanja / Lefaragatlha	DCD
7	Improvement of Waste Collection	Bubuanja / Lefaragatlha	DCD
7	Library	Bubuanja / Lefaragatlha	DCD
7	Maintenance and upgrading of existing sports facilities	Bubuanja / Lefaragatlha	DCD
7	Pitching of Signage of the no illegal Dumping	Bubuanja / Lefaragatlha	DCD/DPS
7	Bursaries & Learnerships	Bubuanja / Lefaragatlha	DCSS
7	Secondary School	Bubuanja / Lefaragatlha	DCD/Special Projects
7	Clinic	Bubuanja / Lefaragatlha	DCD/Special Projects
7	RDP Houses	Bubuanja / Lefaragatlha	DPHS
7	Repairs and Permanent Security at the hall (All community premises)	Bubuanja / Lefaragatlha	DPS/DCD
7	Cleaning of Roads	Bubuanja / Lefaragatlha	DR&T
7	Speed Humps	Bubuanja / Lefaragatlha	DR&T
7	Incomplete Paving Road should be completed	Bubuanja / Lefaragatlha	DR&T
7	Maintenance and upgrading of internal roads	Bubuanja / Lefaragatlha	DR&T
7	Road and Storm Water Drainage Upgrade	Bubuanja / Lefaragatlha	DR&T
7	Establishment of an autism special school	Bubuanja / Lefaragatlha	Special Projects
7	Maintenance of Streets lights	Bubuanja / Lefaragatlha	DTIS
7	Sewage Reticulation Construction including connections to their VIP toilets	Bubuanja / Lefaragatlha	DTIS
7	Establishment of a Solar farm/plant	Bubuanja / Lefaragatlha	DTIS/LED
7	SMME support	Bubuanja / Lefaragatlha	LED
7	Multipurpose Community Centre/Service Point for payment of services	Bubuanja / Lefaragatlha	DCD/Special Projects
7	HIV/AIDS Awareness Campaigns	Bubuanja / Lefaragatlha	DCSS/SPECIAL PROJECTS
7	50 JoJo Tanks for provision of water	Bubuanja/ Lefaragatlha	DTIS
7	Debushing of a vegetable garden and provision of equipments	Lefaragatlha	LED
7	Establishment of an Agricultural college	Entire municipal area	LED/DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
8	Multi-purpose hall	Tlhabane West	DCD
8	Debushing and development of all open spaces	Tlhabane West	DCD
8	Storm water trench to be cemented. Passages to be debushed.	Tlhabane West	DR&T
8	Maintenance and upgrading of all internal roads, patching of potholes and road markings.	Tlhabane West	DR&T
8	Additional streetlights: Hedeira Str between Assegai and 26th avenue. Construction/Installation of streetlights at entire Dr Moroka drive.	Tlhabane West	DTIS
8	Augment Rand water Pipeline into Geelhout reservoir	Tlhabane west	DTIS
8	Satellite Police station	Entire ward	DPS
8	High unemployment rate	Entire ward	ALL DIRECTORATES
8	Community Library	Entire ward	DCD
8	Mobile clinic	Entire ward	DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
9	Development of all open spaces	Tlhabane, GG, Bester	DCD
9	Reconstruction, fencing and maintenance of the Bester Sports facility	Bester	DCD
9	Construction of an outdoor gym at Tlhabane West open space	Tlhabane West next to Lentswe Street	DCD
9	Pedestrian crossing bridge	From Tlhabane West into Tlhabane	DR&T
9	High mast light	Bester ground, Bester Park and empty space	DTIS
9	Avail land for human settlement	Entire ward	DPHS
9	Multi-purpose community center	Entire ward	DCD
9	Boreholes	All public spaces within the ward	DTIS
9	Reconstruction of damaged roads	Entire ward	DR&T
9	Replacement of old water pipelines	Entire ward	DTIS
9	Solar be added on all streetlights and globe system be changed to LED lights	Entire ward	DTIS
9	Request for appointment of caretaker at Tlhabane Library.	Tlhabane, GG, Bester	DCD/DPS
9	Employment for Disabled. The municipality does not meet the requirements of the Employment Equity Act.	Tlhabane, GG, Bester	DCSS
9	Lack of ambulances and shortage of medicine at Tlhabane health centers	Tlhabane, GG, Bester	DCD/Special Projects
9	High mast light at Cnr. Reuben Monareng, Mokale and Segale Streets	Tlhabane, GG, Bester	DTIS
9	Development of open space in front of the Old Tlhabane Shopping center into hawkers' stalls	Tlhabane, GG, Bester	DCD
9	Business supports center,	Tlhabane, GG, Bester	LED

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
10	Continuous grass cutting to be done behind Fox Lake	Tlhabane	DCD
10	Fencing of Old Tlhabane Cemetery with a brick wall	Tlhabane	DCD
10	Mmabana Site next to Bojanala bus Service to be cleaned	Tlhabane	DCD
10	Old Tlhabane Clinic to be converted to Recreation Centre	Tlhabane	DCD
10	Scrap yard at the corner of Mothuka and Lebone to be removed	Tlhabane	DPHS / DPS
10	Moraka Street and Rametsi Street next to old cemetery to be paved	Tlhabane	DR&T
10	Corner Mothuka and Lebone to be casted with concrete	Tlhabane	DR&T
10	Corner Lebone and clinic street to be casted with concrete	Tlhabane	DR&T
10	Streetlights to be fixed	Tlhabane	DTIS
10	Two high must lights to be installed between Foxlake and Rustenburg North for light on the side of Dr Moroka	Tlhabane	DTIS
10	Construction of speedhumps on busy streets	Between Meridian School and Sundown	DR&T

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
11	Two high mast lights to be installed behind for light on the side of Dr Moroka	Tlhabane	DTIS
11	Community Centre Gatelangpele to be renovated and turned into a multi-purpose Centre including home-to-office of Councilor	Tlhabane	DCD
11	Cleaning housekeeping (cleaning of all rubbish dumps in and around Ward 11 including Yizo-Yizo open land)	Tlhabane	DCD
11	Tlhabane Stadium (to be refurbished) with other recreational facilities, Fencing and cleaning	Tlhabane	DCD
11	Museum at Mokgatle Street	Tlhabane	LED/DPHS
11	Electrification of informal settlement all 3 blocks	Tlhabane	DTIS
11	Pothole fixing and road markings on main Ward streets (to minimize accidents)	Tlhabane	DR&T
11	Tlhabane College (To be turned into Skills Development Centre)	Tlhabane	LED/Special Projects
11	Macro-urban Organic Hydronic Farming Project (2020) to be funded 2022	Tlhabane	LED
11	Vandalised public works building to be given attention so that Ward 11 community can benefit positively from their existence	Tlhabane	DCD
11	Upgrading – Swimming pool	Tlhabane Stadium	DCD
11	Clearing of illegal dumping sites	Entire Ward	DCD
11	Maintenance of existing high mast lights	Entire Ward	DTIS
11	Installation High mast lights	Lebone Street	DTIS
11	Rehabilitation of road between stadium and Lebone Street	From Lebone Street - Mothuka	DR&T
11	Maintenance of streets lights on the highway	Entire ward	DTIS
11	Fencing of Old Tlhabane Cemetery with a brick wall	Tlhabane	DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
12	Walk bridge between the main road and residential area. 91 houses affected.	Ext 23 Boitekong	DR&T
12	Clearing of illegal dumping sites	Boitekong Ext. 13	DCD
12	Road signs, maintenance of roads, construction of sidewalks	Entire Ward	DR&T
12	Satellite Police Station to deal with high crime rate (House breaking, Theft)	Entire Ward	DPS
12	Allocation of title deeds	Entire Ward	DPHS
12	Maintenance of streets lights on the highway	R510	DTIS
12	Sports and recreation facilities	Entire ward	DCD
12	Bus stops development	Entire Ward	DR&T
12	School at Ext 4 & 5	Meriting	DCD/Special Projects
12	Mobile clinic	Meriting Ext 1	DCD
12	Church stands	Entire Ward	DPHS
12	RDP House & Stands	Entire Ward	DPHS
12	Maintenance of roads: street names, marking and signs	Entire Ward	DR&T
12	Construction of a bridge	Between Meriting Phase 1 Ext 2	DR&T
12	Job creation for employment of youth and the unemployed	Entire Ward	ALL DIRECTORATES
12	Paving of sidewalks	Entire Ward	DR&T
12	Roads & Storm Water drainage system	Entire Ward	DR&T
12	Speed Humps	Meriting Ext. 1, Phase 2 and 3, Boitekong Ext. 13,	DR&T
12	Street names	Meriting Ext. 1, Phase 2 and 3, Boitekong Ext. 13,	DR&T
12	High mast light at Ext 4 & 5	Meriting	DTIS
12	Upgrading Sewer System	Meriting Ext. 1, Phase 2 and 3, Boitekong Ext. 13,	DTIS
12	Prepaid meters	Meriting Ext. 1, Phase 2 and 3, Boitekong Ext. 13,	DTIS
12	Upgrading and maintenance of streetlights	Lusikisiki	DTIS
12	Multi-purpose Centre	Meriting Ext 1	DCD
12	Clearing of illegal dumping sites	Entire Ward	DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
12	Maintenance of high mast and streetlights	Entire Ward	DTIS
12	Allocation of title deeds	Entire Ward	DPHS
12	Maintenance of stormwater drainage system	Entire Ward	DR&T
12	Construction of outstanding 13 RDP Houses	Boitekong Ext. 13	DPHS
12	Land	Boitekong Ext. 14	DPHS
12	Construction/upgrading and maintenance of Roads	Entire ward	DR&T
12	School	Boitekong Ext. 14	DCD/Special Projects

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
13	Multi-purpose Centre	All wards	DCD
13	Continuous maintenance /Cutting of Grasses and trees at Dr Moraka between Fox Lake Noord	Entire Ward	DCD
13	Building a big room/Board to be utilized for community meetings etc.	Entire Ward	DCD
13	Grass cutting Along R104 Behind Fox Lake	Entire Ward	DCD
13	Grass cuttings at the intersections of all streets and open spaces	Rustenburg North & Foxlake	DCD
13	Grass Cutting and pruning of all big trees along streetlights	Rustenburg North	DCD
13	Installation of high mast lights at Noord Tennis Court	Rustenburg North	DTIS
13	Renovating Noord Tennis court and upgrading ABLUTION BLOCK	Rustenburg North	DCD
13	Upgrading of Noord Park, Continuous maintenance and security	Rustenburg North	DCD
13	Building of Hall at RCC office to be utilized for community meeting etc.	Tlhabane RCC	DCD
13	Maintenance of all roads within the wards	Entire Ward	DR&T
13	Re upgrade of Morula Crescent	Entire Ward	DR&T
13	Installation of stop Signs	Entire Ward	DR&T
13	Revamping of road Markings	Entire Ward	DR&T
13	Building of speed humps	Entire Ward	DR&T
13	Re-building and continuous maintenance of all storm-water drainage systems	Entire Ward	DR&T/ DTIS
13	Installation of Traffic Light at Dr Moraka, 1st Four way Stop from Fox Lake to Noord and at Napoleon Corner Johnson and Napoleon and corner Napoleon and FOORD Street	Entire Ward	DTIS
13	Removal of water meters from the house holds yards to be installed outside the Yards	Entire Ward	DTIS
13	Installation of pre-paid water meters	Entire Ward	DTIS
13	Replacement of old water infrastructure	Entire Ward	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
13	Replacement of old drainage system	Rustenburg North	DR&T
13	Bundling of Streets lights wire/Cables	Rustenburg North	DTIS
13	Continuous maintenance of streetlights	Entire Ward	DTIS
13	Replacement of old streetlights wires/cables	Entire Ward	DTIS
13	Replacement of electricity transformers	Tlhabane Foxlake	DTIS
13	Installation of streets lights at Lebone street from house number B1977 up to Shekinah Tabernacle (Alternatively high mast Apollo light)	Tlhabane Foxlake	DTIS
13	Installation of High Mast Light at Dr Moroka, Intersection of R104 Swartruggens Road Down to Railway Line	Between Foxlake and Noord	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
14	Implementation of problem building and vacant stands by-law	Entire Ward	DPHS, DCD, DTIS, BTO, Legal Service and DPS
14	Installation of bundle conductors	Hendrick van der Merwe, Zand, Alamaein Streets and surrounding area	DTIS
14	Replacement of Street lamp poles	Entire Ward	DTIS
14	Fixing and maintenance of streetlights	Entire Ward	DTIS
14	Fixing of recurring sewer blockages and flooding of premises	No. 208 Kerk street and others in the entire ward	DTIS
14	Replacement of main water pipeline	Behind No. 15 5th avenue Cashan Ext. 1	DTIS
14	Finalize 3X collapsed pipe replacement project and connection of newly installed water meters	Bodorp area	DTIS
14	Reseal of potholes/destroyed tarred surfaced roads at intersections	Entire Ward	DR&T
14	Fix collapsed stormwater line/channel	Between backside of no. 73/75 Amberboom croissant and Cnr Dr. Moroka/ Nelson Mandela drive	DR&T
14	Continuous grass cutting plan, bushes, alien invading plants at open spaces, Parks and cemeteries	Entire Ward	DCD
14	Continuous tree pruning and removal of branches and tree stumps	Entire Ward	DCD
14	Law enforcement on street vendors and informal traders and squatters	Kloof road and opposite intersection Boven and Kock streets	LED and DPS
14	Fencing and maintenance of the old Rustenburg Cemetery	Ward 14	DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
15	Tennis court and community hall needs to be maintained monthly	Mopani Street Protea Park	DCD
15	Shelter for the homeless	Entire Municipality	Special Projects
15	Dysfunctional streetlights	Entire ward	DTIS
15	Collection of debts	Entire Ward	BTO
15	Property rates must be in alignment with the maintenance as collected	Entire Ward	BTO
15	Maintenance and controlling of open spaces	Entire Ward	DCD
15	Grass cutting regular Maintenance (debushing) of parks and sidewalks	Entire Ward	DCD
15	Speed humps	Kruisbessie and Thabo Mbeki Street	DR&T

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
16	Maintenance of road and replacement of traffic signs	Entire Ward	DR&T
16	Construction of no dumping signs and penalize of the people found dumping	Ward 16	DCD
16	Maintenance of parks	Geelhoutpark	DCD
16	Urgent maintenance of the municipal flats in Kremetart street	Geelhoutpark	DPHS
16	JQ 71 (Land acquisition for farm dwellers)	Rietvlei	DPHS
16	Provision of land for people living at Rietvlei	Rietvlei - Lefaragatlha	DPHS
16	Reconstruction of road in Tamarisk Avenue	Protea Park	DR&T
16	Shortage of Water	Geelhoutpark	DTIS
16	Replacement of isolation valves	Entire Ward	DTIS
16	Renovation and maintenance of WA van Zyl hall	Geelhoutpark	DCD
16	Reinstatement and maintenance of public lighting	Entire ward	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
17	Re-paving of the road	Palala and Berg rivier	DR&T
17	Resurfacing of tired roads	Krokodil and Vis rivier	DR&T
17	Replacement of water pipeline as a result of continuous shortage of water, water leakages and pipe bursts	South Reservoir and Tierkloof	DTIS
17	Maintenance and cleaning of stormwater drainage systems due to houses flooded during rainy days	Entire Ward	DR&T
17	Maintenance and installation of new wires for streetlights and day/night switches	Entire Ward	DTIS
17	Street names	Cashan 28	DR&T
17	Clearing of illegal dumping sites especially building rubble	Cashan 28	DCD
17	Construction of a rely system for water drainage and fixing of roads	Elands rivier (Complexes Sekelbos and Pelgrims place	DTIS
17	Grass cutting regular Maintenance (debushing) of parks and sidewalks at the river/ river areas	Entire ward/ Cashan 28	DCD
17	Greenifying the area	ward 17	DCD
17	Maintenance, marking of road and replacement of traffic signs, 3way stop	Entire ward, 3 ways stop at Cnr. Cuckoo and Preeti Close	DR&T
17	Speedhumps	Krokodil rivier No. 93 to 98	DR&T
17	Mobile clinic at least once a month	Open space near Mike's Kitchen	DCD/Special Projects
17	Repair of potholes	Dachill , Langeberg and Drakensberg Streets	DR&T

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
18	Replacement of AC pipes	Entire ward	DTIS
18	Replacement and maintenance of water street valves	Entire ward and other wards	DTIS
18	Replacement of overhead power cables to under ground	Entire ward	DTIS
18	Sports/recreation facility	Rustenburg East	DCD
18	Clinic and ambulance	Rustenburg East	DCD
18	Speed humps	Rustenburg East	DR&T
18	Satellite police station for crime reduction purpose	Rustenburg East	DPS
18	Development of open spaces	Rustenburg North	DCD/DPHS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
19	Completion of existing park project	Paardekraal	DCD
19	Refuse removal	Paardekraal	DCD
19	Sports and recreation facilities (Parks)	Paardekraal	DCD
19	Primary and high schools	Paardekraal	DCD/Special Projects
19	Construction of tarred roads	Paardekraal	DR&T
19	Maintenance of tarred roads	Paardekraal	DR&T
19	Speed humps	Paardekraal	DR&T
19	Storm water drainage	Paardekraal	DR&T
19	Electricity	Paardekraal	DTIS
19	High mast lights	Paardekraal	DTIS
19	Eradication of illegal dwelling	Sunrise Park	DPHS
19	Water& Sanitation leakages	Sunrise Park	DTIS
19	Attend to illegal connections of water, electricity and sanitation	Sunrise Park	DTIS
19	Lack of financial support for small businesses and registered businesses	Sunrise Park	LED
19	Attend to drug abuse and high crime rate	Sunrise Park	Special projects
19	Lack of funding for NGO's	Sunrise Park	Special projects
19	RDP at Paardekraal	Paardeekraal Ext. 1 and Sunrise Park Ext 9	DPHS
19	Walkway paving - From Sunrise view Secondary School to Cnr Molapo and Phala Streets	Sunrise Ext.15	DR&T
19	Early Learning Centre	Ext 1 Paardekraal	Special Projects
19	Disconnection of Ext.9 from Sunrise Electricity	Sunrise Ext.9	DTIS
19	Disability center	Ext 1 Paardekraal	Special Projects
19	Extension of Sunrise clinic	Sunrise Park	DCD
19	Police station	Boitekong Ext. 16	DPS
19	High mast lights	Ext 1 Paardekraal	DTIS
19	Maintenance and upgrading of internal roads	Ext 1 Paardekraal	DR&T
19	Maintenance of electrical cables and boxes	Ext 1 Paardekraal and Sunrise Ext 9	DTIS
19	Tree pruning and grass cutting	Entire ward	DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
19	Sewer pipelines maintenance	Entire ward	DTIS
19	Formalization of rock view	Sunrise view outline	DPHS
19	Job opportunities and programmes for youth development to address unemployment	Entire Ward	ALL DIRECTORATES
19	Closing/locking up of electric boxes	Ext 1 Paardekraal and Sunrise Ext 9	DTIS
19	Replacement and maintenance of streetlights	Ext 1 Paardekraal and Sunrise Ext 9	DTIS
19	Upgrading of sewer network	Entire Ward	DTIS
19	Maintenance of water meters and installation where none exist	Entire Ward	DTIS
19	Installation of prepaid water meters	Entire Ward	DTIS
19	Installation of traffic lights	Entire Ward	DR&T/DPS/DTIS
19	Clean-up campaign	Entire Ward	DCD
19	Development of open spaces to reduce illegal dumping	Entire Ward	DCD
19	Construction and maintenance of sports facilities	Ext 1 Paardekraal and Sunrise Ext 9	DCD
19	Construction of arts and music school and provision of maintenance and sustainability plans	Sunrise view Ext. 15	LED/Special Projects
19	Stormwater channels to be cemented and de-bushed	Sunrise view Phase 1 and Paardekraal Ext. 1	DR&T
19	Replacement of old infrastructure - AC pipes/ sewer and water	Paardekraal	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
20	Cemetery	Boitekong Ext 4 & 2	DCD
20	Multipurpose center which includes a park	Boitekong Ext 4 & 2	DCD
20	Relocation of pipelines (sewer and water) to the road reserve	entire ward	DTIS
20	Replacement of old infrastructure - AC pipes (Upgrade of Sewer pipe)	Entire ward	DTIS
20	RDP House	Boitekong Ext 4 & 2	DPHS
20	Maintenance and upgrading of Internal Roads	Boitekong Ext 4 & 2	DR&T
20	Paving of side walks	Boitekong Ext 4 & 2	DR&T
20	Wi-Fi	Boitekong Ext 4 & 2	LED/DCD
20	24hour health center	Boitekong Ext 4 & 2	DCD
20	Police station within the residential area	Boitekong Ext 4 & 2	DPS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
21	Directorate BTO to assist on large outstanding debts (possible write off)	Boitekong	BTO
21	Sports facility	Boitekong	DCD
21	Popo Molefe informal settlement formalization.	Boitekong	DPHS
21	RDP Houses	Boitekong	DPHS
21	Electricity meters for Siza, Popo Molefe and Mbeki Sun to enable the community to buy prepaid and minimize illegal connections.	Boitekong	DTIS
21	Upgrading and maintenance of roads	Entire ward	DR&T
21	Storm water drainage system	Entire ward	DR&T
21	Water provision	Siza and Boitekong	DTIS
21	Provision of a water storage where the community can access water whenever there is shortage	Boitekong	DTIS
21	Sewer line needs upgrading	Boitekong	DTIS
21	Sidewalks	Boitekong	DR&T
21	Water meters needs to be replaced as they get stolen	Boitekong	DTIS
21	Mines to deliver on their Social Labour Plans (SLP's)	Boitekong	OEM/LED
21	Expansion of the clinic and 24-hour operation	Boitekong	DCD/Special Projects
21	Satellite Police Station to deal with high crime rate (House breaking, Theft)	Boitekong	DPS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
22	Mines to deliver on their Social Labour Plans (SLP's)	Kanana Hostel	OEM/LED
22	RDP Houses	Entire ward	DPHS
22	Tarred road/paving	Entire ward	DR&T
22	Electricity	All informal settlements within the ward	DTIS
22	Water	All informal settlements within the ward	DTIS
22	Sanitation	Entire ward	DTIS
22	High Mast Lights	All informal settlements within the ward	DTIS
22	Satellite Police Station	Sunrise Complex	DPS
22	24-hour Clinic	Sunrise	DCD
22	RDP Houses	Entire ward	DPHS
22	Electricity	Leshibidung	DTIS
22	Provision of bins to prevent illegal dumping	Entire ward	DCD
22	Sports and Recreation facilities (tennis, netball, basketball, volleyball)	Entire ward	DCD
22	Maintenance High Mast Lights	Entire Ward	DTIS
22	Formalization of all informal Settlements	Entire Ward	DPHS
22	Secondary School	Sunrise	DCD/Special Projects
22	Library	Sunrise	DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
23	RDP Houses	Entire Ward	DPHS
23	Upgrading/ Paving of roads	Entire Ward	DR&T
23	JoJo tanks for every house	Entire Ward	DTIS
23	Community service point/satellite home affairs and satellite police station	Entire Ward	DCD
23	Youth entrepreneur programmes or incubation (as part of youth development)	Entire Ward	SPECIAL PROJECTS
23	Speed humps and road maintenance	Entire Ward	DR&T
23	Central Wi-Fi – e.g. clinic, multipurpose center and schools	Entire Ward	DCD
23	Community Park	Entire Ward	DCD
23	Sports facilities maintenance	Entire Ward	DCD
23	Grass Cutting	Entire Ward	DCD
23	Bursaries for Youth	Entire Ward	DCSS/Special Projects

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
24	Development of a park	Freedom Park	DCD
24	Sports facilities	Freedom Park	DCD
24	Community hall and Library	Freedom Park	DCD
24	RDP houses and residential Land	Freedom Park	DPHS
24	Maintenance and upgrading of internal roads	Freedom Park	DR&T
24	Pre-paid water meters	Freedom Park	DTIS
24	Drainage system	Entire ward	DR&T
24	High mast lights	Freedom Park Phase 2	DTIS
24	Water provision and supply	Sections (10, 11, 19 and 20)	DTIS
24	Police station	Freedom Park	DPS
24	Youth center for skills development	Freedom Park	SPECIAL PROJECTS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
25	Youth development center for skills development	Monnakato	SPECIAL PROJECTS
25	Scholar transport from Kopman, Maile to Monnakato	Kopman, Maile and Monnakato	DCD
25	Mobile Clinic	All villages	DCD
25	Speed humps	Entire ward	DR&T
25	Electrification of new stands	Entire Ward	DTIS
25	Sewage system	Entire ward	DTIS
25	High Mast Lights	Entire Ward	DTIS
25	Atmospheric pollution; Illegal dumping	Monnakato	DCD
25	Upgrading and construction of sports facilities	Monnakato	DCD
25	Swimming pool (adults)	Monnakato	DCD
25	Maintenance of parks	Monnakato	DCD
25	Skills development for school dropouts	Monnakato	LED/Special Projects
25	Maintenance of school buildings	Entire ward	DCD
25	Shortage of personnel at the clinic - 24 hours operating clinic needed	Monnakato	DCD
25	Issuing of title deeds	Monnakato	DPHS
25	Street names; Speed humps	Monnakato	DR&T
25	Upgrading and maintenance roads	Entire Ward	DR&T
25	Clean drinking water (pipe stands)	Entire Ward	DTIS
25	Additional High mast lights	Entire Ward	DTIS
25	Electricity cut offs whenever there is wind - upgrading of electricity infrastructure	Entire Ward	DTIS
25	Attention be given to constant sewer blockages	Monnakato	DTIS
25	Construction of a fully-fledged Police Station (patrollers)	Monnakato	DPS
25	RDP Houses and completion of project at old Monnakato.	Entire Ward	DPHS
25	Allocation of RDP stand for people on the waiting list	Monnakato	DPHS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
25	Stands for human settlement (allocation of state-owned land for residential use (3000 stands)	Monnakato	DPHS
25	Replacement of asbestos roofs with tiles or iron roofing	Old Monnakato	DPHS
25	Precinct plan for construction of mall	Monnakato	DPHS/LED
25	Licensing and testing services at Monnakato RCC	Monnakato	DPS
25	Allocation of business stands	Monnakato	DPHS
25	Revamping of taxi rank	Monnakato	DR&T/LED
	Extension of R510 from Maile Extension to Elandsriver (Monnakato) - Maile Extension to Sun City (provincial road)	Entire Ward	DR&T
25	Storm water drainage system	Entire Ward	DR&T
25	Replacement of asbestos water pipes with AC pipes	Entire old Monnakato	DTIS
25	Sidewalks on main road and bridges	Monnakato	DR&T
25	Extension of Community Hall	Monnakato	DCD
	Construction of bus waiting areas	Entire Ward	DR&T
25	Community Hall	Maile Ext and Diepkuil	DCD
25	Water supply at the new stands	Entire Ward	DTIS
25	V.I.P toilets	All villages	DTIS
25	extension or provision of land for a cemetery	Monnakato	DCD/DPHS
25	Relocation of 2 rooms residents to habitable land/development	Monnakato	DPHS
25	Renewal of license for computer training in the RCC	Monnakato	OMM
25	Upgrading of sewer plant	Monnakato	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
26	VIP toilets	Mamerotse	DTIS
26	Renovation & Expansion of Community Hall	Mamerotse	DCD
26	Internet Installation & Expansion of Community Info Hub (Network Tower)	Mamerotse	DCD
26	Maintenance of sports grounds & bush cutting next to the road	Mamerotse	DCD
26	High School and Tertiary prescribed and reference books at the library	Mamerotse	DCD
26	Bush clearing along the main road	Mamerotse	DCD
26	Full operation of community clinic, maintenance to the current property	Mamerotse	DCD
26	Weekly mobile clinic service	Mamerotse	DCD
26	Storm water drainage	Mamerotse	DR&T
26	Construction of Roads	Mamerotse	DR&T
26	Speed humps throughout the Internal paved roads	Mamerotse	DR&T
26	Maintenance of HML High Mast Lights	Mamerotse	DTIS
26	Sanitation Installation	Mamerotse	DTIS
26	Home Affairs services be extended to the village	Mamerotse	Special Projects/OMMM
26	Post office (Micro Container)	Mamerotse, Tantanana	LED/OMM
26	RDP Houses (Greenfield)	Tantanana	DPHS
26	Sports facilities	Tantanana	DCD
26	Bush clearing along the main road	Tantanana	DCD
26	Well-resourced mobile clinic	Tantanana	DCD
26	Paved roads	Tantanana	DR&T
26	Community Library	Tantanana	DCD
26	24 hours operating clinic	Tlaseng	DCD
26	Staffing and resourcing the clinic	Tlaseng	DCD
26	Roads and Storm-water Drainage	Tlaseng	DR&T

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
26	Construction of speed humps on the intersections into villages	Tlaseng	DR&T
26	Sewer System Drainage	Tlaseng	DTIS
26	Maintenance of Sports facilities	Tlaseng	DCD
26	Information Hub	Tlaseng	DCD
26	Satellite Police station	Tlaseng	DPS
26	RDP Houses/Flats	Tlaseng	DPHS
26	Skills Development Programmes (Out of school youth)	Tlaseng	LED/Special Projects
26	Renovation and Expansion of the old Seolo/Borakanelo school	Tlaseng	DCD
26	Solar High Mast Lights	Tlaseng	DTIS
	Community hall Construction and maintenance.	Tsitsing Village	DCD
26	Construction and maintenance of a community library	Tsitsing Village	DCD
26	Construction and maintenance of a community park	Tsitsing Village	DCD
26	Maintenance of existing sports grounds	Tsitsing Village	DCD
26	Initiation of Health Awareness Programmes	Tsitsing Village	DCD/DCSS
26	Upgrade and maintenance of Tsitsing Stadium	Tsitsing Village	DCD
26	Provision of decent housing units to deserving indigent families	Tsitsing Village	DPHS
26	Maintenance of Internal paving roads, including but not limited to, installation of speed humps and stop signs	Tsitsing Village	DR&T
26	Roads and Storm-water Drainage	Tsitsing Village, Mogajana	DR&T
26	Recreational and Sports Facilities	Mogajana	DCD
26	High mast lights extension	Mogajana	DTIS
26	Community Hall	Mogajana	DCD
26	RDP Houses	Mogajana	DPHS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
27	Recreational park	Lethabong	DCD
27	Establishment of a youth center	Lethabong	LED/Special Projects
27	Disabled people be considered for Learnerships and internships	Lethabong 27 & 28	DCSS
27	Primary and Secondary School and FET.	Lethabong	DCD/Special Projects
27	Ambulance	Lethabong	DCD
27	RDP houses (2000 units for ward 27)	Lethabong	DPHS
27	Sites for Multi-Purpose Centre: Institutions, Business, Church and Residential	Lethabong	DPHS
27	Grazing land	Lethabong 27 & 28	DPHS/DLED
27	Construction of bridge to Graveyard (Ward 27) and from Cuba Section to Fidel Castro	Lethabong	DR&T
27	Construction, Upgrading and maintenance of Internal Roads	Entire Ward	DR&T
27	Maintenance of Roads and road signs.	Lethabong	DR&T
27	Sewer pipes & Toilet structures	Lethabong	DTIS
27	Maintenance of High Mass Lights, and construction of 3	Lethabong and Soviet vie Section	DTIS
27	Shopping Centre	Lethabong	LED
27	Private sector within the municipal jurisdiction should create jobs that are considerate of disabled people	Lethabong ward 27 & 28	OEM
27	Satellite Police Station	Lethabong	DPS
27	Electrification	Soviet view	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
28	Recreational facilities	Lethabong	DCD
28	Primary and Secondary School and FET.	Lethabong	DCD/ Special Projects
28	Ambulance	Lethabong	DCD
28	Site for Multi-purpose Center: Institutions, Business, Church and Residential	Lethabong	DPHS/DLED
28	Internal Roads Lethabong Gardens Ext	Lethabong	DR&T
28	Maintenance of Roads and road signs.	Lethabong	DR&T
28	Tarred or paved roads	Lethabong	DR&T
28	Sewer pipes & Toilet structures	Lethabong	DTIS
28	High Mass Lights	Lethabong Gardens	DTIS
28	Shopping Centre	Lethabong	LED
28	Provision of water	Lethabong Gardens	DTIS
28	Mobile clinic	Lethabong Gardens	DCD
28	Fire station	Entire Ward	DPS
28	Construction of bridge	between Old Lethabong to new stand	DR&T
28	Formalization of informal settlement	Lethabong Gardens	DPHS
28	Allocation of title deeds	Entire Ward	DPHS
28	Development of industrial sites	Entire Ward	LED
28	Availability of agricultural land	Entire Ward	LED
28	Satellite Police Station	Lethabong Gardens	DPS
28	Community hall	Entire ward	DCD
28	College for skills development	Entire Ward	LED/Special Projects
28	Provision of services to informal settlement	Lethabong Gardens	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
29	Upgrading and maintenance of Sports facility with outdoor gym	Rankelenyane Village	DCD
29	Construction and maintenance multi-purpose community center for Skills Development/ Resource Centre	Entire ward/ Rankelenyane Village	LED/Special Projects
29	Provision of mobile clinic with ambulance services	Barseba	DCD
29	Construction and maintenance of internal roads	Entire ward	DR&T
29	Installation and maintenance of Storm Water Pipes	Entire Ward	DR&T
29	Construction of a Sanitation Project	Entire Ward	DTIS
29	Initiation of Water Reticulation Project	Lekgalong view, Barseba and Rankelenyane village	DTIS
29	Solar Farm	Rankelenyane Village	DTIS
29	Basic Training for SMMEs	Entire Ward	LED
29	Installation of Mobile Networks Aerials	Entire Ward	LED
29	Electrification of new stands	Rankelenyane, Barseba, Lekgalong	DTIS
29	Construction and maintenance Skills Development Centre	Entire ward	DCD/Special Projects
29	Construction and maintenance Adult Education Centre	Entire ward	DCD/Special Projects
29	Installation and maintenance of Storm Water Pipes	Mabitse	DR&T
29	Technical High School	Rankelenyane Village	DCD/Special Projects
29	Installation and maintenance of LED Mass lighting	Lekgalong view	DTIS
29	Construction and maintenance of paved roads	Entire ward	DR&T
29	Initiation of Water Reticulation Project	Makolokwe	DTIS
29	Construction of a bridge	Between Thabaneng and Rankelenyane	DR&T
29	Provision of a satellite police station	Lekgalong view	DPS
29	Construction and maintenance of Community Library	Rankelenyane Village	DCD
29	Provision of decent housing unit to deserving indigent families (RDP)	Entire ward	DPHS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
29	Construction/ Upgrading and maintenance of the road between Marikana and old N4 Roads (D520)	Maumong/Tlapa	DR&T

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
30	Library	Bethanie	DCD
30	Multipurpose center	Bethanie	DCD
30	Vegetation management (Bush clearing and grass cutting along internal roads)	Bethanie	DCD
30	Ambulance service and 24 hours clinic service/health center	Bethanie	DCD
30	Construction and maintenance of internal roads	Bethanie	DR&T
30	Bridge and Roads maintenance	Bethanie	DR&T
30	Upgrade for Storm water drainage	Bethanie	DR&T
30	Finish incomplete water projects	Bethanie	DTIS
30	Fixing of existing and additional high mast lights	Bethanie	DTIS
30	Sanitation	Bethanie	DTIS
30	RDP Houses	Entire Ward	DPHS
30	Grass cutting & Vegetation management (pruning of trees along the electrical wires)	Modikwe	DCD
30	Mobile clinic overcrowded. Need for construction of a full flashed clinic	Modikwe	DCD
30	Proper planning of the villages	Entire Ward	DPHS
30	Maintenance of Internal roads	Entire ward	DR&T
30	Provision of Water to curb Shortage	Modikwe	DTIS
30	Electrification of new stands	Entire Ward	DTIS
30	Additional communal standpipes (water)	Entire Ward	DTIS
30	Construction and maintenance of a Home-Based Care Centre	Modikwe	SPECIAL PROJECTS
30	SMME and youth development center	Modikwe	LED

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
31	Outdoor Gym facility	Marikana; Marikana CBD;	DCD
31	Park for Children & Community members	Marikana; Marikana CBD;	DCD
31	Recreational Centre	Marikana; Marikana CBD;	DCD
31	Sports field	Marikana; Marikana CBD;	DCD
31	Computer Academy	Marikana; Marikana CBD;	DCSS
31	Adult Learning Centre	Marikana; Marikana CBD;	Special Projects
31	Church stands	Marikana; Marikana CBD;	DPHS
31	Formalization of informal settlement	Marikana; Marikana CBD;	DPHS
31	Bus rank, taxi ranks in the CBD and township area	Marikana; Marikana CBD;	DR&T
31	Construction/upgrading and maintenance of Roads	Marikana; Marikana CBD;	DR&T
31	Water, Electricity and Sanitation	Marikana; Marikana CBD;	DTIS
31	VIP Toilets	Marikana; Marikana CBD;	DTIS
31	Community Bakery	Marikana; Marikana CBD;	LED
31	Community Sewing Projects	Marikana; Marikana CBD;	LED
31	Vehicle for patrol & police visibility	Marikana; Marikana CBD;	DPS
31	Water tanks for the Police station	Marikana; Marikana CBD;	DTIS
31	Old Age & Orphanage center	Marikana; Marikana CBD;	Special Projects
31	Cemetery Fencing including water and toilets	Marikana	DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
32	24 Hour Clinic service	Entire Ward	DCD
32	Free water – for indigent & old age residents	Mmaditlhokwa/ Marikana West (new stands, Mmaditlhokwa section 3 & 4)	BTO
32	Community Hall	Mmaditlhokwa/ Marikana West	DCD
32	Sport facility for all event	Mmaditlhokwa, Marikana West and Lapologang	DCD
32	Cemetery fence and toilets	Mmaditlhokwa and Marikana West	DCD
32	Trees Pruning and grass cutting	Mmaditlhokwa, Marikana West and Lapologang	DCD
32	Extension of a Mobile clinic service	Mmaditlhokwa, Lapologang, Suurplat and Wagkraal	DCD
32	Area for Basenjjs people shelter	Mmaditlhokwa/ Marikana West	DPHS/Special Projects
32	Area for churches – churches and crèches – stands	Mmaditlhokwa, Marikana West and Lapologang	DPHS
32	Allocation of title deeds for the community	Marikana West and Lapologang	DPHS
32	RDP houses	Mmaditlhokwa, Marikana West and Lapologang	DPHS
32	Maintenance of Internal Roads	Mmaditlhokwa, Marikana West and Lapologang	DR&T
32	Gravel roads need upgrading	Mmaditlhokwa, Marikana West and Lapologang	DR&T
32	Construction of a community Park	Entire Ward	DCD
32	Paving internal roads	Mmaditlhokwa, Marikana West and Lapologang	DR&T
32	Speed humps & Road Marking	Mmaditlhokwa, Marikana West and Lapologang	DR&T
32	Taxi rank	Mmaditlhokwa, Marikana West and Lapologang	DR&T
32	Adequate walkways accommodative of Wheelchairs	Mmaditlhokwa/Marikana West	DR&T
32	Maintenance of sewer networks	Marikana West	DTIS
32	Electricity – Energizing RDP Houses	Mmaditlhokwa and Marikana West	DTIS
32	Water Reticulation	Mmaditlhokwa, Marikana West and Lapologang	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
32	Maintenance and installation of High Mast Lights	Mmaditlhokwa, Marikana West and Lapologang	DTIS
32	Mall / Business Centre	Entire ward	LED
32	No home-based care center	Mmaditlhokwa, Marikana West and Lapologang	SPECIAL PROJECTS
32	Resettlement of communities affected by mining activities	Mmaditlhokwa and Lapologang	DPHS
32	Construction and maintenance of VIP toilets	All informal settlements within the ward	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
33	Cemetery	Kroondal / Nkaneng	DCD
33	Waste removal	Kroondal / Nkaneng	DCD
33	School (High School)	Kroondal / Nkaneng	DCD/Special Projects
33	The VIP Toilets are full and need clearing (provision of a Honey sucker)	Kroondal / Nkaneng	DTIS
33	Formalization of Nkaneng by RLM in consultation with RBA	Nkaneng	DPHS
33	Provision of all basic services at Nkaneng	NKANENG 2; PHULA MINES; KAREE MINES	DPHS / DTIS
33	Water	Nkaneng/Bleskop Hostel	DTIS
33	Proper Sanitation System	Nkaneng/Bleskop Hostel	DTIS
33	Proper Infrastructure	Nkaneng/Bleskop Hostel	DTIS
33	Sports facilities	Nkaneng/Bleskop Hotel	DCD
33	Learnerships and Bursaries	Nkaneng/Bleskop Hotel	DCSS
33	Scholar transport - Buses for pupils as they travel miles before they reach their respective schools	Nkaneng/Bleskop Hotel	Special Projects
33	Clinic	Nkaneng/Bleskop Hotel	DCD
33	Land for businesses	Nkaneng/Bleskop Hotel	DPHS
33	Proper housing	Nkaneng/Bleskop Hotel	DPHS
33	Care center	Nkaneng/Bleskop Hotel	SPECIAL PROJECTS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
34	Cemetery	Bokamoso	DCD
34	School	Bokamoso	DCD
34	Pavement	Bokamoso	DR&T
34	Extension of Clinic operating hours	Mfidikwe	DCD
34	Crèche	Entire ward	Special Projects
34	Learnerships and internships	Entire ward	DCSS
34	Sports and recreation facilities	Entire Ward	DCD
34	Storm water drainage	Entire ward	DR&T
34	Recreation center for youth	Mfidikwe	DCD
34	Clinic	Bokamoso and Zakhele	DCD
34	Church stands	Entire ward	DPHS
34	Electricity	Zakhele and Bokamoso	DTIS
34	VIP Toilets	Zakhele	DTIS
34	Job creation for employment of youth and the unemployed	Entire Ward	All
34	Construction and maintenance of roads	Entire Ward	DR&T
34	Community Hall	Mfidikwe and Bokamoso	DCD
34	Library	Mfidikwe	DCD
34	Skills development	Entire Ward	Special Projects
34	Construction of RDP houses	Mfidikwe and Zakhele	DPHS
34	Name plates for street names/sections	Entire Ward	DR&T
34	High mast lights	Entire Ward	DTIS
34	Allocation of waste bins	Entire Ward	DCD
34	Shopping complex/mall	Entire Ward	LED

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
35	Construction of toilets (incomplete toilet project)	Ikemeleng	DTIS
35	Allocation of waste bins and refuse collection	Ikemeleng	DCD
35	High School	Ikemeleng	DCD
35	24 Hour clinic service	Ikemeleng	DCD
35	Business stands	Ikemeleng	DPHS
35	Proper allocation of stands	Ikemeleng	DPHS
35	RDP Houses	Ikemeleng	DPHS
35	Maintenance and upgrading of internal roads	Entire ward	DR&T
35	Water yard connections	Ikemeleng and Zonderwater	DTIS
35	House electrification	Ikemeleng	DTIS
35	Satellite Police Station and visibility of Police	Entire Ward	DPS
35	Primary School	Dinnie Estates	Special Projects
35	RDP Houses	Matebeleng/Lekojaneng/Phuana/Zonderwater	DPHS
35	Upgrading of internal roads	Matebeleng/Lekojaneng/Phuana/Zonderwater	DR&T
35	Water borne sanitation	Matebeleng/Lekojaneng/Phuana/Zonderwater	DTIS
35	Construction of roads	Dinnie Estates	DR&T
35	Proper stand allocation	Dinnie Estates	DPHS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
36	Cemetery Fencing and water connection	Mathopestad	DCD
36	Provision of libraries and free internet	Mathopestad	DCD
36	Waste removal	Mathopestad and Syferbult	DCD
36	Township establishment	Ipopeng/ Hurland	DPHS
36	Community Hall	Syferbult	DCD
36	Purchasing of land for farm dwellers	Boschfontein/ Modderfontein	DPHS
36	RDP Houses and allocation of residential stands	Entire Ward	DPHS
36	Internal roads and maintenance of main road	Entire ward	DR&T
36	Water yard connections	Entire Ward	DTIS
36	Repairing of reservoir	Mathopestad & Molote	DTIS
36	Water pump has since been taken for repair. Repair or renew old water pipes in old village	Molote City	DTIS
36	Water supply and maintenance of water reservoir	Syferbult	DTIS
36	Water and electricity at SASSA pay point	Mathopestad	DTIS
36	Installation of high mast lights at RDP site and maintenance of existing ones	Molote City	DTIS
36	High mast lights	Syferbult and Mathopestad (RDP)	DTIS
36	Additional classrooms	Mathopestad	DCD
36	Primary and Secondary School	Syferbult	DCD
36	Household Electricity	Mathopestad & Molote	DTIS
36	Clinic	Syferbult	DCD
36	Increased unemployment (Introduction of CWP)	Entire Ward	All
36	Windmill	Mathopestad	DTIS/LED / Agriculture

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
37	Accurate service and Water Bills	Sondela and Million Dollar	BTO
37	Meter Readings	Sondela and Million Dollar	BTO
37	RLM to consider reducing bills as there is no water shortages	Sondela and Million Dollar	BTO
37	Water bills (All debt to be erased or decreased as it is way too much (High municipal bills)	Sondela and Million Dollar	BTO
37	Illegal dumping	Entire ward	DCD
37	Houses affected by blasting in their mines & there is no social responsibility	Entire Ward	DCD (Environ)
37	Intervention Cracked houses caused by mining activities	Entire Ward	DCD(Environement)
37	Learnerships & Internships	Entire Ward	DCSS
37	High School & Library for Kids to be built	Entire Ward	DCD/Special Projects
37	Allocation of Stands Residential & business & RDPs	Entire Ward	DPHS
37	Water tank for informal settlement	Jabula	DTIS
37	Long request RDP houses	Jabula	DPHS
37	Formalization of informal settlement	Jabula	DPHS
37	Potholes to be fixed (Maintenance and upgrading of Internal roads)	Entire Ward	DR&T
37	Paving of internal roads where none exist	Entire Ward	DR&T
37	Speed humps	Entire Ward	DR&T
37	Attention to water leakages and sewer outflow	Entire Ward	DTIS
37	Borehole (RLM or Mines to assist as water crisis is affecting our area)	Jabula	DTIS
37	Implementation of water prepaid meters	Entire Ward	DTIS
37	Upgrading of sewer networks	Sondela and Million Dollar	DTIS
37	No water supply - health hazard	Sondela and Million Dollar	DTIS
37	Electricity outages occurring frequently. Upgrading of power lines	Sondela and Million Dollar	DTIS
37	Streetlights are dysfunctional	Million Dollar	DTIS
37	No water meters - street & along the school	Million Dollar	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
37	Survey be embarked on the check illegal connections	Million Dollar	DTIS/ DPS/ DPHS
37	33 Streetlights not working (crime rate increases by day)	Entire Ward	DTIS
37	Satellite Police Station to reduce High crime rate	Entire Ward	DPS
37	Construction of a taxi rank	Sondela and Million Dollar	DR&T
37	Construction of a combined school	Million Dollar	DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
38	Sports facility	Freedom Park, New Freedom Park and Meriting Ext. 4 & 5	DCD
38	24 Hour clinic service	Freedom Park	DCD
38	Houses and stands	Freedom Park	DPHS
38	RDP houses	New Freedom Park	DPHS
38	Construction of Roads (Access and Internal)	Freedom Park and New Freedom Park	DR&T
38	Electricity	Freedom Park and New Freedom Park	DTIS
38	Water and proper sanitation	Freedom Park and New Freedom Park	DTIS
38	4X Water tanks	New Freedom Park	DTIS
38	VIP toilets	New Freedom Park	DTIS
38	High Mast Lights	Freedom Park and New Freedom Park	DTIS
	Grading of roads	New Freedom Park	DR&T
38	Registration of tuck shops	Freedom Park	LED
38	Satellite Police Station to deal with high crime rate (House breaking, Theft)	Freedom Park and New Freedom Park	DPS
38	Establishment of community Policing Forum	Freedom Park and New Freedom Park	DPS
38	Lack of ID's by Lesotho Nationals	Freedom Park	SPECIAL PROJECTS
38	Combined School	Meriting Ext. 4 & 5	DCD
38	Electrification of houses	Meriting Ext. 4 & 5	DTIS
38	Cleaning and maintenance of paved roads	Meriting Ext. 4 & 5	DR&T
38	Removal of large rocks that are harboring snakes	Meriting Ext. 4 & 5	DCD/DPHS/DTIS
38	Allocation of title deeds	Meriting Ext. 4 & 5	DPHS
38	Pruning of trees and grass cutting	Meriting Ext. 4 & 5	DCD & DTIS
38	Cleaning of open spaces and dumping sites	Entire ward	DCD
38	Installation of mobile arial networks	Entire Ward	LED
38	Skills development and revival of community projects	Entire ward	Special Projects

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
39	Request Electricity and Water at Tsunami Section	Tsunami Section	DTIS
39	Roads and Storm-water Drainage	Tsunami Section	DR&T
39	Flushing stand-alone toilets	Tsunami Section	DTIS
39	Skills development and revival of community projects	Ramochana	Special Projects
39	Inconsistent and Incorrect bills	Ramochana	BTO
39	Late billing without prior notice, created fraudulent electrification, we request restart of billing	Ramochana	BTO
39	On water: wrong billing - we request clearing of bill and fresh start	Ramochana	BTO
39	Maintenance of Sports Facilities	Ramochana	DCD
39	Access to recreational facilities	Ramochana	DCD
39	Community Hall	Ramochana	DCD
39	Debushing and litter removal	Ramochana	DCD
39	Library	Ramochana	DCD
39	Learnerships from municipalities mines & other stakeholders	Ramochana	DCSS
39	Maintenance of Schools	Ramochana	DCD
39	School fees required at government schools	Ramochana	Special Projects
39	Water flooding in school intervene. Proper stormwater drainage system	Ramochana	DR&T
39	Clinic request or mobile clinic	Ramochana	DCD
39	Community leadership (Committees) must stop selling stands	Ramochana	DPHS/DPS
39	Request for the Title Dees	Ramochana	DPHS
39	Bits and pieces of road ending nowhere	Ramochana	DR&T
39	Provision of drinking Water	Ramochana	DTIS
39	Electrical boxes (Danger Boxes) exposed and are a hazard to the community	Ramochana	DTIS
39	Illegal connections cause challenges	Ramochana	DTIS/DPS
39	Aeroplane section - request for electrical connections, and councilors visibility, (no water/electricity & roads)	Ramochana	DTIS
39	Monitoring of entertainment establishments on opening and	Ramochana	DPS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
	admission of minors		
39	No loud hailing - short notice for meetings - daytime not preferred	Ramochana	OFFICE OF THE SPEAKER
39	Councilor is supposed to be partial & logical; serve everyone equally	Ramochana	OFFICE OF THE SPEAKER
39	Ward Committees illegally issuing stands	Ramochana	OFFICE OF THE SPEAKER
39	No visibility of political leadership	Ramochana	OFFICE OF THE SPEAKER
39	RDP Houses	Entire Ward	DPHS
39	Provision of church stands	Entire ward	DPHS
39	High Mast Lights	Entire ward	DTIS
39	Provision of business stands	Entire ward	DPHS
39	Replacement of old infrastructure - AC pipes/ sewer and water	Boitekong Ext. 2, 3, 23, Million Dollar	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
40	Connection to sewer lines - existing RDP houses	Boitekong Ext. 8	DTIS
40	Construction of RDP houses on stands that were not catered for	Boitekong Ext 2, 8, 23	DPHS
40	Secondary School	Boitekong Ext 8, Abudabi, new stands, plot 14 and portion 50 and Million Dollar	DCD
40	Mobile Clinic	Entire Ward	DCD
40	Community Library	Entire Ward	DCD
40	Formalisation of informal settlements	Plot 14, Abudabi, Damoyi, Portion 50	DPHS
40	Water at informal settlements	Plot 14, Abudabi, Damoyi, Portion 51, Yizo-yizo Ext 8	DTIS
40	Electricity at informal settlements	Plot 14, Abudabi, Damoyi, Portion 52, Yizo-yizo Ext 8	DTIS
40	Upgrading of sewer pipes	Boitekong Ext 8 (Yizo-yizo Squatter Camp	DTIS
40	High mast lights	Boitekong Ext 8 (Yizo-yizo Squatter Camp	DTIS
40	Paving of all internal roads including walkways	Entire ward	DR&T
40	Provision of proper sanitation service to 450 house holds	Boitekong Ext 2	DTIS
40	High mast lights	Boitekong Ext 8	DTIS
40	Sports Fields	All informal settlements within the ward	DCD
40	Creation of Job opportunities at the mines	Entire Ward	LED
40	Maintenance of roads	Entire Ward	DR&T
40	Construction of roads	Boitekong Ext 3 and Million Dollar	DR&T
40	Installation of Sewer Pumpstation	Boitekong Ext 8	DTIS
40	Maintenance of Street Lights	Boitekong Ext 3 and Million Dollar	DTIS
40	Youth Centre	Entire Ward	SPECIAL PROJECTS
40	Sports field	Seraleng & part of Meriting	DCD

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
41	Sports and recreation facilities	Seraleng & part of Meriting Ext. 2	DCD
41	Community Library	Seraleng & part of Meriting Ext. 2 & Seraleng RDP	DCD
41	Rebuilding of Swimming pools	Meriting Ext. 2	DCD
41	Community Hall	Seraleng RDP	DCD
41	Scholar subsidized transport	Seraleng RDP	Special Projects
41	RDP houses	Seraleng & part of Meriting	DPHS
41	Development of Shopping center	Seraleng & part of Meriting	LED
41	Allocation of title deeds	Seraleng & part of Meriting	DPHS
41	Access to House services stands???	Seraleng RDP	DPHS
41	Storm water drainage system	Entire ward	DR&T
41	High mast lights	Seraleng & part of Meriting	DTIS
41	Prepaid water meters	Seraleng & part of Meriting	DTIS
41	Upgrading and maintenance of internal Roads	Entire ward	DR&T
41	Multipurpose Community center	Seraleng	DCD
41	Satellite Police station	Seraleng & part of Meriting	DPS
41	Pedestrian walk Bridge	Between Seraleng and Sondela; between Meriting and Meriti High School	DR&T

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
42	Provision of Clinic	Waterfall East	DCD
42	Children's Creche	Waterfall East	Special Projects
42	Internet Café	Waterfall East	DCD
42	Luminate and fix lamp poles	Entire Ward	DTIS
42	Stormwater Drainage	Entire ward	DR&T
42	Street Names	Waterfall East	DR&T
42	Stop signs and street to be erected	Entire Ward	DR&T
42	Potholes to be fixed (severe)	Entire Ward	DR&T
42	Traffic signs be erected and fixed	Waterfall East	DR&T
42	High mast lights to be fixed on R104 and R24	Waterfall East	DTIS
42	Speed humps to be erected	Line road, Korokoro, 4th Avenue and Short Street	DR&T
42	Debushing of areas to prevent crime activities	Entire Ward	DCD
42	Overhead cables to be replaced by underground	Waterfall East	DTIS
42	Open space to be made available as recreational club	Waterfall East	DCD
42	Investigate the legality of Plot 35 and 29, if legal provide infrastructure, e.g. water, electricity, sanitation	Waterfall East	DPHS/DTIS
42	Remove illegal connections (electricity and water)	Waterfall East	DTIS
42	Road markings to be redone	Entire Ward	DR&T

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
43	Construction and maintenance of sports field	Zinniaville	DCD
43	Barricading and de-bushing of the area around the river at our near hollyhock street	Zinniaville	DCD
43	Clean-up campaigns	Zinniaville	DCD
43	Refurbishing of community park	Karlienpark & Zinniaville	DCD
43	Access to subsidized housing / serviced stands	Karlienpark	DPHS
43	Servicing and maintenance of storm water drainage-water meters – sewer network	Zinniaville	DR&T
43	Unblocking of storm water drainage system	Karlienpark & Zinniaville	DR&T
43	Refurbishment of old electric wiring	Karlienpark & Zinniaville	DTIS
43	Upgrading of sewerage network	Karlienpark & Zinniaville	DTIS
43	Refurbishment / replacement of old electric wiring	Zinniaville	DTIS
43	Closing / locking of electric substations	Zinniaville & Karlienpark	DTIS
43	Infrastructure Servicing and maintenance	Zinniaville & Karlienpark	DTIS
43	Falling of trees disturbing efficient electric supply	Karlienpark & Zinniaville	DTIS/DCD
43	Resurfacing of roads	Karlienpark & Zinniaville	DR&T
43	Stimulation of local business – a business park	Entire Municipality	LED
43	Title Deeds of housing	Karlienpark	DPHS
43	Sidewalk pavements for pedestrians	Gousblom, Phlox, Canna, Sackville, Collins & Violet Streets	DR&T
43	Street light maintenance	Karlienpark	DTIS
43	Informal settlements to be relocated to suitable land for human settlements	Karlienpark	DPHS
43	Building of Community Hall	Karlienpark	DCD
43	Water meter upgrades	Karlienpark	DTIS
43	Water pipe upgrade	Karlienpark	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
43	Molen Street upgrade from industrial area to Bosch Street bridge	Zinniaville	LED
43	Walkways for pedestrians for Violet Street, Karlien Street, Sonneblom Street, Hollis	Zinniaville	DR&T
43	Revamping of the Zinniaville sports ground	Zinniaville	DCD
43	Revamping of the Zinniaville community park	Zinniaville	DCD
43	Street light maintenance	Zinniaville	DTIS
43	Refurbishment of the bus rank	Zinniaville	DR&T
43	Tar and paving of roads	Seraleng; Boschfontein	DR&T
43	Street light installation per street	Seraleng; Boschfontein	DTIS
43	Building of a community hall	Seraleng; Boschfontein	DCD
43	Upgrade of water infrastructure network	Seraleng; Boschfontein	DTIS
43	Installation of water meters	Seraleng; Boschfontein	DTIS
43	Building of business complex identify land for development	Seraleng; Boschfontein	LED
43	Upgrading of sewer network	Seraleng; Boschfontein	DTIS
43	Servicing of stands for human settlement	Seraleng; Boschfontein	DPHS
43	Installation of streetlights and upgrade to electrical infrastructure	Nkandla Section in Seraleng	DTIS
43	Installation of storm water and sewer network	Nkandla Section in Seraleng	DR&T
43	Identify land for building of secondary school	Nkandla Section in Seraleng	DPHS
43	Building of community sports field	Nkandla Section in Seraleng	DCD
43	Building of community park	Nkandla Section in Seraleng	DCD
43	Upgrade of water infrastructure and installation of prepaid meters	Nkandla Section in Seraleng	DTIS
43	Building of road coming from Zinniaville industrial area to Jabula shaft with special walkway for pedestrians with streetlights	Nkandla Section in Seraleng	DR&T

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
44	Waste removal	Ikageng, Lekgalong	DCD
44	Proclamation/ Formalization of Ikageng	Ikageng	DPHS
44	RDP Houses	Ikageng; Lekgalong	DPHS
44	Paving of roads	Ikageng, Lesung	DR&T
44	Toilets	Ikageng	DTIS
44	Maintenance of high mast lights	Ikageng	DTIS
44	Schools	Ikageng	DCD
44	Clinic	Ikageng, Lekgalong	DCD
44	Food parcels	Ikageng	Special projects
44	Cemetery	Lekgalong	DCD
44	Roads	Lekgalong	DR&T
44	Streetlights	Lekgalong	DTIS
44	Water tanks	Lekgalong	DTIS
44	Water taps	Lekgalong	DTIS
44	Electricity supply	Lekgalong	DTIS
44	Transformer	Lekgalong	DTIS
44	Grass cutting and pruning of trees along the roads	Lesung	DCD
44	Sports grounds	Lesung	DCD
44	Speed humps: Lesung crossroad	Lesung	DR&T
44	Sewer pipelines	Lesung	DTIS
44	Maintenance of High mast lights	Lesung	DTIS
44	Community Hall	Mosenthal	DCD
44	Cutting of trees	Mosenthal	DCD
44	Library/ Information center	Mosenthal	DCD
44	RDP Houses	Mosenthal	DPHS
44	Shopping complex	Mosenthal	LED
44	Speed Humps	Mosenthal	DR&T
44	Reservoir	Mosenthal	DTIS
44	Maintenance of electrical cables and poles	Mosenthal	DTIS
44	High mast lights	Mosenthal	DTIS
44	Scholar transport	Mosenthal	Special Projects
44	Food parcels	Mosenthal	Special Projects

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
44	Community Hall	Serutube	DCD
44	Sports and recreational facilities	Serutube	DCD
44	Toilets at the cemetery	Serutube	DCD
44	Lekgotla offices	Serutube	IGR
44	Utilization of existing Serutube Primary School	Serutube	DCD
44	RDP Houses	Serutube	DPHS
44	Maintenance and upgrading of internal roads	Serutube	DR&T
44	Communal JoJo tanks	Serutube	DTIS
44	High mast lights	Serutube	DTIS

#	ISSUE/NEED	AREA	RESPONSIBLE DIRECTORATE
45	Early learning center	Photsaneng	Special Projects
45	Paving of the parking at the cemetery	Photsaneng	DCD
45	Clinic to be extended	Photsaneng /Thekwane	DCD
45	Land allocation for RDP Houses	Photsaneng	DPHS
45	Land acquisition for satellite tertiary institution	Photsaneng/Thekwane	DPHS/OEM - IGR
45	Land allocation site for soap factory	Photsaneng /Thekwane	DPHS/LED
45	Lack of a Police station cause of High rate of crime	Photsaneng	DPS
45	Disability center	Photsaneng	Special Projects
45	Sports Facilities	Photsaneng /Thekwane	DCD
45	Early learning center	Thekwane	Special Projects
45	Cemetery Paving of the parking	Thekwane	DCD
45	Land allocation for RDP Houses	Thekwane	DPHS
45	Paved roads inside and outside Photsaneng	Thekwane	DR&T
45	Police station cause of High rate of crime	Thekwane	DPS
45	Painting of speed humps	Photsaneng & Thekwane	DR&T
45	Patching of inner roads	Photsaneng & Thekwane	DR&T
45	RDP Houses	Photsaneng & Thekwane	DPHS
45	Police station/ Satellite Police Station to deal with high crime rate (House breaking, Theft) crime	Thekwane/ Entire Ward	DPS
45	Installation of Gym apparatus both at Tennis Court and at RCC Office to be utilized by BOTH	Ward	DCD
45	Road signs, maintenance of roads, construction of side walks	Entire Ward	DR&T
45	Allocation of title deeds	Karee Mine	DPHS
45	Gravel roads need upgrading	Entire Ward	DR&T
45	High Mast Lights	New Freedom Park	DTIS
45	Disability center	Entire RLM	Special Projects
45	High unemployment rate (Job opportunities)	Entire ward	All

GENERAL MUNICIPAL WIDE NEEDS		
#	ISSUE/NED	RESPONSIBLE DIRECTORATE
01.	Manufacturing/Industrialization Engage with Mining Houses to create a platform for discussion with current suppliers of all commodities to enhance a 50% production in Rustenburg. Land can be sourced through long term lease with Bafokeng Administration and other private landowners, thus curb the current unemployment and beyond Mining	LED
02.	Agriculture Local Farmer support to enhance food security	LED
03.	Partnership with all local accredited training providers registered with SETA and MQA for youth skills development	DCSS
04.	Training and development in line with 4 th Industrial Revolution (4IR) to enable access to job opportunities Locally, Nationally and Internationally.	DCSS
05.	Township Economy Sustainable Local Empowerment Program for local retail business, a model adopted by Ekurhuleni tested and proven to be successful	LED
06.	Rates and Taxes A presentation on rates collected for each ward be used for the upkeep if those ward i.e. a % of money collected from residents in ward 14 be pushed back into the community of ward 14	BTO
07.	Electricity If no budget for replacement of electricity infrastructure, more funds than of the previous years should be availed for maintenance. Maintenance of powerlines and substations should be made a priority. Electricity for maintenance and repairs be developed. This is informed by the following: - Consistent power outages which leave resident without electricity for days, - Losses to households and businesses within the wards;	DTIS
08.	Water and Sanitation - Frequent pipi bursts, water leakages and loss of water supply due to poor maintenance - Existing isolation valves be relocated. Additional valves need be installed to aid with burst pipe repairs - Sanitation and sewer maintenance plan be designed to address frequent overflow of sewer in the ward This is a health hazard and may be a threat to the municipality for being held liable for residents' health related claims.	DTIS
09.	Roads and Transport - Stormwater drainages are frequently blocked and must be included in the maintenance plan - All roads in and around Rustenburg need urgent repairs due to poor maintenance. To include R24 and R104 - The municipality may be held liable for deaths, injuries and or damage to vehicles due to poor roads maintenance. Deteriorating roads cause damage to vehicles and pose safety risk to road users - Sidewalks in the CBD are in a terrible state. They need rehabilitation after pipe burst repairs and other maintenance.	DR&T
10.	Cemeteries - The community complain that it is not safe to visit the gravesite in ward 14 due	DCD

	to lack of maintenance and upkeep. The graveyard has become the crime scene an at the same time it is perceived that the municipality does not respect those laid to rest in the cemetery	
11.	Illegal connections - An action plan is needed to stop water and electricity illegal connections in all wards - A report on water and electricity losses, decrease on illegal connection need be submitted to council monthly,	DTIS
12.	Accounts - Monthly report on arrears per ward to serve before council - The report to include an action plan on recovery of outstanding debts	BTO
13.	Municipal Flats (Kremetart Ave Ward 16 and Kerk str Ward 18) - Major maintenance and repairs need to be performed - Replacement of outdated stoves which are not energy efficient and costly to repair - All baths be replaced with showers since bathtubs are not safe for the elderly people	DPHS
14.	Service delivery and customer care - There is an urgent need to improve communication between council members and employees - Resolving complaints is a time-consuming process e.g. resolving a resident's account	BTO