RUSTENBURG LOCAL MUNICIPALITY

FINAL IDP REVIEW

FINANCIAL YEAR 2023/24

APPROVED PER ITEM 116 OF 31 MAY 2023

Rustenburg
Local Municipality

A world class city where all communities enjoy a high quality of life

INTERGRATED DEVELOPMENTAL PLANNING

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ACRONYMS

Acronym	Detail
IDP	Integrated Development Plan
CCTV	Closed Circuit Television
DLG&HS	Department of Local Governance and Human settlements
GDP	Gross Domestic Product
CPI	Consumer Price Index
DPME	Department: Monitoring and Evaluation
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
EEP	Employment Equity Plan
EIA	Environmental Impact Assessment
GIS	Geographic information system
HH	Households
HIV/AIDS	Human Immunodeficiency Virus Infection/Acquired Immunodeficiency Syndrome
HRD	Human Resource Development
ICT	Information and Communication Technology
IT	Information Technology
WAN	Wireless Area Network
LAN	Local Area Network
IRPTN	Integrated Rapid Public Transport Network
RRT	Rustenburg Rapid Transport
KPI	Key performance Indicator
LED	Local Economic Development
MFMA	Local Government: Municipal Finance Management Act 56 of 2003
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPRA	Local Government: Municipal Property Rates Act 6 of 2004
MSA	Local Government: Municipal Systems Act 32 of 2000
MTREF	Medium- term Revenue and Expenditure Framework
NDP	National Development Plan
NGO	Non-government Organisation
PIP	Performance Improvement Plan
PMS	Performance Management System
PMU	Project Management Unit

PR	Proportional Representation
SEDA	Small Enterprise Development Agency
SETA	Sectoral Education Training Authority
SMMEs:	Small, Micro and Medium Enterprises
SEO	Search Engine Optimization
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SLA	Service Level Agreement
SHI	Social Housing Institutions
WSP	Workplace Skills Plan

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 Kgomotso Shiela Mabale-Huma

Executive Mayor

MUNICIPAL MANAGER'S OVERVIEW

The 2023/2024 Integrated Development Plan (IDP) Review is the 1st review of the 2022/2027 5year IDP of the Rustenburg Local Municipality which comes at a time where the administrative machinery of Local government needs to be seriously refocused. While refocusing may mean different things 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
- Diversification and Development of Local Economy & 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 an environmentally friendly 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 monitoring mechanisms in relation 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 2021/2022 audited financial statements. Total Revenue increased by R1, 1 billion (30 June 2022) or 21% when compared to 2020/2021 financial year. The municipality obtained a Qualified Audit opinion. The Rustenburg Water Services Trust received one qualification point which is on assets, this will improve in the 2022/23 financial year. 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. We envisage to see a viable Rustenburg beyond mining hence the need to diversify the economy. Goals are set to be achieved. Impactful change is possible with the Rustenburg Local Municipality when all hands are on deck.

R.J. MOSIANE

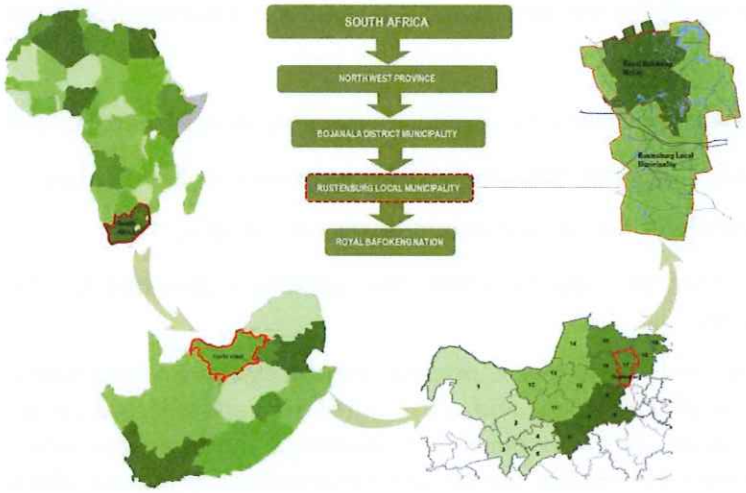
ACTING MUNICIPAL MANAGER

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**

1.1 LEGAL BACKGROUND

The objectives of Local Government are based on a co-operative government framework that encourages participation of all Municipal Councils as well as the Provincial and National spheres of Government in public policy setting, development planning and the delivery of services.

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

- The provision of democratic and accountable government without favor of prejudice;
- Encouraging the involvement of the local community;
- Providing all members of the local community with equitable access to the municipal services that they are entitled to;
- Planning at the local and regional levels for the development and future requirements of the area;
- Monitoring the performance of the Municipality by carefully evaluating Budget Reports and Annual Performance Reports to avoid financial difficulties, and if necessary, to identify causes and remedial measures for the identified Financial and Administrative challenges;
- Providing services, facilities and financial capacity within the guidelines provided by the Constitution and Legislative Authority.

Against this backdrop, Integrated Development Planning is a process through which a Municipality, various national, provincial and parastatal service providers, and private interested and affected parties come together to identify development needs, and to outline clear objectives and strategies which serve to guide the allocation and management of financial, human and infrastructure resources within the Municipality's jurisdictional area.

From this planning process emanates the Municipal Integrated Development Plan (IDP), with its main objective being the improvement of coordination and integration of planning, budgeting and development within the Municipal area. As a five (5) year budgeting, decision-making, strategic planning and development tool, the IDP is used by the Municipality to fulfil its role of *'developmental local governance'*. Central to this are the overarching objectives and strategies encapsulated in the plan, which guide the Municipality in the realm of:

- Municipal Budgeting;
- Institutional Restructuring in order to realise the strategic intent of the plan;
- Integrating various sectors in the form of Infrastructure, Land Use, Economic, Social and Ecological dimensions; and
- Performance Management.

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan as referred to above, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- The IDP be implemented;
- The Municipality monitors the implementation of the IDP;
- The Municipality evaluates its performance with regard to the implementation of the IDP; and
- The IDP be reviewed annually to effect improvements where necessary.

Section 34 of the Act deals with the Review and Amendment of the IDP and states that:

"The Municipal Council:

a) Must review its Integrated Development Plan
   i) annually in accordance with an assessment of its performance measures in terms of Section 41 and;
   ii) to the extent that changing circumstances so demand and;
b) May amend its Integrated Development Plan in accordance with the prescribed process".

The annual review process thus relates to the assessment of the Municipality's performance against organisational objectives as well as implementation delivery, and also takes into cognisance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated in Chapter 4 of the MSA (2000). The IDP process described above represents a continuous cycle of planning, implementation, monitoring and review. Implementation commences after the Municipal Council adopts the Final IDP and Budget for the subsequent financial year and implementation feeds into the Performance Management System of the municipality. Public Participation remains pivotal throughout the process of the IDP.

In line with the above directives this document represents the Draft Revised Integrated Development Plan as prepared by the Rustenburg Local Municipality (RLM) as part of its 2023/24 IDP Review process. It is submitted and prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (MSA Act 32 of 2000).

FREE BASIC SERVICES

The free basic services and indigent support were provided by the Rustenburg Local Municipality in the following manner:

Water	• Free basic water of 6kl per household per month; • Additional free basic water of 3kl per indigent household per month; • Water leak fixing for indigent households; • Free stand pipe water for informal settlements
Sewerage	• Free basic sewer of 6kl per household per month; • Additional free basic sewer of 3kl per indigent household per month
Electricity	• Free basic electricity of 100kWh per month for all Tariff A users; • Free basic electricity to Eskom supply areas. This amount is based on the FBE rate as per the NERSA Guidelines and is further based on number of registered indigents in the areas where Eskom supplies electricity to residents of Rustenburg Local Municipality;
Refuse removal	• Free weekly refuse collection for indigent households; • Free refuse removal service to informal settlements
Property rates	• First R150 000 assessment rates rebate to residential properties; • Hundred per cent (100%) assessment rates rebate to indigent households; • Additional assessment rates rebates to pensioners
Other Indigent support	• The Indent Support Policy has assisted several community members living in poverty and squalor to be buried in dignity with almost no charge.

1.2 IDP REVIEW PROCESS

EXECUTIVE SUMMARY

The Draft 2023/24 Integrated Development Plan (IDP) Review in compliance with Section 29(1)(b) and 16(1)(a)(i) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000). Section 26 of the Municipal Systems Act 32 of 2000 states that the Municipal IDP must reflect the under-mentioned components:

a) the Municipal Council's Vision for long-term development with special emphasis on the municipality's most critical developments and internal transformation needs;
b) An assessment of existing land for development in the Municipality, which must include an identification of communities which do not have access to basic services;
c) the Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
d) the Council's developmental 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 a land use management system for the municipality;
f) the Council's operational strategies;
g) applicable disaster management plans;
h) a financial plan, which must include a budget projection for at least the next three years; and
i) the key performance indicators and performance targets determined in terms of Section 41 of the Municipal Systems Act of 2000.

The structure of the Draft 2023/24 IDP Review is in line with the legislative provisions. The IDP highlights the Municipality's Vision, Priorities and Strategies, including key performance indicators and Performance Targets and Sector Plans as espoused therein.

This Section contains the Introduction & Legislative Framework which establishes the basis of the IDP emanating from the Constitution of the Republic of South Africa, the White paper on Local Government, Local Government: Municipal System Act No. 32 of 2000 and various other pieces of legislation. The Long-term Municipal Developmental Vision Statement is clearly outlined in this chapter which is still remains to be the attainment of ***"A Smart and Environmentally friendly City where all communities enjoy a high quality of life and diversity"***. Section 1 further outlines the processes followed during the IDP review. The Time Schedule was duly approved by Council within 60 days after the start of the financial year being August 2022.

The section further looks at both the National and Provincial Policy context to ensure that the IDP aligns with the National (National Development Plan) as well as the Provincial agenda (North West Province Development Plan).

The IDP as detailed in this section sets out the Municipal Strategic agenda which includes the Vision, Mission, Municipal Values, Strategic Priorities/Thrusts as well as the Municipal Goals.

1.3 MUNICIPAL STRATEGIC AGENDA

In line with the national and provincial Vision directives noted above, the Rustenburg Local Municipality Strategic Agenda which includes a Vision, Mission, Municipal Values, Strategic Priorities/ Thrusts and Municipal Goals are reflected in **Diagram 1** below:

Diagram 1: RLM Strategic Agenda

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)

1. Ensure a sustainable municipal financial viability and management
2. Efficient Provision of quality Basic Services and Infrastructure within a well-planned Spatial Structure
3. Drive a diversified economic growth, vibrant rural development and job creation
4. Maintain, a green, safe, healthy Environment and social cohesion.
5. Uphold good governance and public participation principles
6. Drive optimal municipal institutional development, transformation and capacity building

Municipal Goals

- Goal 1: An accessible and Connected City
- Goal 2: An Active Healthy City
- Goal 3: A well designed, habitable, clean, and green city
- Goal 4: Friendly Safer City
- Goal 5: A new Post Mining World City
- Goal 6: A Smart Prosperous
- Goal 7: A vibrant, Creative and Innovative City
- Goal 8: An Efficient, Effective and Well Governed City
- Goal 9: Sustainable Livelihoods and Resilient Infrastructure
- Goal 10: City of sustainable and efficient Resource

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

The document is duly aligned to the following national and provincial plans and programme: National Development Plan, Medium Term Strategic Framework, North West Development Plan, Back to Basics and National Outcomes.

1.4 NATIONAL AND PROVINCIAL POLICY CONTEXT

Development in South Africa is broadly guided and directed by a wide range of legislation. Some legislation is sector specific e.g. housing, transport and environment, while others are more generic in nature, focusing on planning processes, alignment of planning processes and proposals, and the legal requirements pertaining to sector plans to be compiled.

The following section briefly deals with each of these, and highlights the most salient aspects emanating from the aforementioned policies/ plans.

1.4.1 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA 108 OF 1996

The Constitution of South Africa, contained in Act 108 of 1996, is the supreme law of South Africa. Amongst other things, it prescribes different functions to different tiers of government to ensure the equitable and functional distribution of roles, responsibilities and duties. Accordingly, it has assigned specific functional areas to national, provincial and local government.

In terms of the Constitution, the Rustenburg Local Municipality is legally obliged to:

- Structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- Participate in national and provincial development programmes.

1.4.2 National Development Plan

The National Development Plan envisages an economy that serves the needs of all South Africans – rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. The Vision is that by 2030 the economy should be close to full employment, equip people with the skills they need; ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets); and be able to grow rapidly while providing the resources to pay for investment in human and physical capital.

Subsequently, the National Development Plan proposes to create 11 million jobs by 2030 by:

- Realising an environment for sustainable employment and inclusive economic growth;
- Promoting employment in labour-absorbing industries;
- Raising exports and competitiveness;
- Strengthening government's capacity to give leadership to economic development;
- Mobilising all sectors of society around a national vision.

Proposals to increase employment and growth include the following:

- Raise exports, focusing on those areas where South Africa already has the endowments and comparative advantage, such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, tourism and business services;
- Increase the size and effectiveness of the innovation system, and ensure closer alignment with companies that operate in sectors consistent with the growth strategy;
- Improve the functioning of the labour market to help the economy absorb more labour, through reforms and specific proposals concerning dispute resolution and discipline;
- Support small businesses through better coordination of activities in small business agencies, development finance institutions, and public and private incubators;
- Improve the skills base through better education and vocational training;
- Increase investment in social and economic infrastructure to lower costs, raise productivity and bring more people into the mainstream of the economy;
- Reduce the regulatory burden in sectors where the private sector is the main investor, such as broadband internet connectivity, to achieve greater capacity and lower prices;
- Improve the capacity to the state to effectively implement economic policy;
- The upgrading of informal settlements;
- Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by station and facilities upgrades to enhance links with road-based services;
- Producing about 20 000 MW of renewable electricity by 2030, importing electricity from the region, decommissioning 11 000 MW of aging coal-fired power stations, and accelerated investments in demand-side savings, including technologies such as solar water heating;
- To create a million jobs through agricultural development based on effective land production;
- Ensuring food security and the empowerment of farm workers, and promote industries such as agro-processing, tourism, fisheries and small enterprises in rural areas where potential exists.

1.4.3 Medium Term Strategic Framework 2019-2024

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2019-2024 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved and focuses on the following priorities:

- A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE;
- ECONOMIC TRANSFORMATION AND JOB CREATION;
- EDUCATION, SKILLS AND HEALTH;
- CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES;
- SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT;
- SOCIAL COHESION AND SAFE COMMUNITIES; AND
- A BETTER AFRICA AND WORLD.

1.4.4 North West Province Development Plan

The North-West Provincial Development Plan (PDP) is predominantly based on the National Development Plan (NDP) and attempts to align with the vision, objectives and priorities of a united South Africa by 2030.

1.5 People-driven IDP and Budget Processes

The IDP and budget process of the municipality is informed by needs as sourced from wards. 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 and analysed were raised.

DIRECTORATE	TYPE OF SERVICE	CAPITAL (TOTAL NUMBER OF WARDS)	ORDER OF RANKING	OPERATIONAL (TOTAL NUMBER OF WARDS	ORDER OF RANKING
TECHNICAL AND INFRASTRUCTURE	Electricity	32	1	7	8
	Sanitation	16	4	12	4
	Water	13	5	7	8
ROADS AND TRANSPORT	Roads	21	3	30	2
	Stormwater Drainage	10	7	9	6
	Sidewalks	6	10	4	11
COMMUNITY DEVELOPMENT	Parks And Open Spaces	8	9	7	8
	Cemetories	4	11	7	8
	Community Halls	11	6	23	3
	Waste	4	11	6	9
	Environment			11	5
PLANNING AND HUMAN SETTLEMENT	Housing	25	2	5	10
	Buildings And Vacant Stands	5	10	4	11
	Informal Settlemets Formalization			8	7
PUBLIC SAFETY	Disaster And Fire	1	13	2	13

DIRECTORATE	TYPE OF SERVICE	CAPITAL (TOTAL NUMBER OF WARDS)	ORDER OF RANKING	OPERATIONAL (TOTAL NUMBER OF WARDS	ORDER OF RANKING
	Community Safety			3	12
	Licensing And Testing			45	1
LOCAL ECONOMIC DEVELOPMENT	Hawkers'stalls	2	12		
	SMME Development	5	10		
	Job Creation	10	7		
	Youth Development	4	11		
SPECIAL PROJECTS/PROGRAMMES	Satilite/Police Station	8	9	3	12
	Education/School	9	8	3	12
	Grants Pay Point	2			
	Clinic/ Health Issues	11	6	1	14
	Post Office	2	12		
	Shopping Mall/Complex	1	13		

CHAPTER 2: **MUNICIPAL OVERVIEW AND SITUATIONAL ANALYSIS AND STRATEGIES**

2.1 PROVINCIAL AND REGIONAL CONTEXT

Rustenburg Local Municipality is one of 21 local municipalities in North West Province and forms part of the Bojanala District Municipality. It represents the core part of platinum mining in South Africa, and the N4 Platinum Development Corridor runs from east to west through the municipal area.

The RLM accommodates about 16% of the provincial population, and it is estimated that it will in future experience significant population growth (up to 32.9% of the provincial population growth). At present it also represents about 18% of the provincial housing backlog (± 60 000 units).

As illustrated on **Figure 1**, Rustenburg Town is classified as one of five primary nodes in the provincial SDF, but it also comprises a large number of Villages, Towns and Small Dorpies (second, third and fourth order nodes).

In the context of the Bojanala District (**Figure 2**) it is clear that the bulk of platinum mining activity is located in the RLM area. From here it extends northwards towards Moses Kotane LM (west of the Pilanesberg) and eastwards past Marikana towards Madibeng LM. The platinum mining belt runs parallel to the north of the Magalies Mountain which extends from the Pilanesberg right up to the City of Tshwane to the far east. Also evident is the concentration of informal settlements along the mining belt.

Another prominent feature is the large number of rural villages and small towns located in the northern extents of the District, and more specifically in Moses Kotane, northern parts of Rustenburg, Madibeng and the Moretele municipalities. Most of these areas are under traditional leadership.

The regional road and railway network traversing the district provides good accessibility to the majority of areas in the district and surrounding provinces (Limpopo and Gauteng). Most notable in this regard is the N4 Development Corridor.

2.2 LOCAL SPATIAL FEATURES

2.2.1 Structuring Elements

From **Figure 3** it is evident that four major elements have shaped the historical development of the settlement patterns in the RLM area:

- **Rustenburg town** represents the centre of population concentration, employment opportunities and shopping opportunities. This attracted urban development towards the town.
- The **Magalies Mountain Range** traverses the municipal area south of Rustenburg Town and inhibited urban expansion in a south westerly direction. Hence, urban expansion was forced in a northern and north-easterly direction.
- The **Provincial Roads** that cross the Rustenburg Municipal Area have had a profound impact on the shape of urban development within the municipal area. Two provincial roads traversing the

municipal area can be distinguished as having the largest impact on urban development in the region. These roads are the Rustenburg/Sun City road (R565) that links Rasimone, Luka and Phokeng to Rustenburg; and the Rustenburg/Thabazimbi road (R510) that links Tlaseng, Kanana and Boitekong to Rustenburg.

- The **Platinum Mines,** running parallel to the north of the Magaliesberg mountain range, have dramatically shaped the settlement pattern in the municipal area. On the one hand, it fragmented urban development by creating physical barriers such as transport facilities, pipelines, infrastructure and surface mining infrastructure between Rustenburg and the settlements located north of the mining belt, (e.g. Boitekong). On the other hand, it also led to the development of isolated towns such as Luka, Kanana, Thekwane and Photsaneng in close proximity to mining activities (job opportunities).

2.2.2 Settlement Patterns

Four broad types of settlements can be distinguished in the RLM:

- **Formal Urban Settlements** have a formal (proclaimed) layout plan with registered erven and erf numbers; are serviced with a full range of municipal services; and the households can obtain security of tenure. These include areas such as Rustenburg, Tlhabane, Boitekong, Phatsima, Hartbeesfontein, Kroondal and Marikana.
- **Tribal Settlements** are mainly located on Bafokeng tribal land and the households living in these settlements are considered Bafokeng citizens. Although these households do not own title deeds, they have security of tenure (permission to occupy) through their association with the tribe and are characterised by varying levels of service. Settlements that fall within this category include areas such as Phokeng, Kanana, Luka, Chaneng, Tlaseng, Rankelenyane, Thekwane and Photsaneng.
- **Rural Settlements** are settlements that are similar in nature to the tribal settlements with regard to the residential densities and functions, but they are not located on Bafokeng tribal land.
- **Informal Settlements** have mainly developed along the mining belt and close to mine shafts. These include areas such as Wonderkoppies, Nkaneng, Zakhele, Popo Molefe and Freedom Park. The 24 informal settlements in the RLM area are characterised by a lack of security of tenure and a lack of basic municipal services. Collectively these areas represent at least 24 000 households. The total number of households residing in informal structures (including backyard units and informal units in traditional authority areas) in the RLM municipal area is about 68 800 units.

2.2.3 Open Space and Protected Areas

The natural landscape of Rustenburg is primarily defined by its mountain ranges and water sources which comprises the prominent topographic features in the municipal area (refer to Figure 3). Certain areas within the Rustenburg Municipal Area are protected by environmental legislation including:

- ***Kgaswane Game Reserve***

Located south-west of Rustenburg, this 4000-hectare reserve is located against the northern slopes of the Magaliesberg. A unique feature of this reserve is an extensive valley basin which lies between the ridges of the Magaliesberg. To the west of this basin lies a large plateau. The plateau and the basin form a catchment area that drains into ravines, most of which have water for at least part of the year. The Magaliesberg ridges are characterised by giant quartsite boulders and rocky mountain slopes.

- ***Vaalkop Dam Nature Reserve***

The Vaalkop Dam Nature Reserve lies near Beestekraal, north-east of Rustenburg. An 800ha section of the reserve has been set aside as a bird sanctuary, which is not open to the general public. The reserve hosts over 340 species of birds. In addition, the reserve is stocked with a variety of bushveld game species and the dam is stocked with many fish species. A section of the dam has been set aside for water sports.

- ***Magaliesburg Protected Environment***

Although not a formal proclaimed nature reserve it is protected in terms of a previous Administrators notice, as well as the recently completed Environmental Management Framework for the Magaliesberg Protected Environment.

The recently listed **Magaliesberg Biosphere** stretches from Rustenburg Local Municipality in North West Province up to the City of Tshwane in Gauteng Province. It comprises three functional areas:

a) a legally constituted core area devoted to long term protection, according to the conservation objectives of the Biosphere Reserve, and of sufficient size to meet these objectives;
b) A buffer zone or zones clearly identified and surrounding or contiguous to the core areas, where only activities compatible with the conservation objectives can take place;
c) An outer transition area where sustainable resource management practices are promoted and developed.

The Magaliesberg Biosphere reserve has three core areas viz: Kgaswane Mountain Reserve (North West Province); Cradle of Humankind World Heritage Site (Gauteng Province) and the Magaliesberg Protected Environment, which straddles both Gauteng and North West Provinces.

The Rustenburg Environmental Management Framework defined four Environmental Management Zones in the RLM area:

- **The Conservation Management Zone**

The conversation management zone comprises conservation areas such as open spaces, proclaimed and non-proclaimed protected areas (i.e. heritage sites and tourism areas). These areas are characterised by their biodiversity, ecological, cultural and recreational importance. Conservation areas

in this context refer to areas of high biodiversity and ecological status, which are not necessarily in proclaimed areas.

- **Aquatic Systems Management Zone**

This zone represents all aquatic systems in RLM and they include rivers or watercourses, streams, dams and wetlands. These systems are under severe pressure of pollution and degradation due to unmonitored activities that occur near them, hence these areas need specific strategic management interventions.

- **Agricultural Management Zone**

RLM is mainly characterised by commercial farming that ranges from citrus to vegetable farming. Furthermore, some rural parts of RLM also practice subsistence farming of maize, sunflower and vegetables. Historically, agriculture used to be the main RLM GDP contributor. However, due to trade-offs to other activities such as mining and development, agriculture has turned into a less preferred source of income resulting in loss of high potential agricultural land. The agricultural management zone also includes agricultural holding land that must be saved for current/ future agricultural activities.

- **Built up Management Zone**

Built up areas refer to areas with existing urban activities/ land use development.

2.2.4 Agriculture

The majority of agricultural activities take the form of commercial dry-land farming which is mainly concentrated in the extreme southern parts of the municipality. There are also notable areas of commercial agriculture in the central parts immediately north and south of the N4 between Kroondal and the eastern boundary of the municipality, as well as in the north-western parts along the foothills of the Magaliesberg mountain range in the vicinity of Boschoek. Agricultural activities in the central and north eastern parts of the municipality are very limited.

The occurrence of irrigated agriculture is mainly based in the extreme south eastern parts of the municipality as well as in the areas south and south west of Kroondal. The occurrence of cultivated small holdings is extensive in the central parts of the municipality, especially around the Kroondal node.

From a climatic perspective, the municipal area is marginal for dry land cultivation with the mean annual rainfall in the central and southern parts being between 600mm and 800mm and between 400mm and 600mm in the northern parts. In addition, high evaporation rates, especially in summer, mean that any drought period in the growing season can easily lead to moisture stress for crops.

The main source of income derived from agricultural products in the Rustenburg area is from animals (46.6%), field crops (25.1%) and animal products (23.9%). The income from animal products in the Rustenburg area is the most prominent of all municipalities in North-West Province accounting for 22.2% of total income derived from this source within the province. In the case of animals, horticulture and field crops, the extent of production in the Rustenburg area represents 12.1%, 5.0%, and 4.8% of the provincial total respectively.

2.2.5 Mining

The economic, social and physical characteristics of Rustenburg have been largely determined by the presence of mining activities within the Municipal Area. Mining activities are mainly concentrated along

a geological belt, known as the Bushveld Complex. This part of the Bushveld Complex is one of the most heavily mineralised districts in the world and the platinum mines in this region are the largest producers of platinum in the world. The Merensky Reef and the UG2 chromite layers are renowned for their Platinum Group Metal (PGM) content and together they form the world's largest depository of PGMs.

Apart from chrome and platinum, other minerals mined in the region are tin, lead, marble, granite and slate. Underground mining predominates, although open cast mining also exists. The Platinum-Group Metals (PGM) constitute a family of six chemically similar elements. Their excellent catalytic qualities, resistance to corrosion, chemical inertness and high melting points render them most suitable for a number of specialist applications.

Rustenburg Platinum Mines (RPM), which belongs to the Anglo-American Platinum Corporation Limited (Anglo Platinum), is the largest single producer, and operates three geographically separate sections: Rustenburg, Union and Amandelbult Sections, all on the western limb. The other mines on the western limb are Impala Platinum Holdings Limited's Impala Platinum and Crocodile River (through Barplats Investments Limited) mines; Lonmin Platinum's Eastern Platinum, Western Platinum and Karee mines; Northam Platinum Limited's Northam Mine, and Aquarius Platinum's Kroondal and Marikana mines.

2.2.6 Tourism

The main local tourism attractions the region has to offer, are closely linked to the comparative advantages the area has to offer with regard to its natural assets, the occurrence of many heritage sites relating to iron/stone age, Anglo-boer history and indigenous tribes such as the Tswana and Ndebele, and the variety of minerals and mining activities found in the area.

Most of the tourism and accommodation establishments are located in the immediate Rustenburg area (71%) with the remainder being in the Buffelspoort/ Mooinooi/ Maanhaarand area (16%), at Vaalkop dam (5%), at Boshoek (4%) or near Magaliesburg (4%).

Tourism plays an increasingly important role within the Rustenburg Municipal Area. The typical Bushveld climate and vegetation of the Municipal Area, as well as the unique topography of the Magaliesberg, offer several opportunities for tourism. These include opportunities for eco-tourism, as well as tourism associated with the variety of historical and cultural interests found within the municipal area. Primary tourism areas and facilities located within the municipal area are as follows:

- Rustenburg Town;
- Kgaswane Game Reserve;
- Vaalkop Dam Nature Reserve;
- Kroondal;
- Bafokeng Sport Palace; and
- Buffelspoort Dam.

Despite the above mentioned tourist attractions, the most prominent regional tourist destination are not located within the RLM area itself, but on its borders. The broader region has some of the finest game parks, cultural and archaeological sites and entertainment resorts in South Africa, including:

- Pilanesberg National Park;

- Madikwe Game Reserve;
- Sun City and Lost City Resort; and
- Cradle of Humankind.

2.3 SOCIO-ECONOMIC PROFILE[1]

"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.

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.

2.3.1 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.

It is necessary to mention the fact that the statistical data is not fully updated since the census results 2022 has not been released. There will be areas that still contains the 2020 version that will be updated as soon as new data is secured.

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, 2022 [Numbers and percentages]

With 826 582 people, the Rustenburg Local Municipality housed 1.2% of South Africa's total population in 2022.

Total population - Rustenburg and the rest of Bojanala Platinum, 2022 [Percentage]

MUNICIPALITY	DATA TOTAL POPULATION IN 2022	SUB DISTRICT CONTRIBUTION %
Kgetlengrivier Local	75 097	4%
Madibeng Local	654 423	32%
Moretele Local	184 045	9%

Moses Kotane Local	237 346	12%
Rustenburg Local	870 996	43%
BOJANALA PLATINUM DISTRICT	2 021 906	100%

Source: STATSSA Mid-Year Population Estimates 2023

When compared to other regions, the Rustenburg Local Municipality accounts for a total population of 826 582, or 40.2% of the total population in the Bojanala Platinum District Municipality, which is the most populous region in the Bojanala Platinum District Municipality for 2022. The ranking in terms of the size of Rustenburg compared to the other regions remained the same between 2010 and 2022. 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 2022.

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 982 000 in 2025.

Population by age and gender - Rustenburg Local Municipality, 2023 [Number].

RUSTENBURG 2023 ESTIMATES			
AGE	MALE	FEMALE	TOTAL
00-04	35 515	34 169	69 684
05-09	33 553	31 901	65 454
10-14	34 456	34 220	68 676
15-19	31 364	30 079	61 443
20-24	33 820	28 256	62 076
25-29	43 607	32 450	76 057
30-34	55 604	38 713	94 317
35-39	56 322	36 950	93 273
40-44	50 430	32 410	82 840
45-49	42 520	25 087	67 607
50-54	30 036	18 510	48 546
55-59	19 722	11 702	31 424
60-64	11 238	9 074	20 312
65-69	6 236	6 058	12 294
70-74	3 387	4 045	7 423
75+	3 358	6 201	9 560
Total	491 170	379 826	870 996

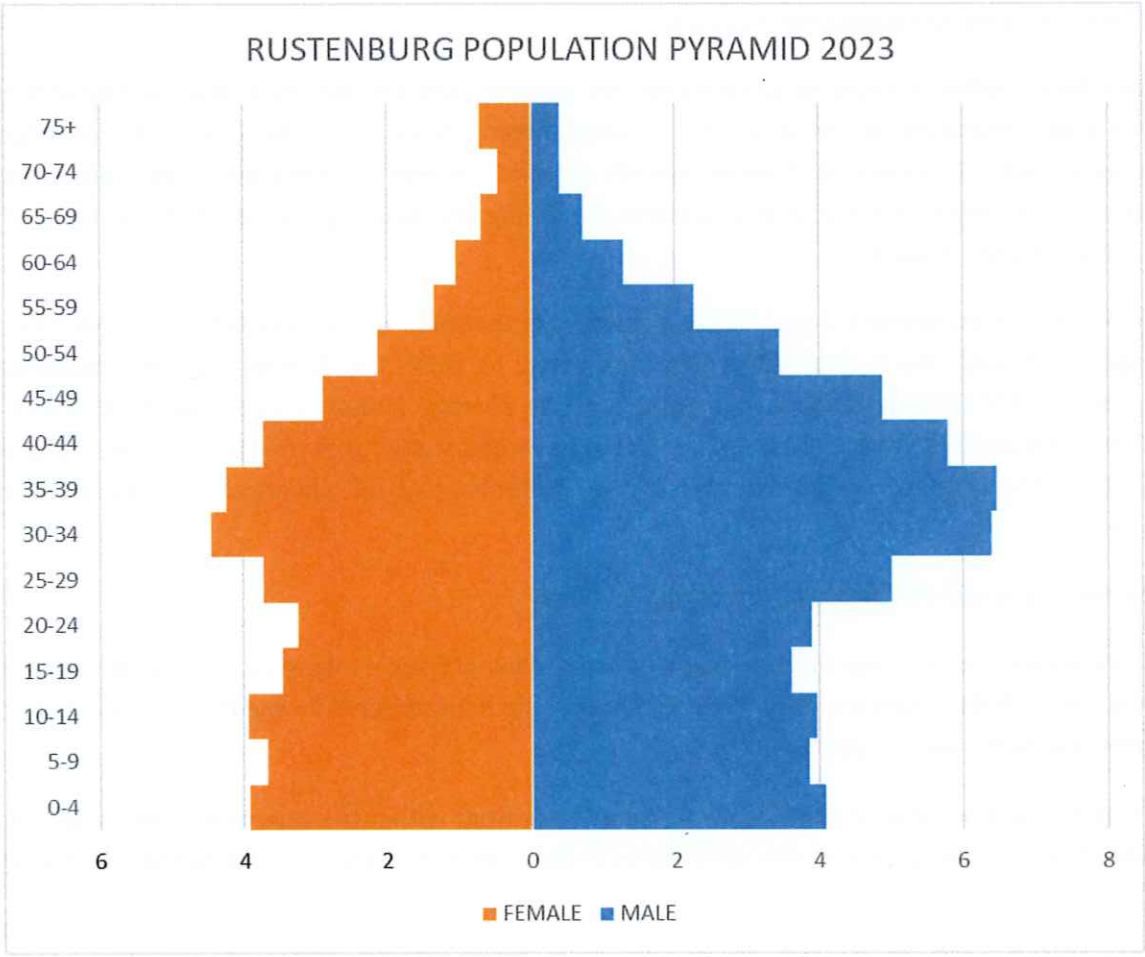
Source: STATSSA Mid-Year Population Estimates 2023

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, 2023 [Percentage]



Source: STATSSA Mid-Year Population Estimates 2023

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%).

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.

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%.

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.

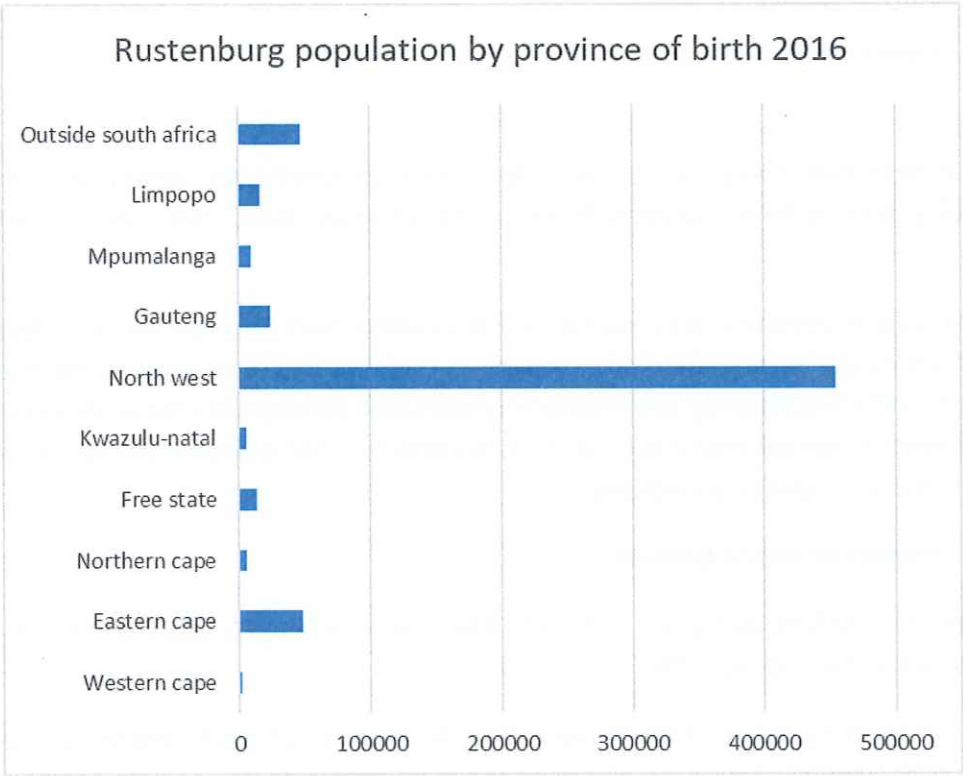
If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2020, the Rustenburg Local Municipality comprised of 239 000 households. This equates to an average annual growth rate of 3.12% in the number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

Migration in and out of Rustenburg Local Municipality

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

The diagram below shows that most of in migration is from within the province while it can not be disputed that all other provinces also contributes to the migration challenge faced by the municipality.

MIGRATION



Health services delivery platform in Rustenburg

The Rustenburg Local Municipality has the following healthcare facilities:

Type of Facility	Total No.
Clinic	**19**
Community Health Centre Tlhabane, Phokeng and Boitekong	**3**
District Hospital	**0**
Tertiary Hospital (Job Shimankana Tabane)	**1**

Additionally, there are:

- 674 Mobile visiting points
- 1 forensic mortuary
- Dental services at all hospitals and CHCs

Burden of diseases

The Rustenburg Local Municipality faces the quadruple epidemic of diseases that the health infrastructure should be responsive to, that is:

- HIV/AIDS – the leading cause of death

- Tuberculosis
- Chronic diseases of lifestyle
- Violence and trauma (High motor vehicle accident rate on the N4)

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]

Year	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%

Year	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
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]

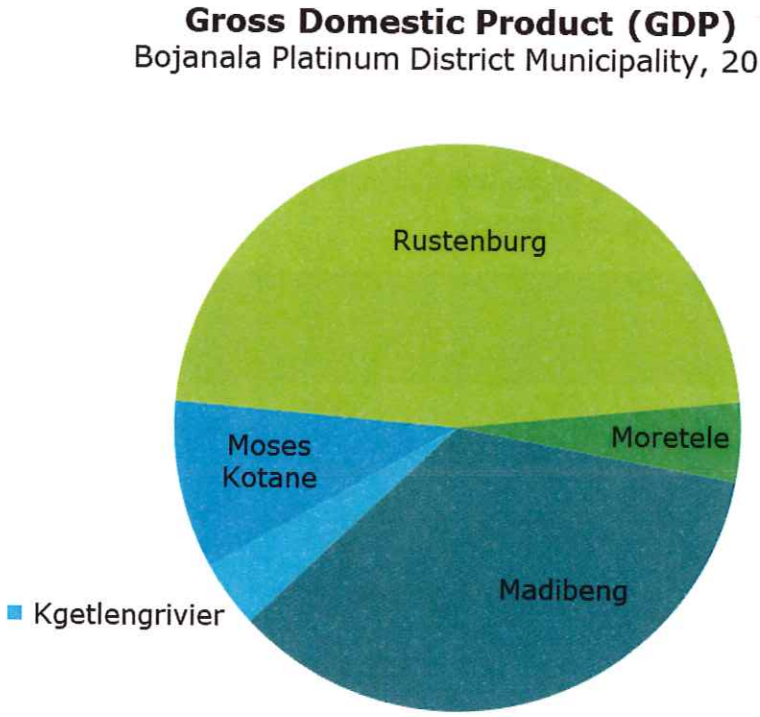
YEAR	Rustenburg	Bojanala Platinum	North-West	National Total
2010	6.1%	7.0%	3.9%	3.0%
2011	0.0%	2.5%	3.0%	3.3%
2012	10.7%	3.5%	-1.2%	2.2%
2013	-0.7%	0.3%	3.0%	2.5%
2014	-3.0%	-5.1%	-3.6%	1.8%
2015	14.1%	8.4%	4.1%	1.2%
2016	-7.0%	-4.9%	-2.9%	0.4%
2017	0.0%	0.7%	1.7%	1.4%
2018	-1.9%	-1.5%	-0.1%	0.8%
2019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

YEAR	Rustenburg	Bojanala Platinum	North-West	National Total
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]



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

MUNICIPALITY	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%

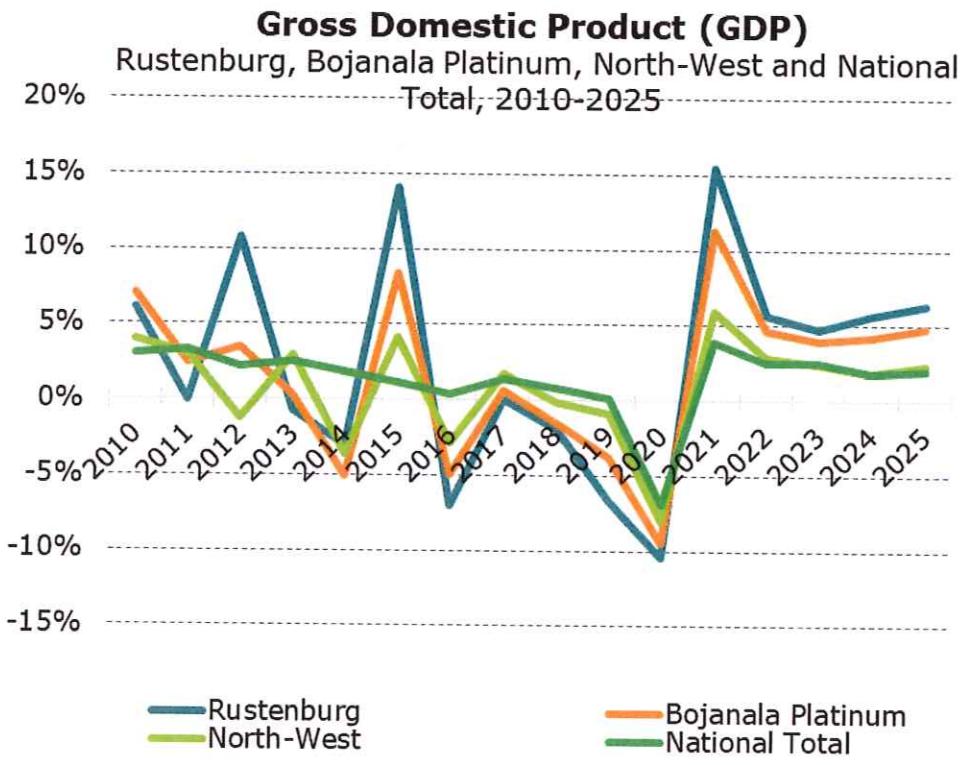
Source: IHS Markit Regional eXplorer version 2112

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]



Source: IHS Markit Regional eXplorer version 2112

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
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.

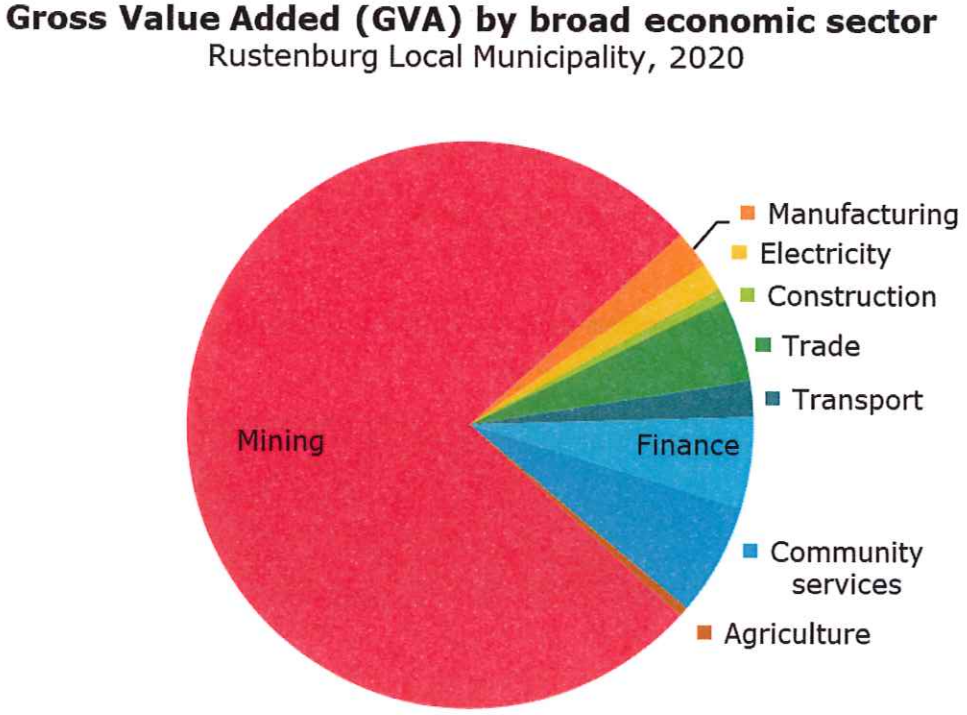
Gross Value Added (GVA) by broad economic sector - Rustenburg Local Municipality, 2020 [R billions, current prices]

	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 services	4.4	17.1	60.6	1,125.3	25.6%	7.2%	0.39%
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.

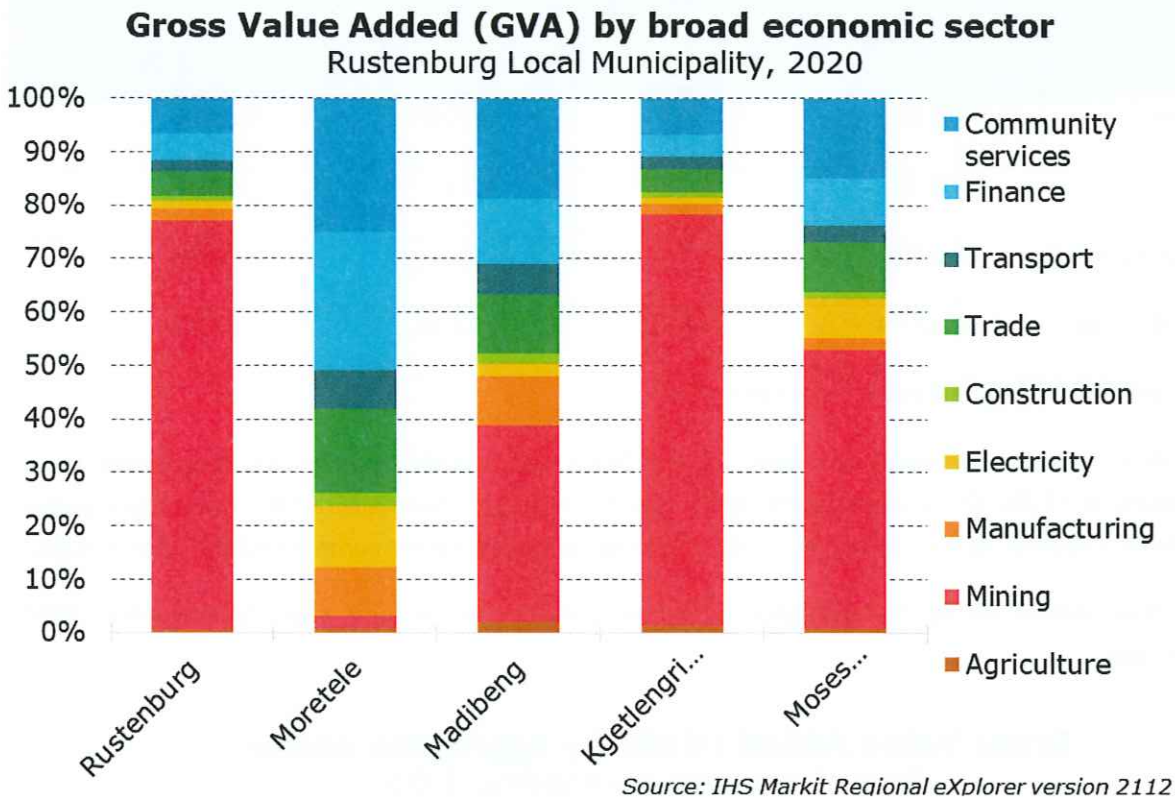
Gross Value Added (GVA) by broad economic sector - Rustenburg Local Municipality, 2020 [percentage composition]



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]



Source: IHS Markit Regional eXplorer version 2112

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]

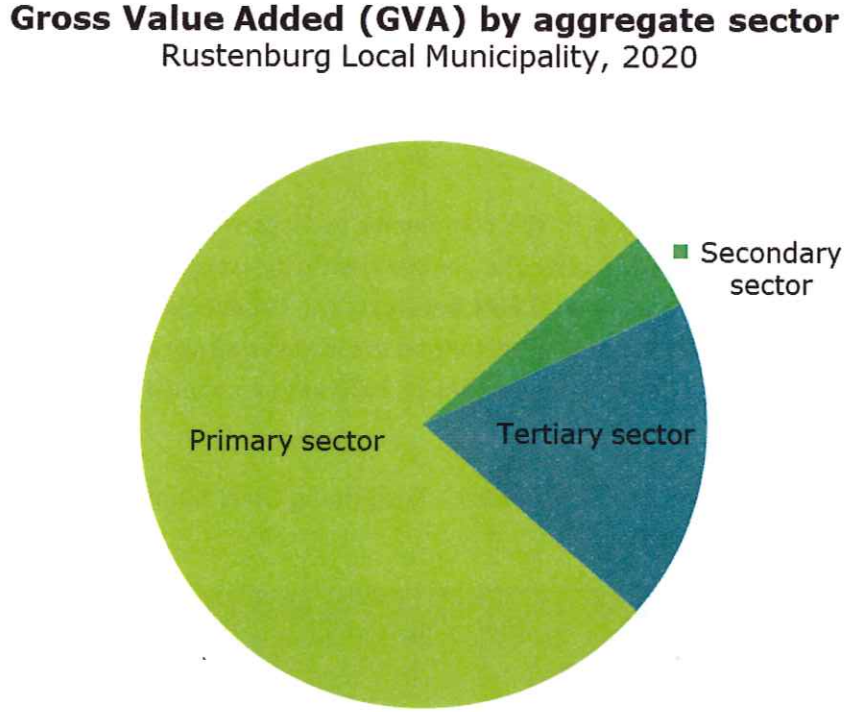
	2010	2015	2020	Average Annual growth
Agriculture	0.18	0.22	0.18	-0.11%
Mining	26.47	30.62	23.25	-1.29%
Manufacturing	0.89	1.18	0.88	-0.15%
Electricity	0.37	0.38	0.34	-0.99%
Construction	0.37	0.53	0.32	-1.18%
Trade	1.76	2.59	1.89	0.68%

	2010	2015	2020	Average Annual growth
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]



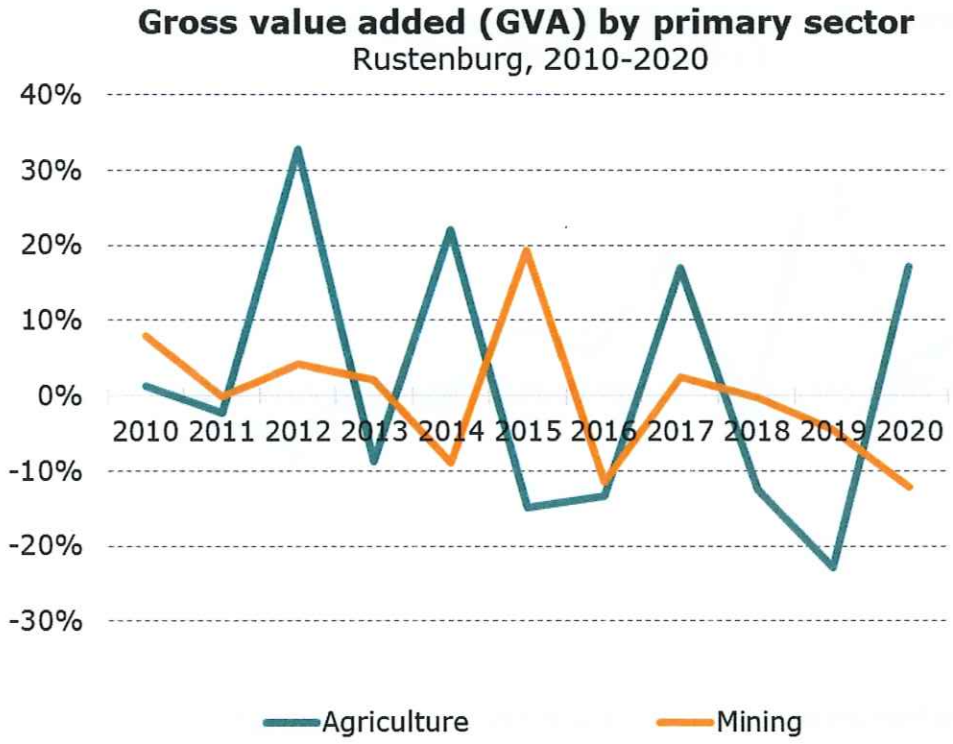
Source: IHS Markit Regional eXplorer version 2112

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]



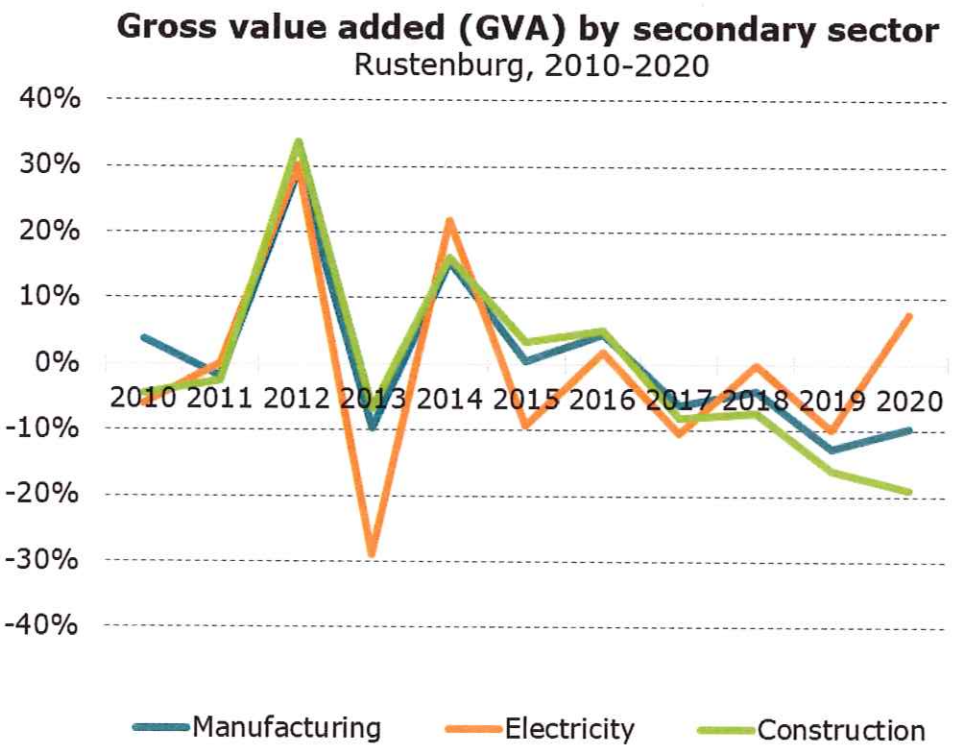
Source: IHS Markit Regional eXplorer version 2112

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]



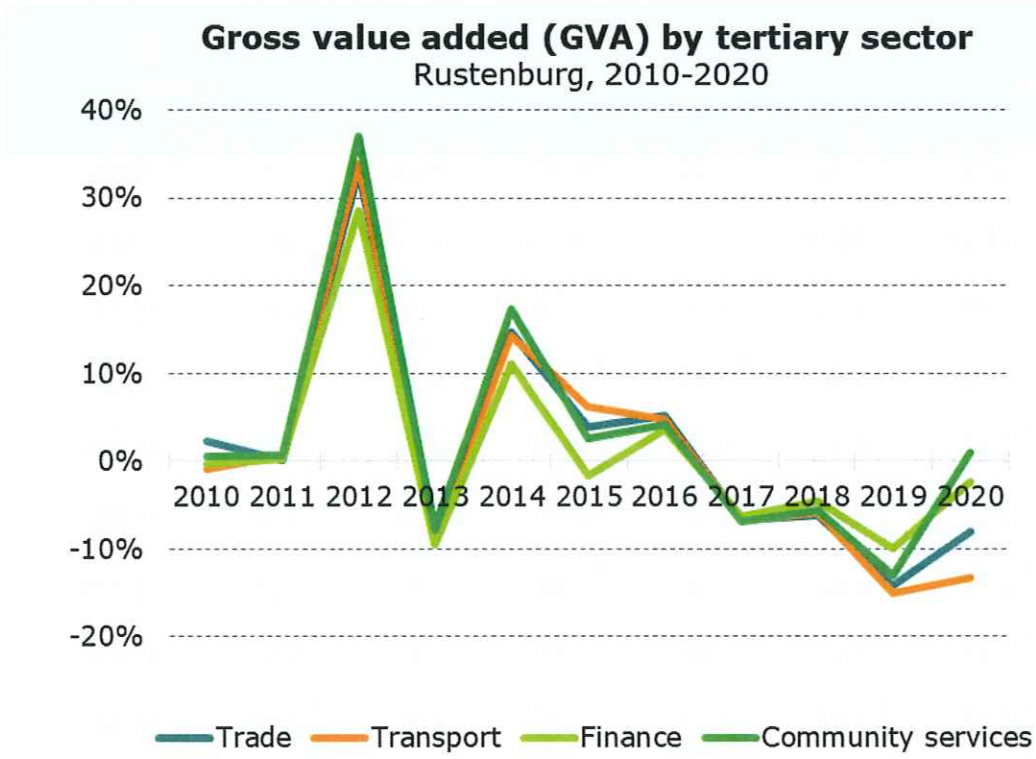
Source: IHS Markit Regional eXplorer version 2112

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 a with -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.

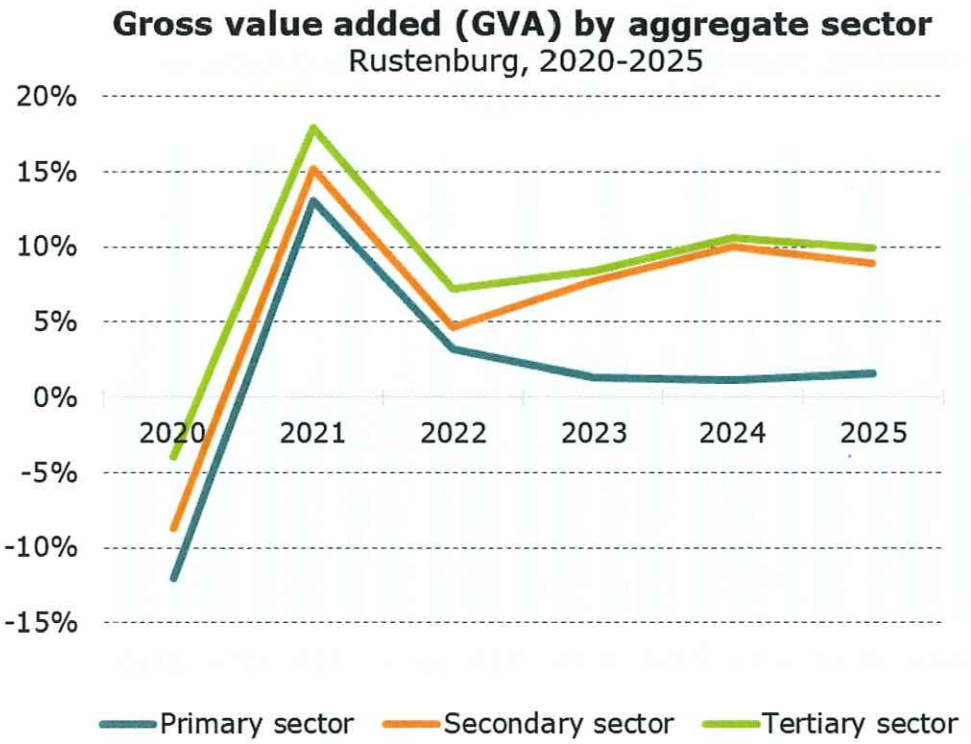
Gross value added (GVA) by broad economic sector - Rustenburg Local Municipality, 2020-2025 [R billions, constant 2010 prices]

	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

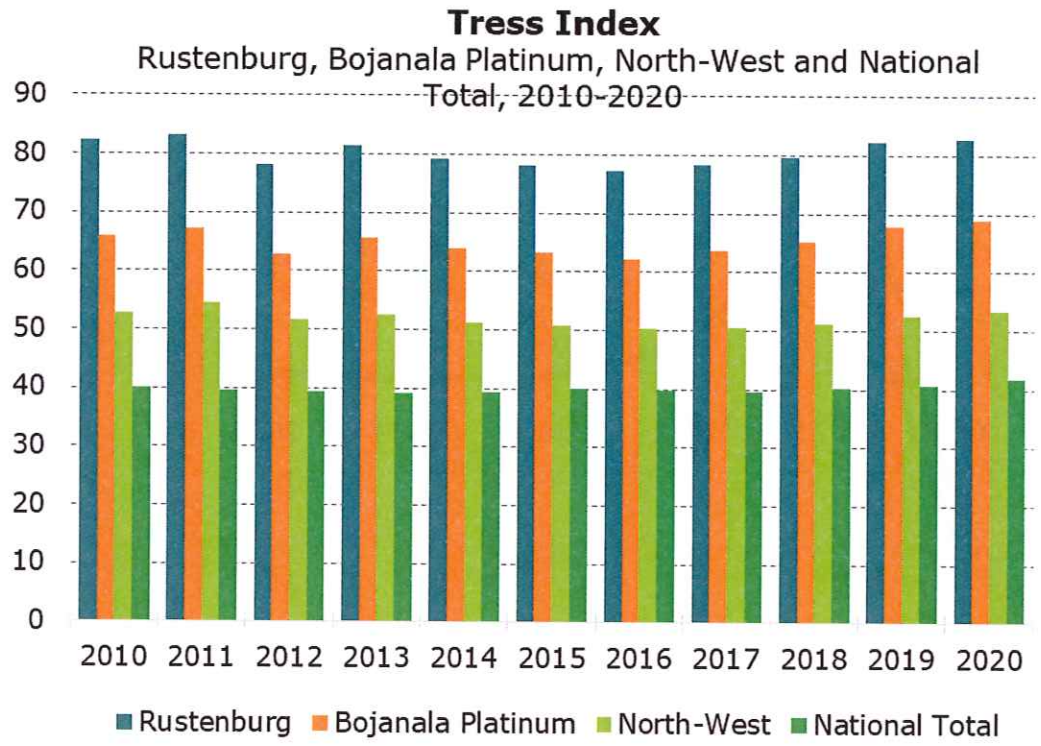
The Primary sector is expected to grow at an average annual rate of 3.97% between 2020 and 2025, with the Secondary sector growing at 9.24% on average annually. The Tertiary sector is expected to grow at an average annual rate of 10.75% for the same period.

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.

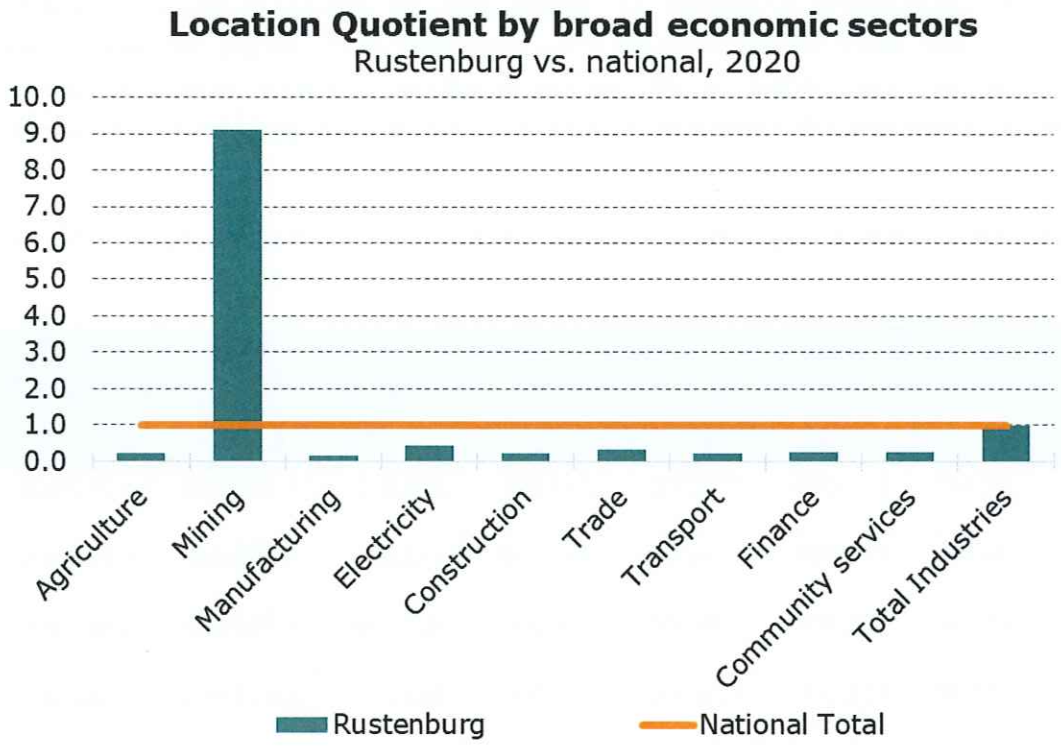
The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. 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.

Location quotient by broad economic sectors - Rustenburg Local Municipality and South Africa, 2020 [Number]



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]

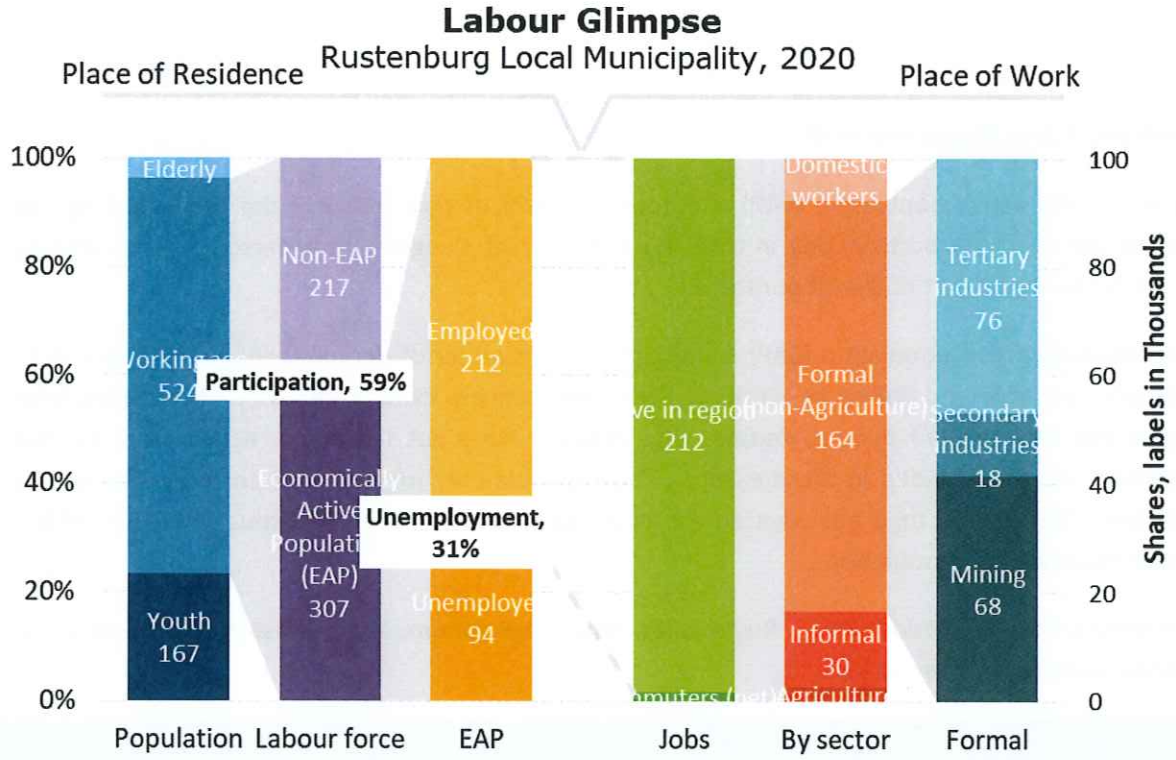
	Rustenburg		Bojanala Platinum		North-West		National Total	
	2010	2020	2010	2020	2010	2020	2010	2020
15-19	42,000	43,100	132,000	122,000	343,000	306,000	5,220,000	4,730,000
20-24	59,700	60,100	161,000	153,000	357,000	313,000	5,350,000	4,780,000
25-29	62,800	83,000	154,000	195,000	314,000	367,000	4,780,000	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



Source: IHS Markit Regional eXplorer version 2112

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.

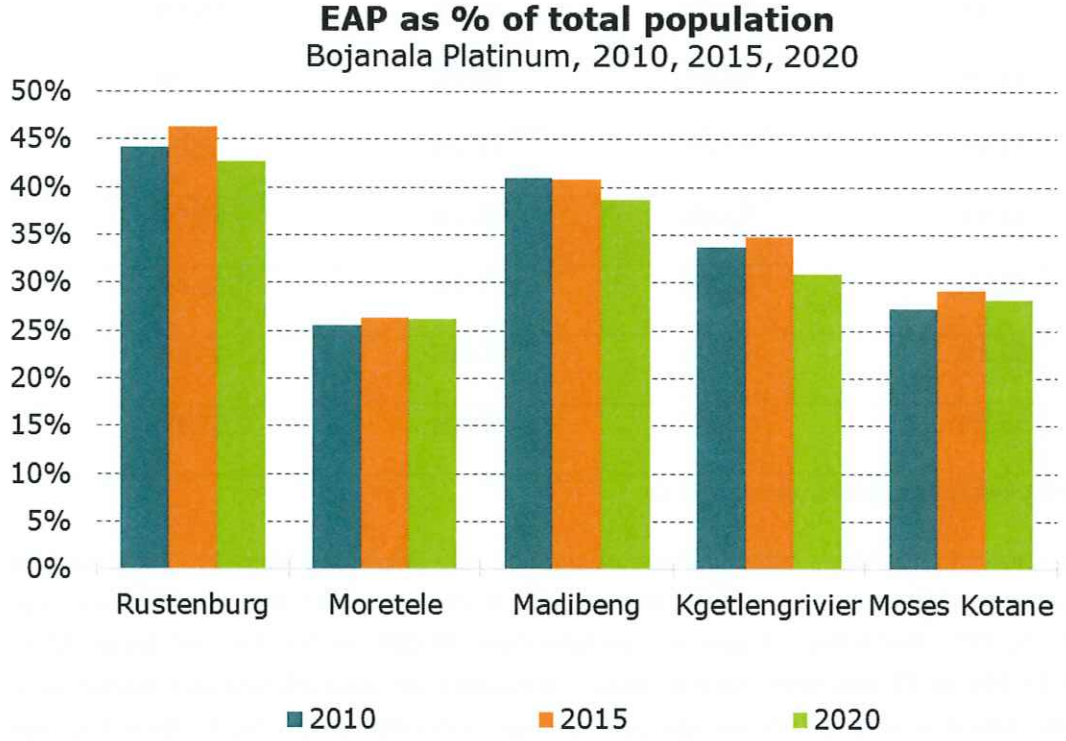
Economically active population (EAP) - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [number, percentage]

	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.

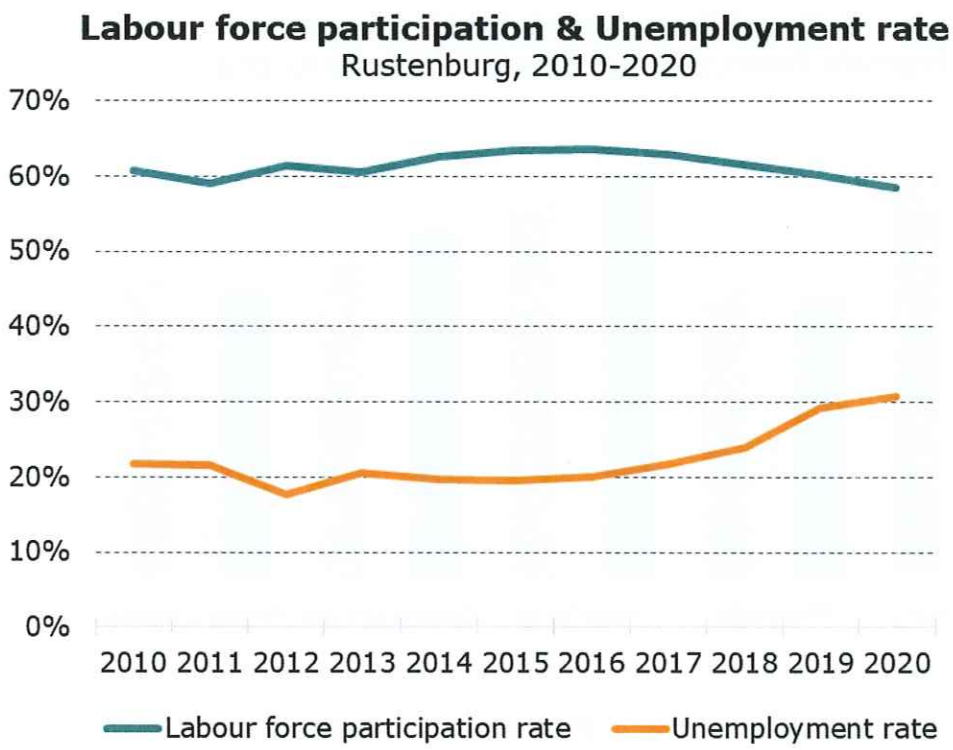
The labour force participation rate - Rustenburg, Bojanala Platinum, North-West and National Total, 2010-2020 [percentage]

	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%
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.

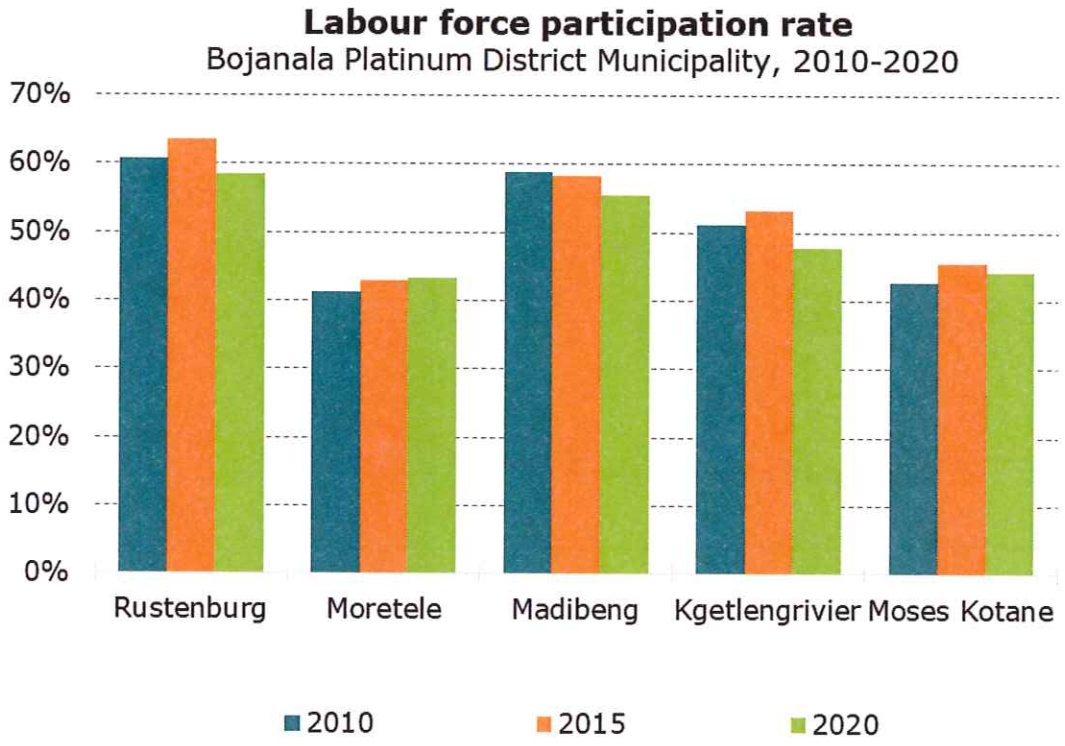
The labour force participation and unemployment rates - Rustenburg Local Municipality, 2010-2020 [percentage]



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

	Rustenburg	Bojanala Platinum	North-West	National Total
2012	215,000	414,000	764,000	14,000,000
2013	213,000	416,000	793,000	14,500,000
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

	Rustenburg	Moretele	Madibeng	Kgetlengrivier	Moses Kotane	Total Bojanala Platinum
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
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

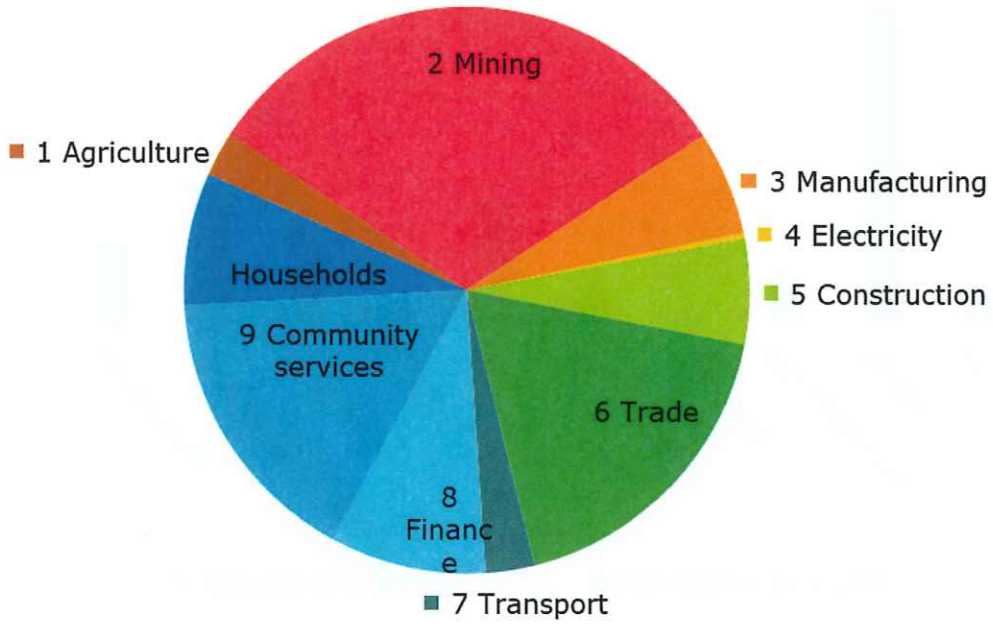
Source: IHS Markit Regional eXplorer version 2112

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]

Total Employment Composition
Rustenburg, 2020



Source: IHS Markit Regional eXplorer version 2112

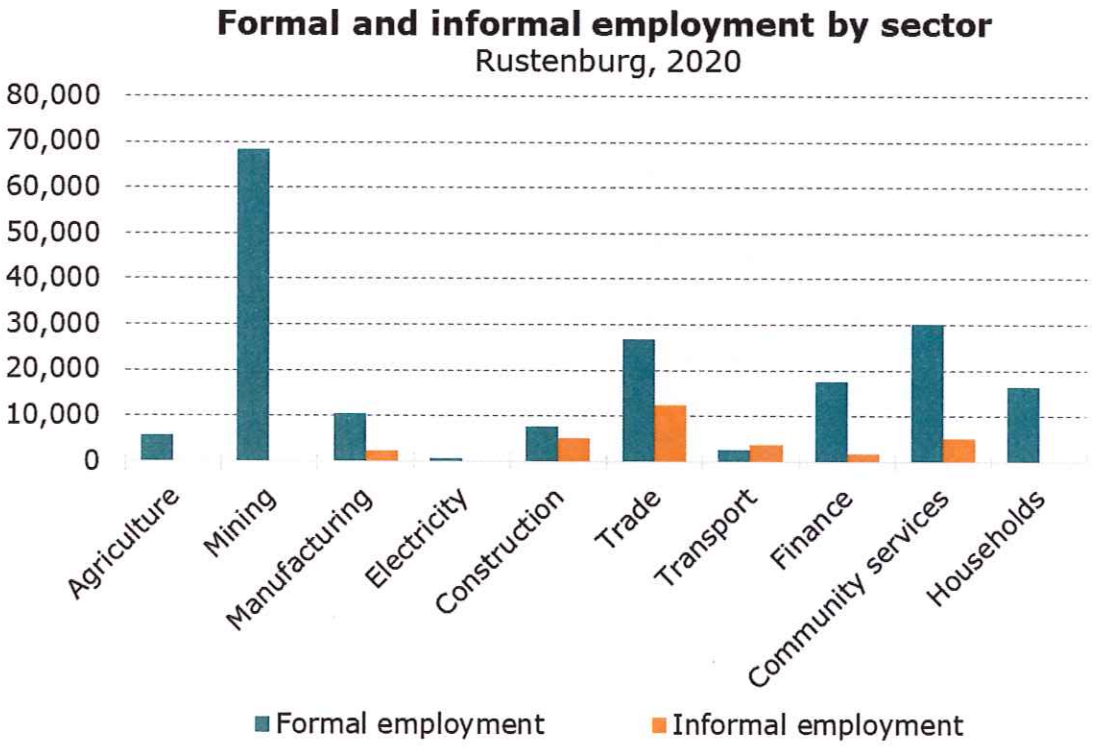
Formal and Informal employment

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

	Formal employment	Informal employment
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%

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
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]

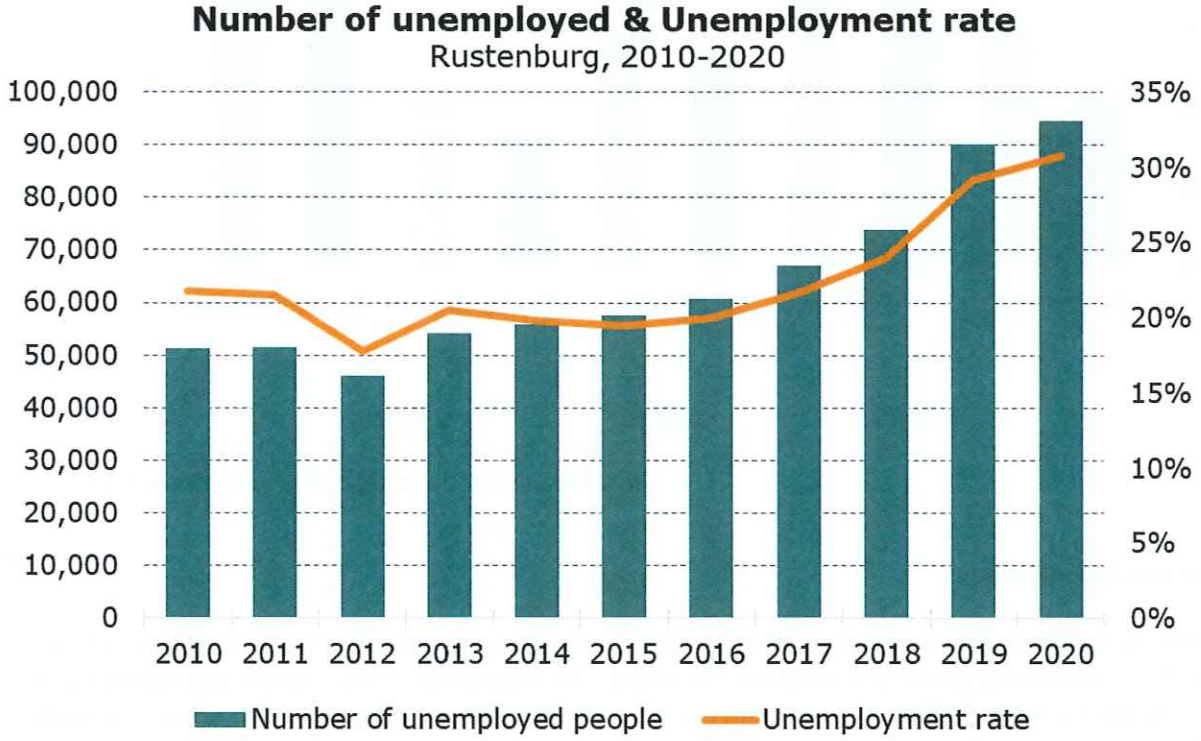
	Rustenburg	Bojanala Platinum	North-West	National Total
2010	21.7%	26.4%	27.2%	24.9%
2011	21.5%	25.9%	26.6%	25.1%
2012	17.8%	23.6%	26.3%	25.1%
2013	20.5%	25.2%	26.7%	25.2%
2014	19.8%	25.2%	26.8%	25.2%
2015	19.5%	25.4%	27.0%	25.5%
2016	20.0%	26.0%	27.3%	26.4%
2017	21.7%	27.4%	27.6%	27.2%
2018	24.0%	29.3%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

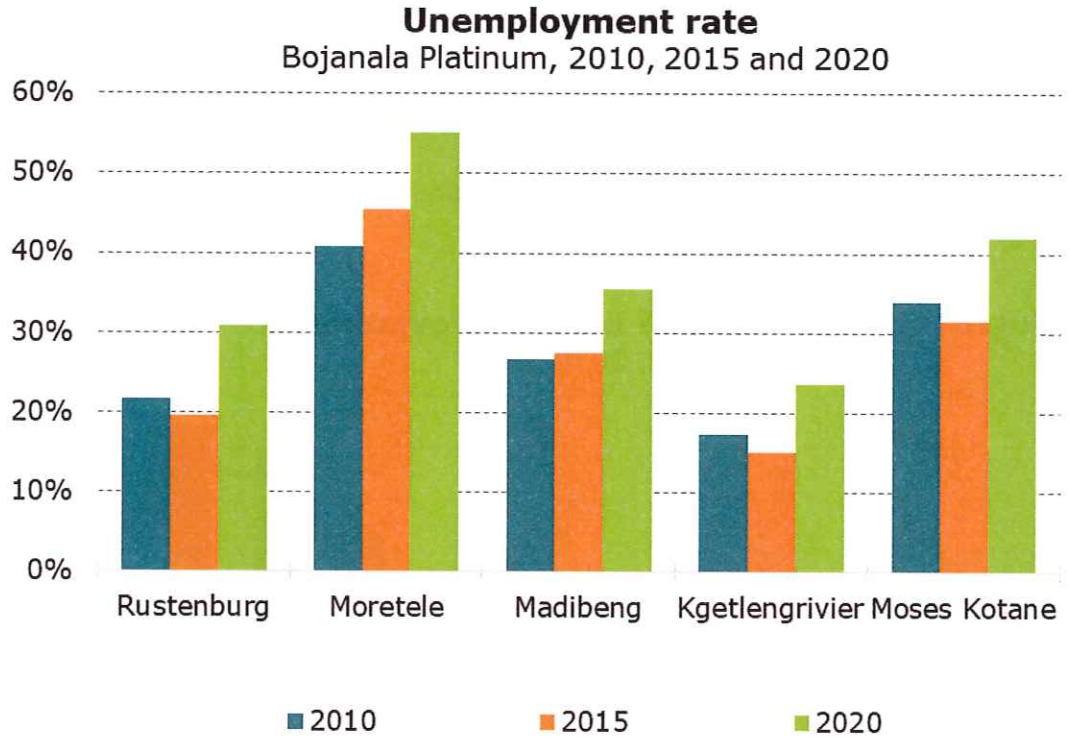
Unemployment and unemployment rate (official definition) - Rustenburg Local Municipality, 2010-2020 [number percentage]



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]

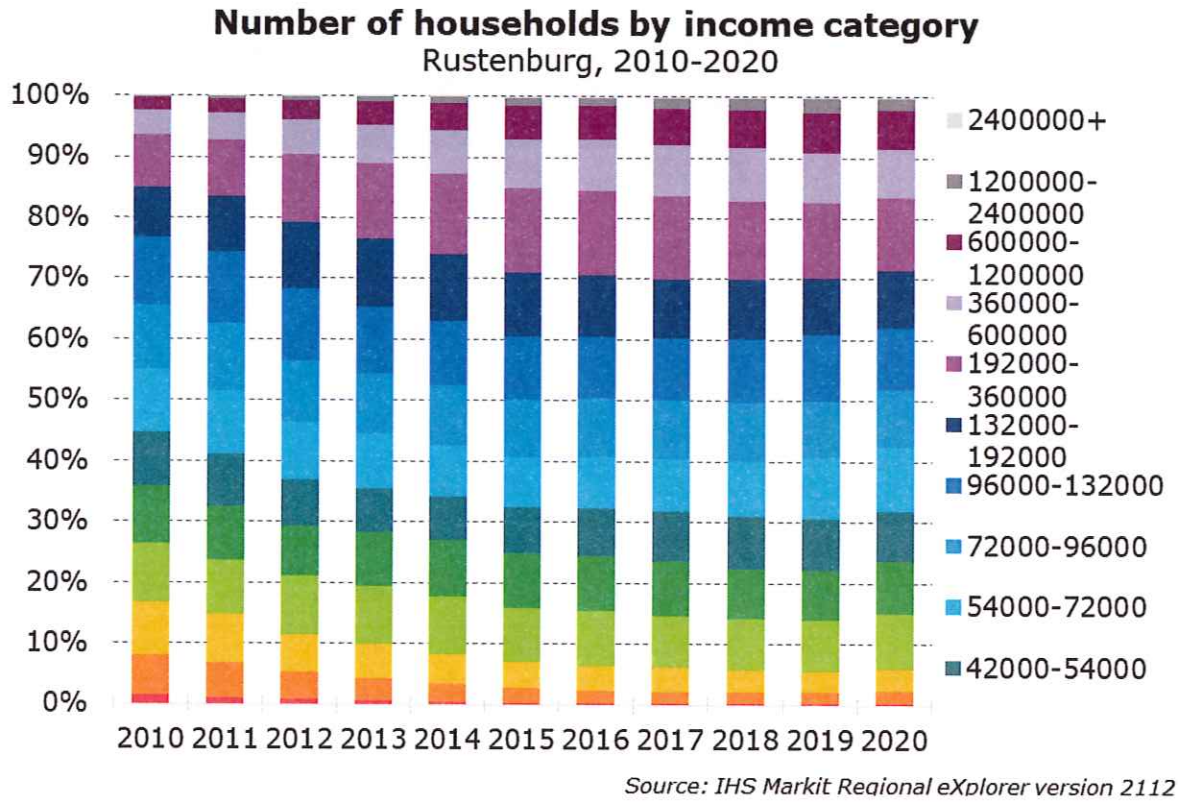
	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
0-2400	29	75	148	1,760	38.3%	19.3%	1.62%
2400-6000	524	1,410	2,860	35,000	37.2%	18.3%	1.50%

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
6000-12000	5,170	13,900	27,800	340,000	37.3%	18.6%	1.52%
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]



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]

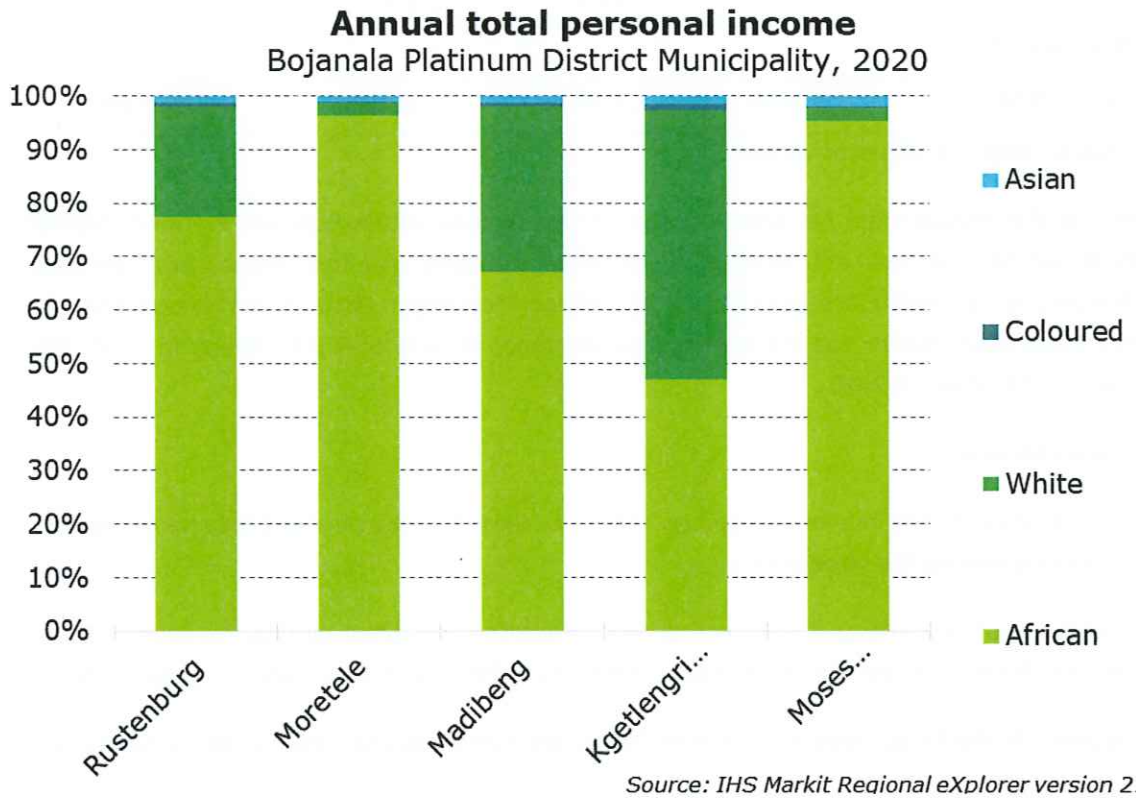
	Rustenburg	Bojanala Platinum	North-West	National Total
2010	22.5	48.1	100.6	1,843.3
2011	25.5	54.1	111.8	2,033.0
2012	31.6	63.3	124.4	2,226.5
2013	35.5	71.1	140.5	2,412.1
2014	39.7	77.5	150.6	2,590.6
2015	46.0	88.4	169.0	2,794.9

	Rustenburg	Bojanala Platinum	North-West	National Total
2016	48.2	94.0	181.8	2,990.4
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

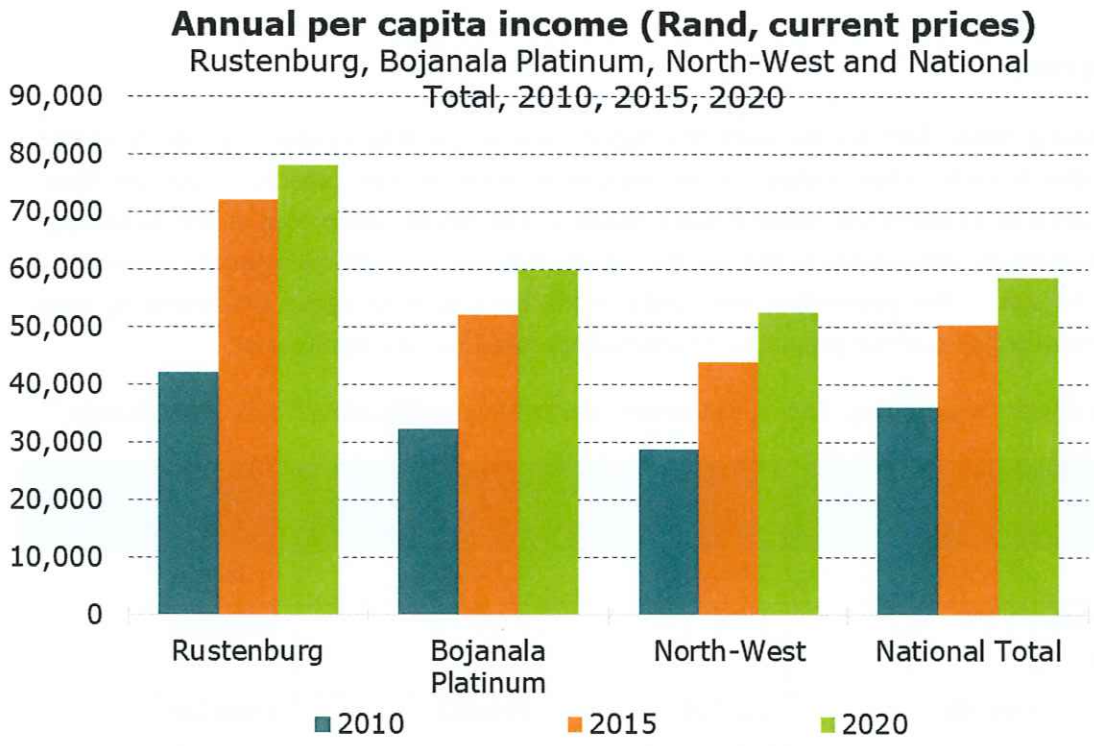
When looking at the annual total personal income for the regions within Bojanala Platinum District Municipality it can be seen that the Rustenburg Local Municipality had the highest total personal income with R 56.2 billion which increased from R 22.5 billion recorded in 2010. It can be seen that the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

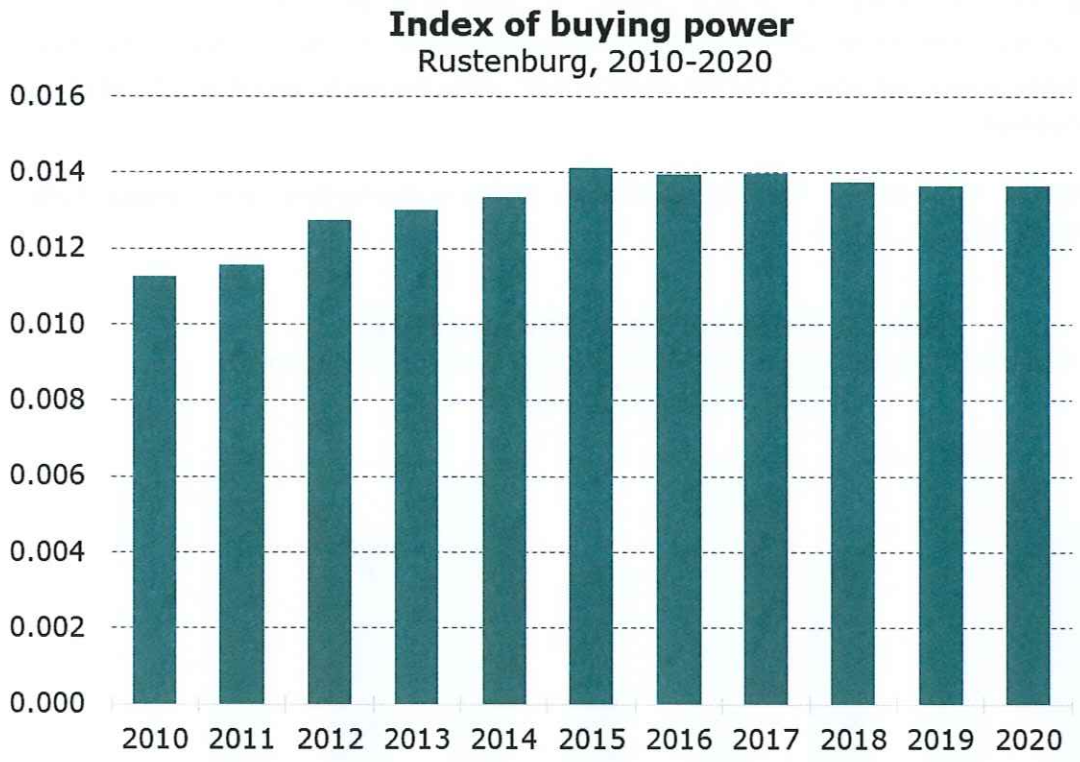
	Rustenburg	Bojanala Platinum	North-West	National Total
Population	719,049	1,881,304	4,209,227	59,809,786
Population - share of national total	1.2%	3.1%	7.0%	100.0%
Income	56,186	112,729	221,433	3,508,339
Income - share of national total	1.6%	3.2%	6.3%	100.0%
Retail	9,962,292	19,667,740	38,933,976	1,049,501,655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



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.

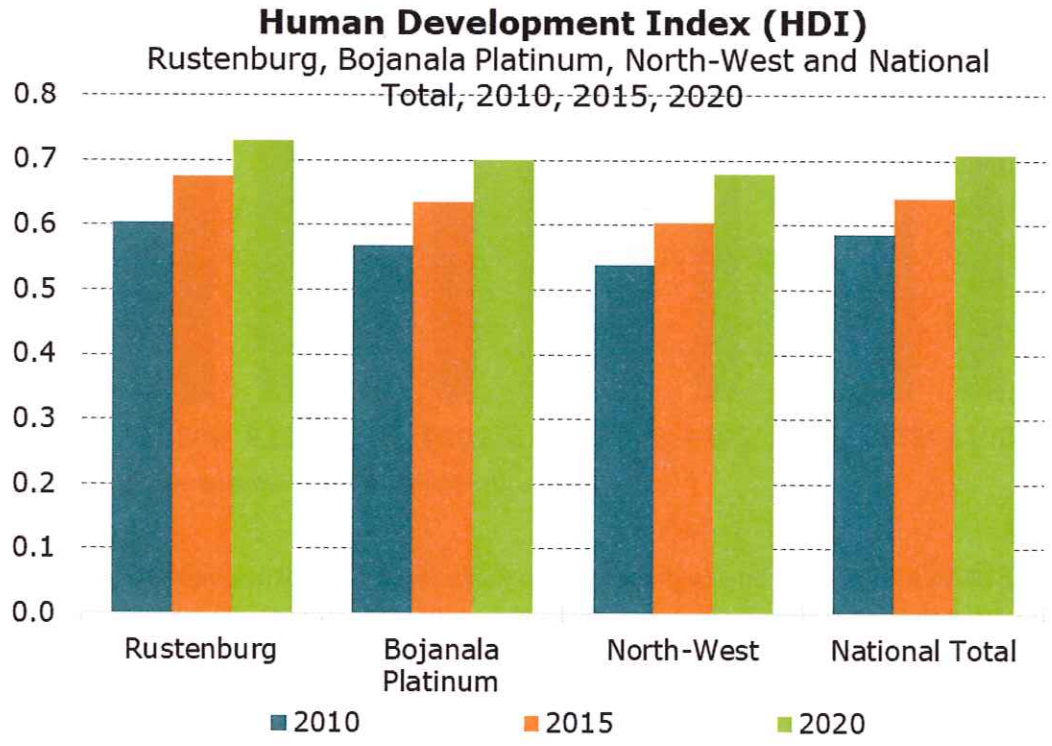
Human Development Index (HDI)

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.

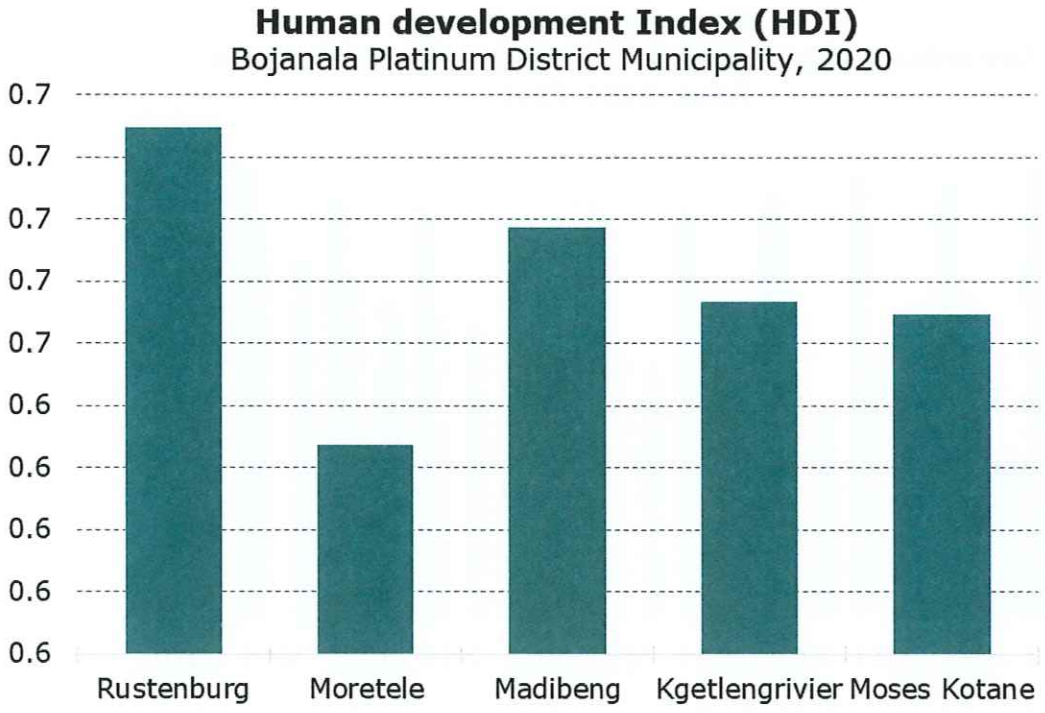
Human Development Index (HDI) - Rustenburg, Bojanala Platinum, North-West and National Total, 2010, 2015, 2020 [Number]



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

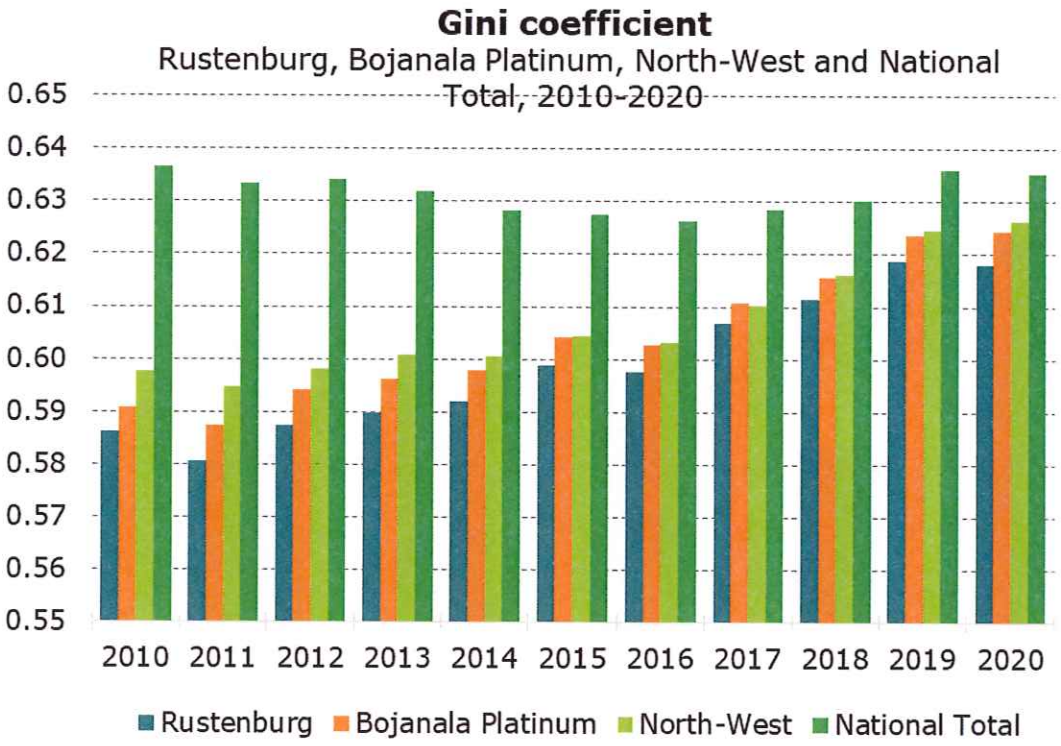
In terms of the HDI for each the regions within the Bojanala Platinum District Municipality, Rustenburg Local Municipality has the highest HDI, with an index value of 0.73. The lowest can be observed in the Moretele Local Municipality with an index value of 0.627.

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.

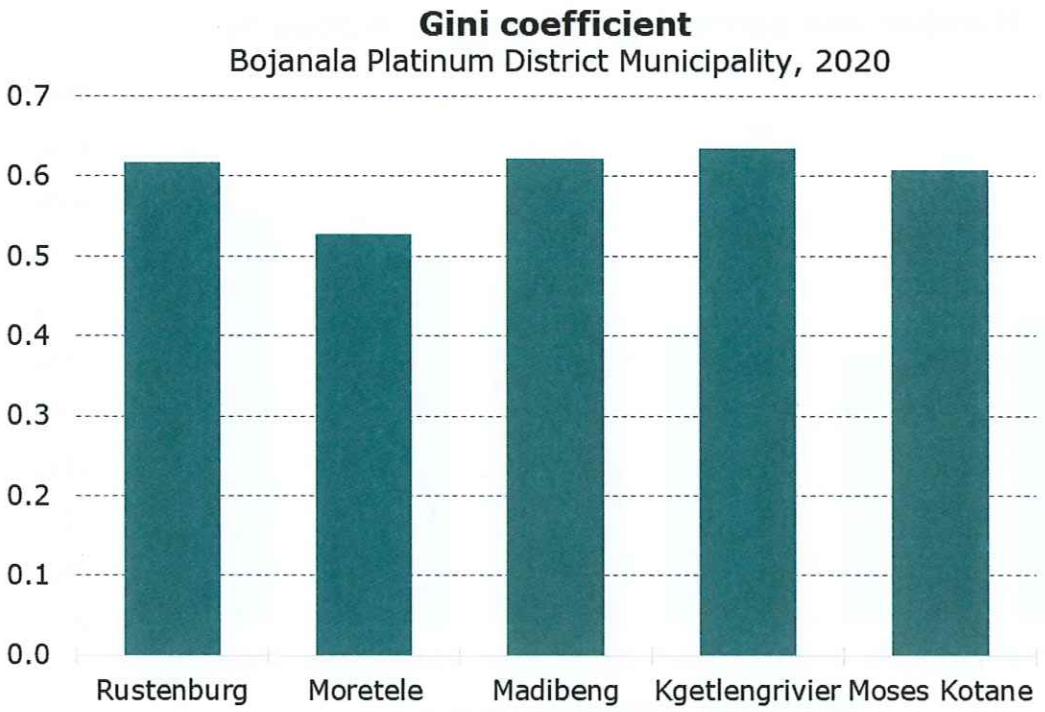
Gini coefficient by population group - Rustenburg, 2010, 2020 [Number]

	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]



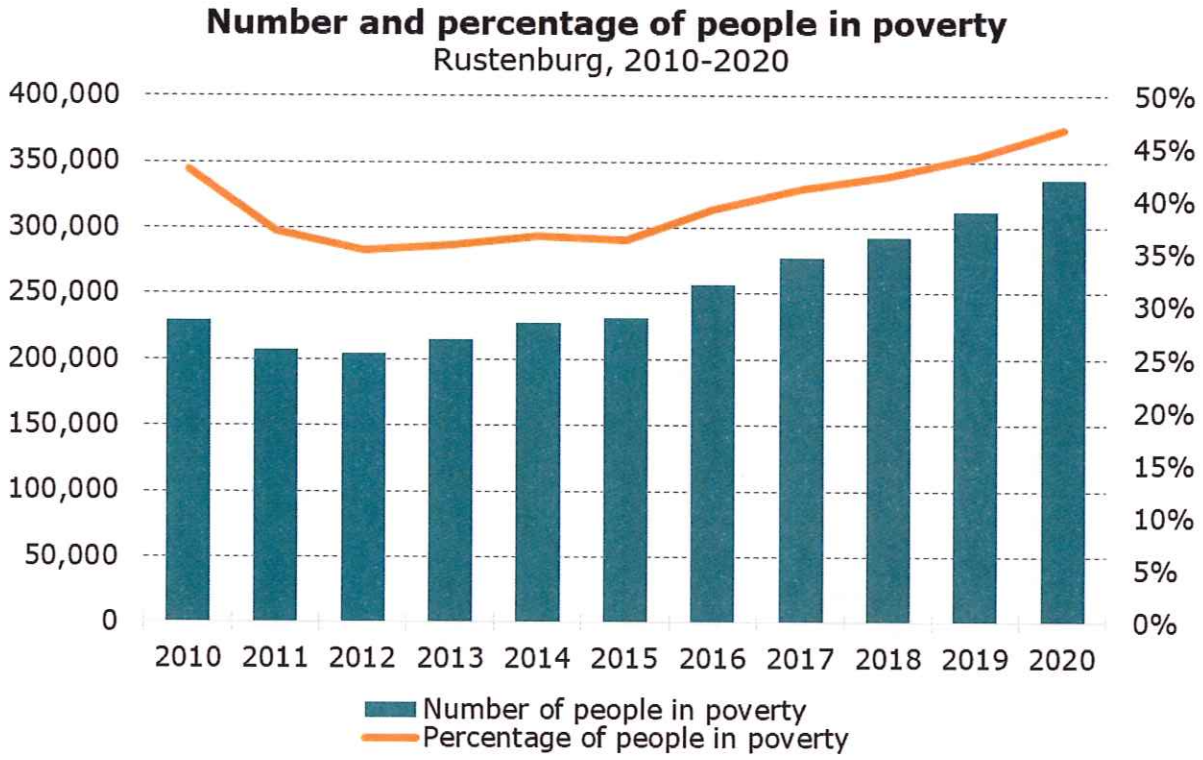
Source: IHS Markit Regional eXplorer version 2112

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]



Source: IHS Markit Regional eXplorer version 2112

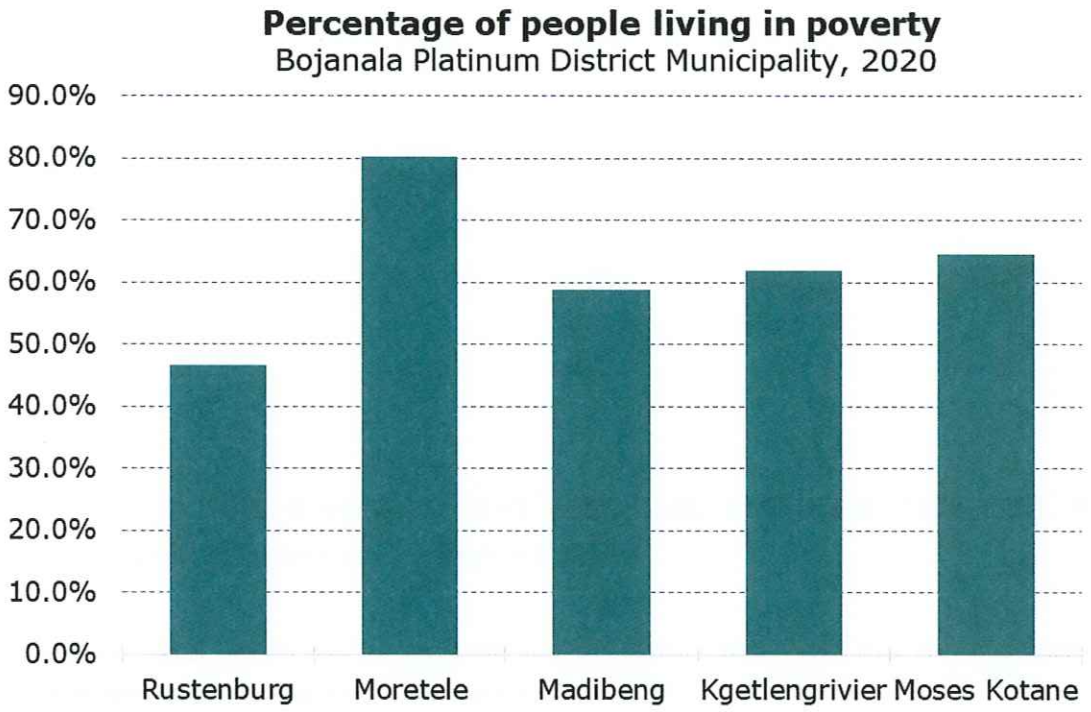
In 2020, there were 336 000 people living in poverty, using the upper poverty line definition, across Rustenburg Local Municipality - this is 46.55% higher than the 229 000 in 2010. The percentage of people living in poverty has increased from 42.96% in 2010 to 46.73% in 2020, which indicates a increase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

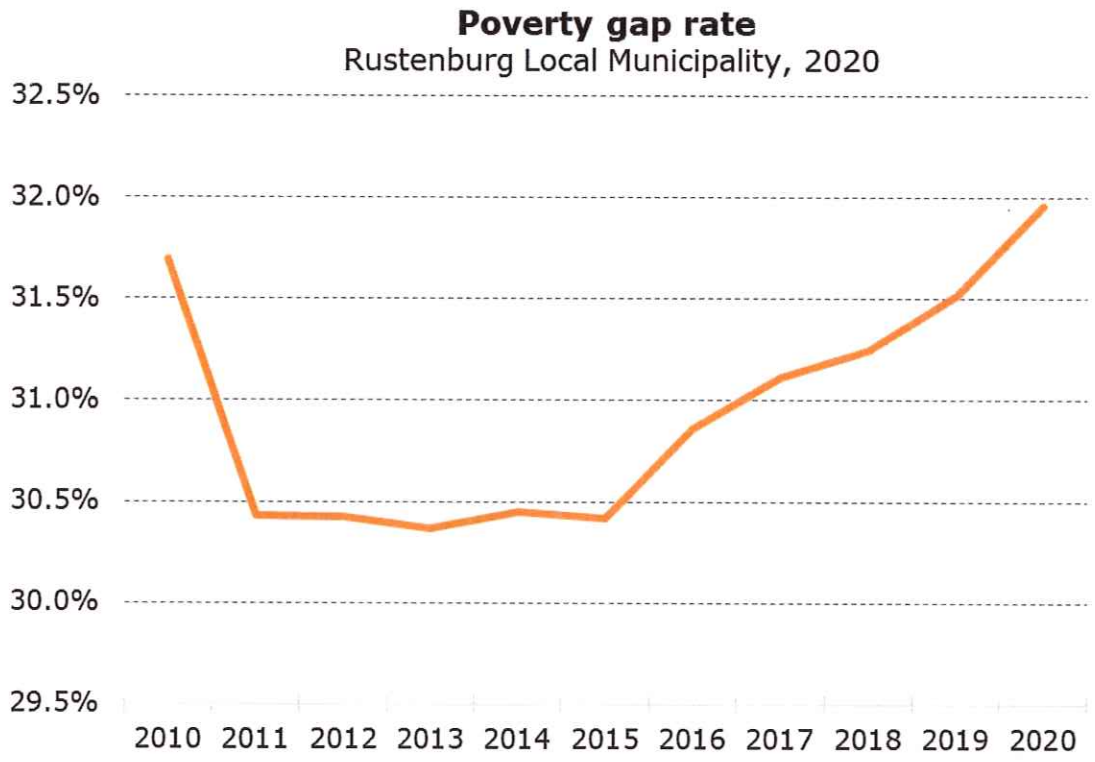
In terms of the percentage of people living in poverty for each of the regions within the Bojanala Platinum District Municipality, Moretele Local Municipality has the highest percentage of people living in poverty, with a total of 80.2%. The lowest percentage of people living in poverty can be observed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

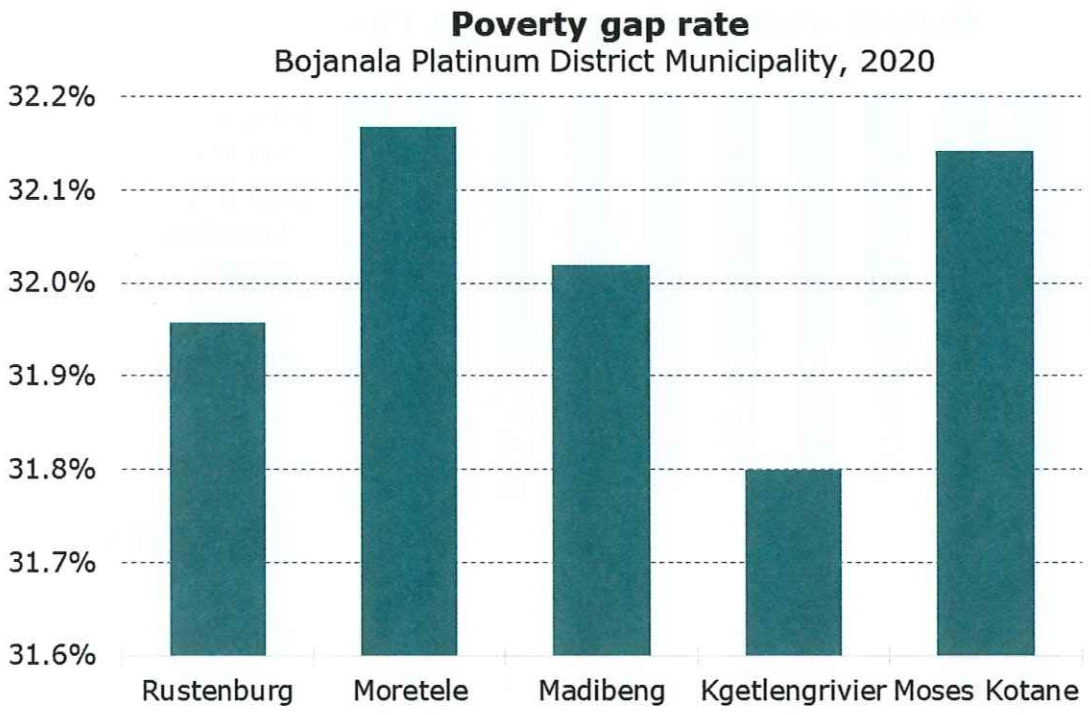
Poverty gap rate by population group - Rustenburg Local Municipality, 2010-2020 [Percentage]



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]



Source: IHS Markit Regional eXplorer version 2112

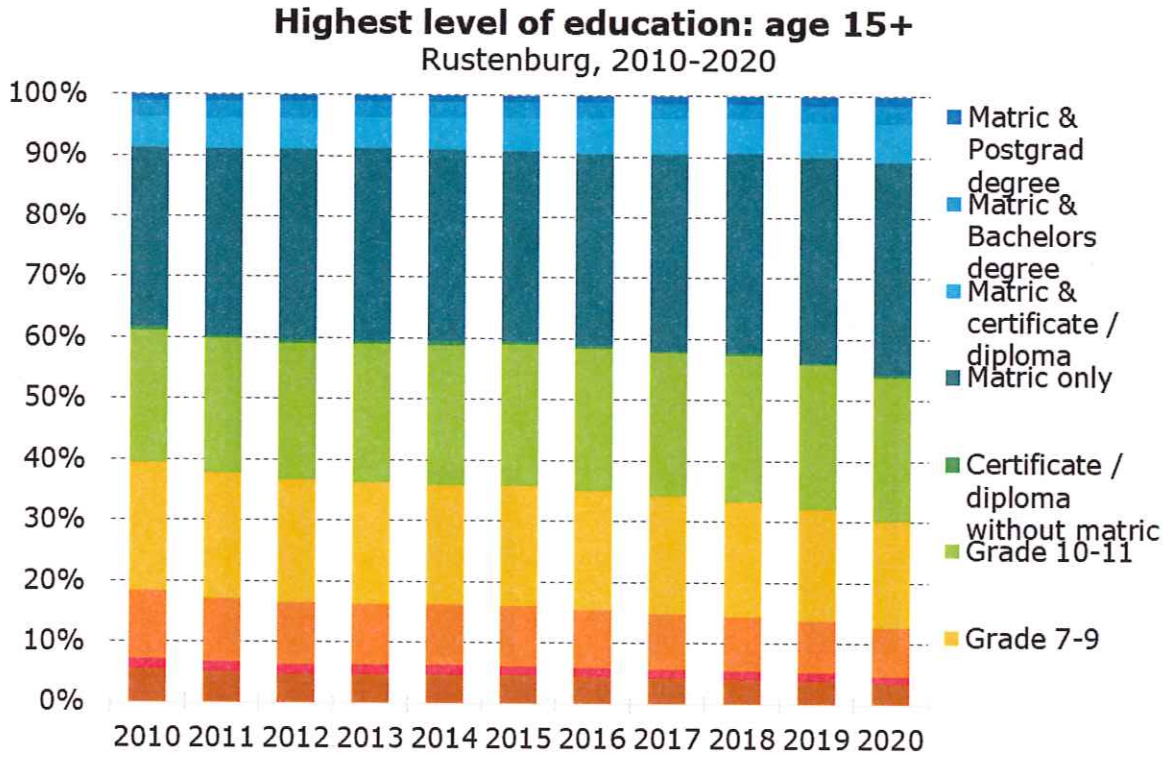
In terms of the poverty gap rate for each of the regions within the Bojanala Platinum District Municipality, Moretele Local Municipality had the highest poverty gap rate, with a rand value of 32.2%. The lowest poverty gap rate can be observed in the Kgetlengrivier Local Municipality with a total of 31.8%.

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]

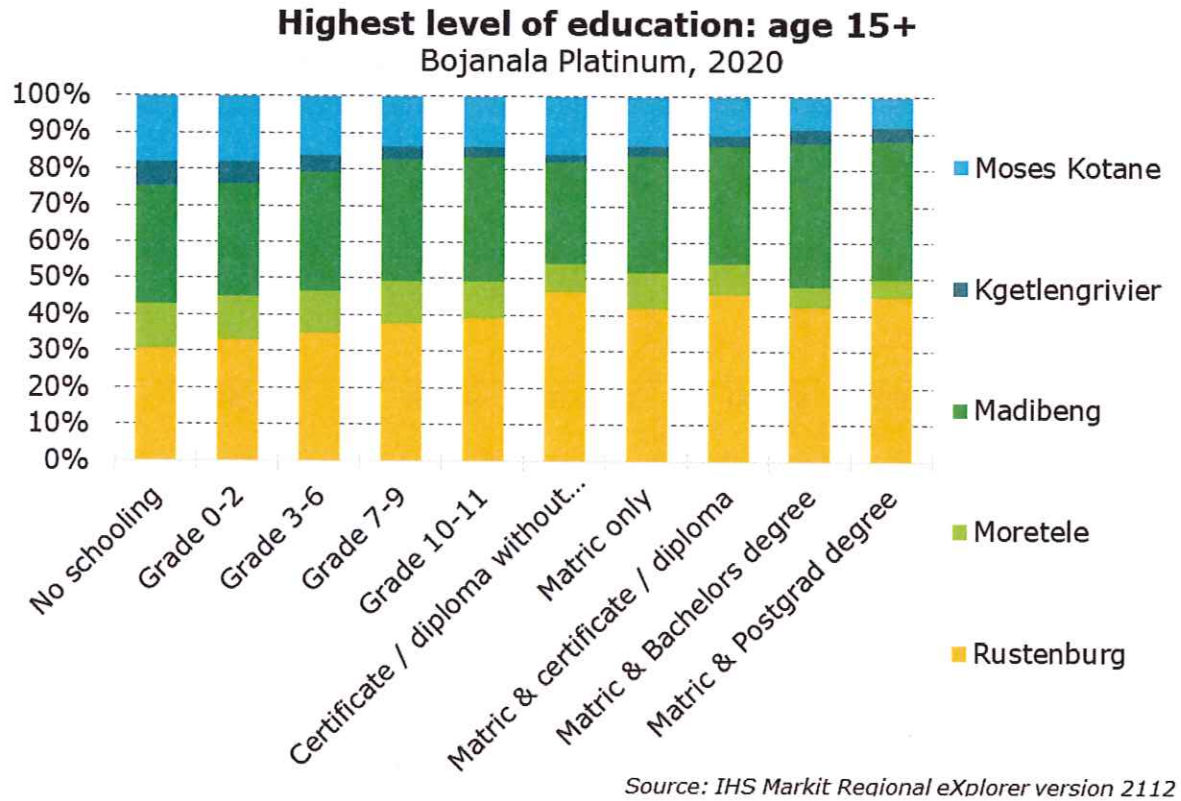
	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
No schooling	17,300	56,100	188,000	1,840,000	30.8%	9.2%	0.94%
Grade 0-2	5,950	17,900	51,400	563,000	33.2%	11.6%	1.06%
Grade 3-6	41,200	118,000	279,000	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	1,890	4,060	8,550	196,000	46.4%	22.1%	0.96%

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
matric							
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]



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]

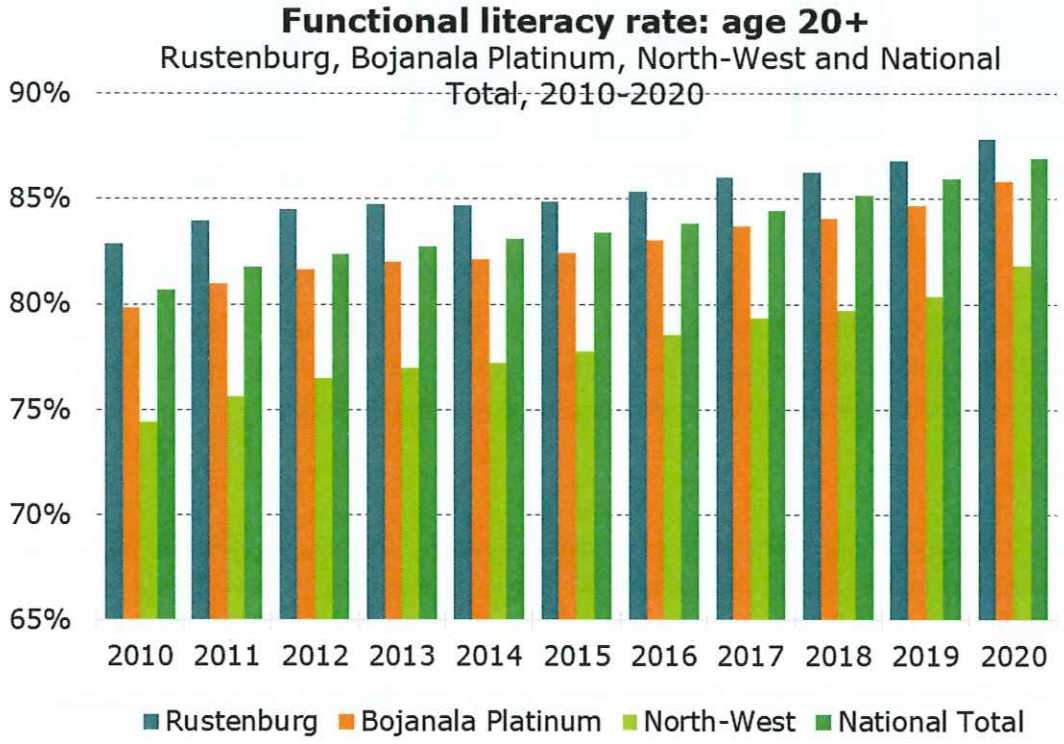
	Illiterate	Literate	%
2010	69,700	337,601	82.9%
2011	68,107	356,843	84.0%
2012	68,541	373,511	84.5%
2013	69,919	387,876	84.7%
2014	72,276	400,587	84.7%
2015	73,723	413,438	84.9%
2016	73,240	427,299	85.4%
2017	71,872	441,404	86.0%

	Illiterate	Literate	%
2018	72,076	453,442	86.3%
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]



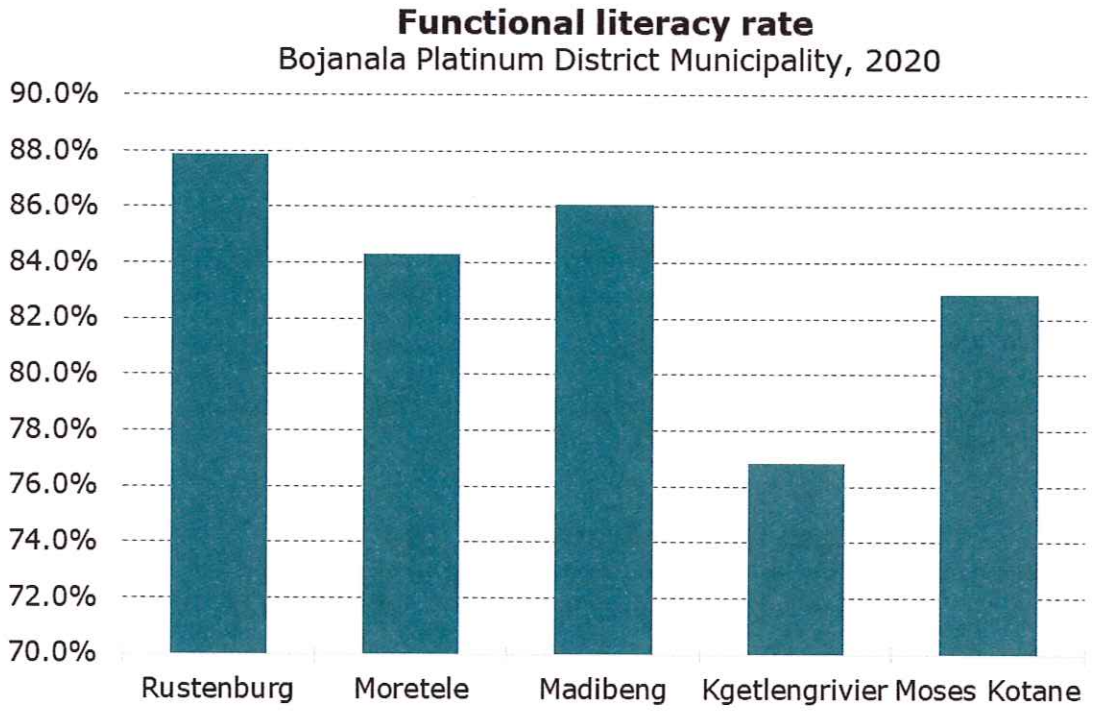
Source: IHS Markit Regional eXplorer version 2112

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]



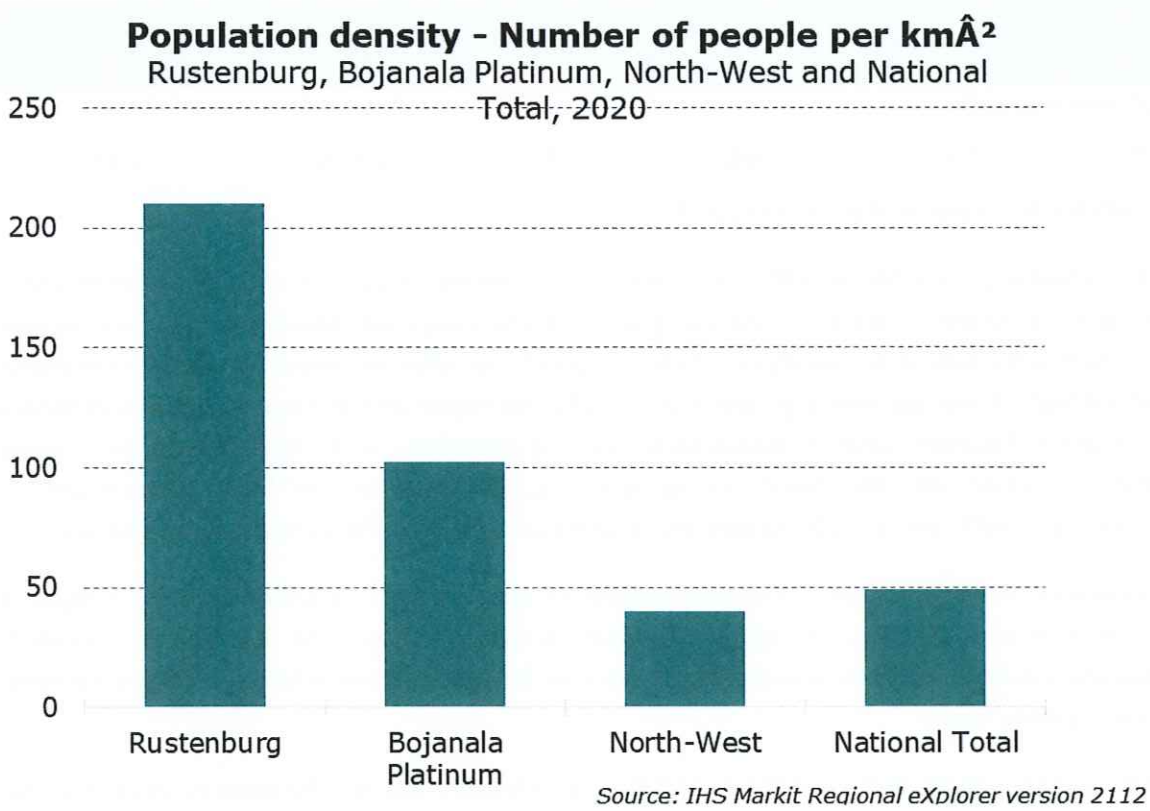
Source: IHS Markit Regional eXplorer version 2112

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]



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

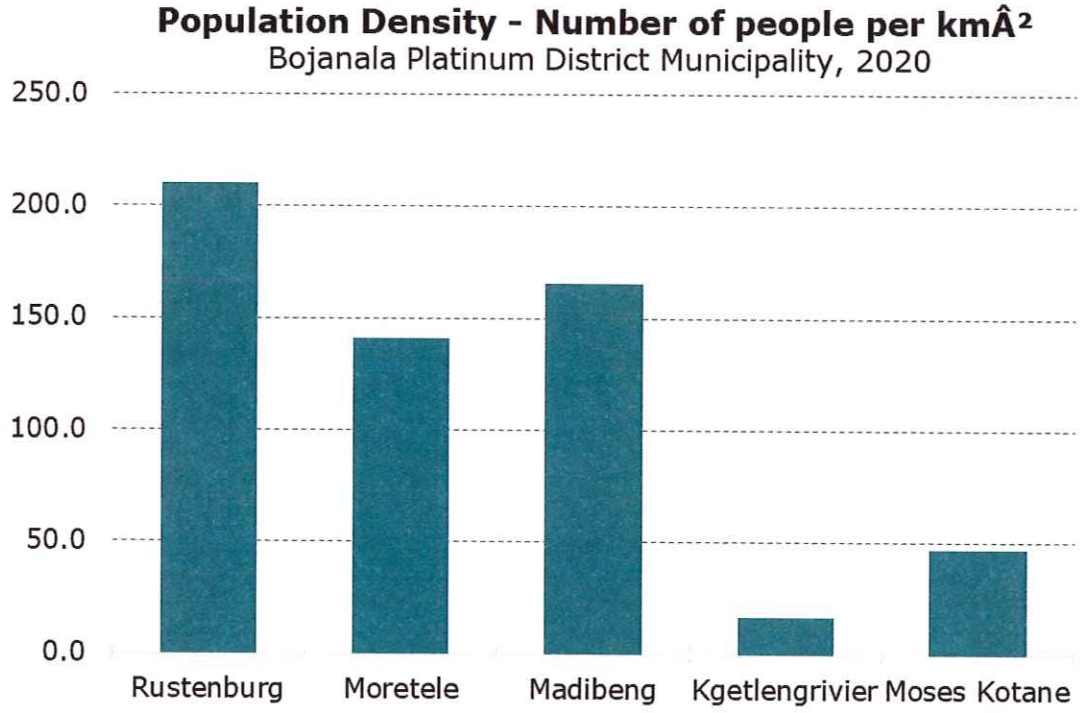
	Rustenburg	Moretele	Madibeng	Kgetlengrivier	Moses Kotane
Average Annual growth					
2010-2020	3.03%	1.08%	2.87%	2.85%	0.99%

Source: IHS Markit Regional eXplorer version 2112

In 2020, Rustenburg Local Municipality had a population density of 210 per square kilometre and it ranked highest amongst its piers. 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.

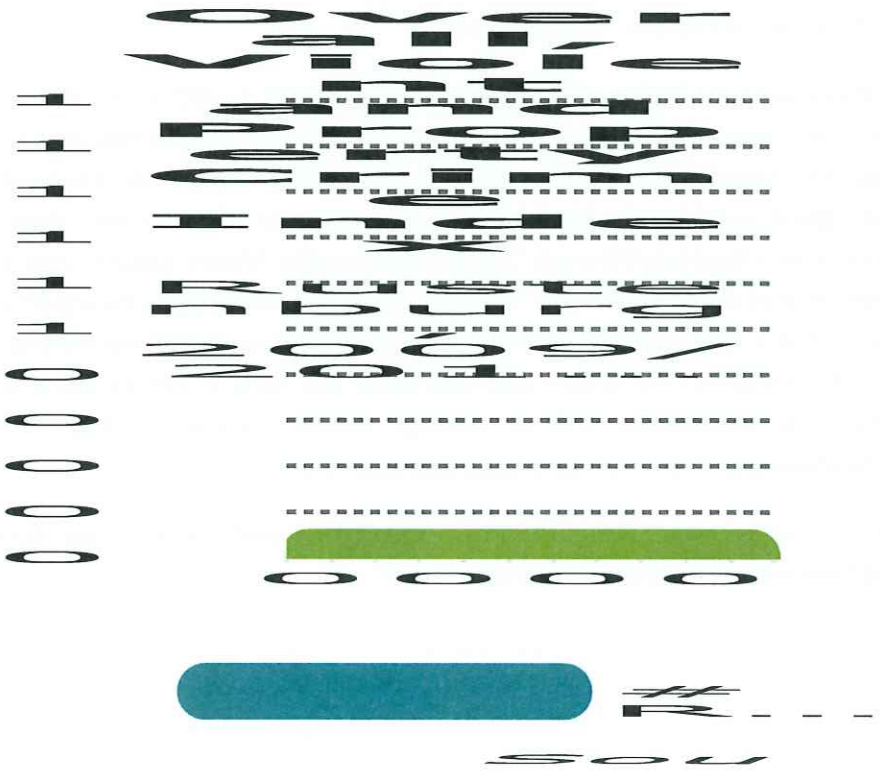
IHS Composite Crime Index

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 - calender 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.

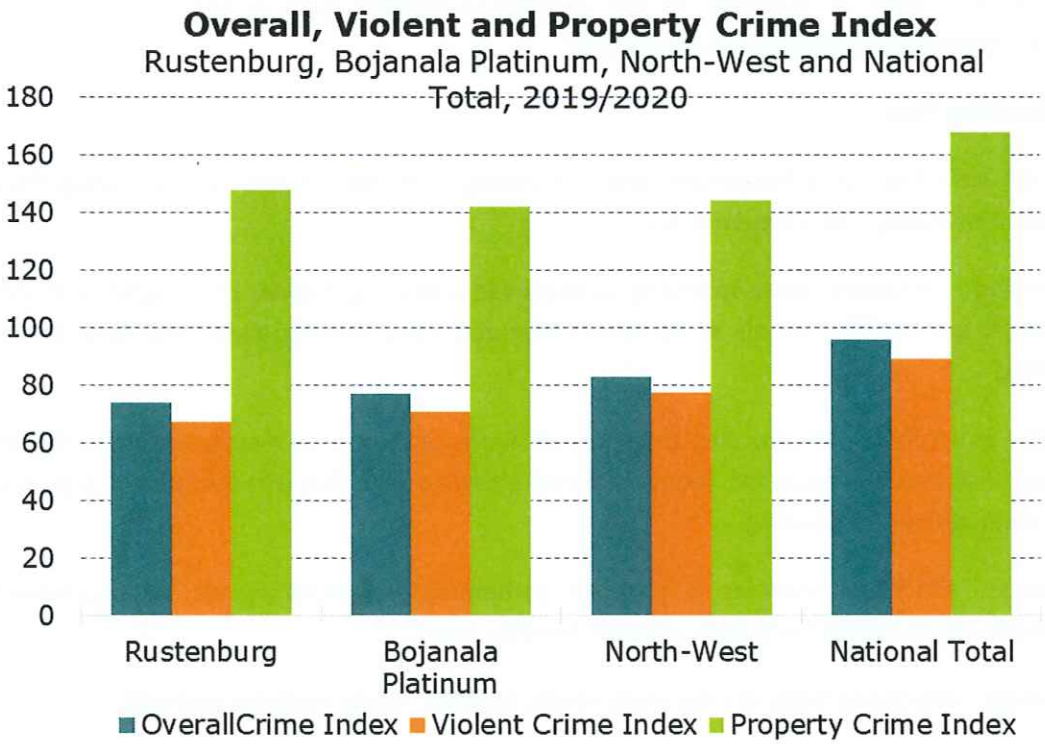
Overall crime index - Rustenburg Local Municipality and the rest of Bojanala Platinum, 2009/2010-2019/2020 [Index value]

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. .

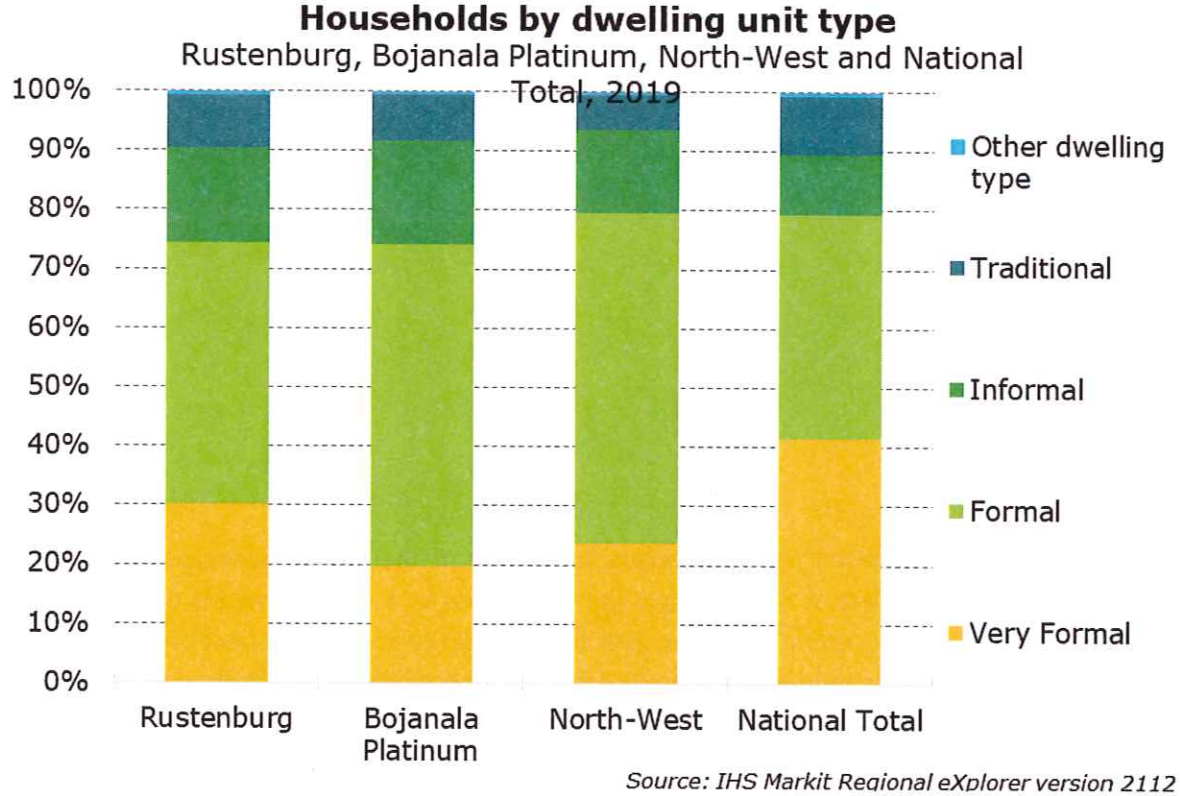
Formal dwellings - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.

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.

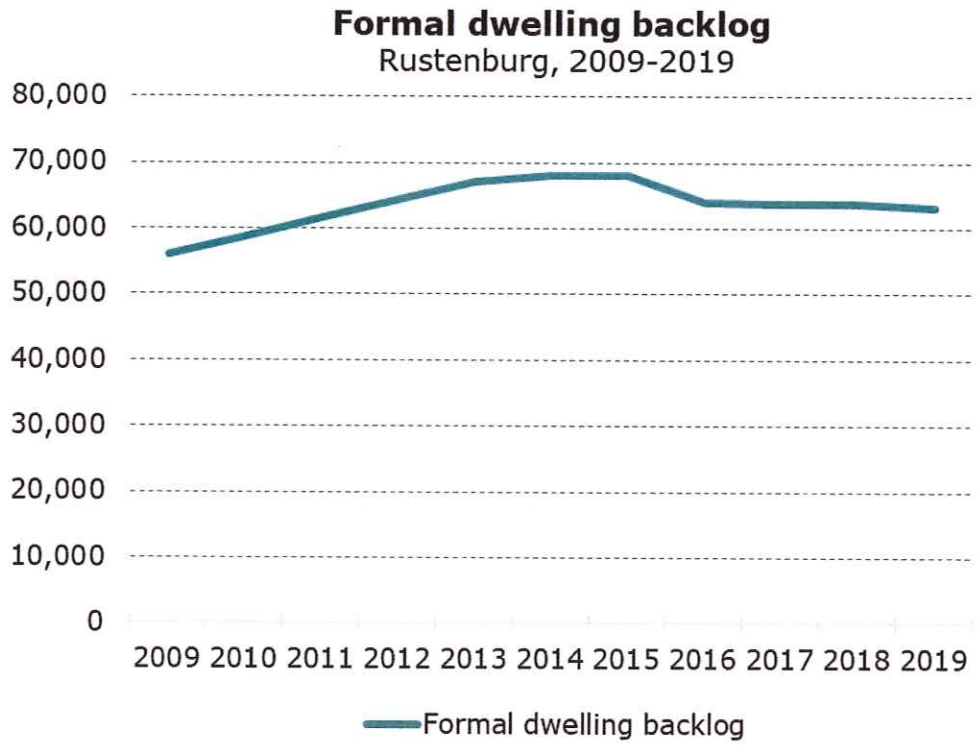
Households by dwelling unit type - Rustenburg and the rest of Bojanala Platinum, 2016 [Number]

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Rustenburg	74,353	109,233	39,358	22,278	1,584	262 576
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	18,787
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: Statssa community survey 2016

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.

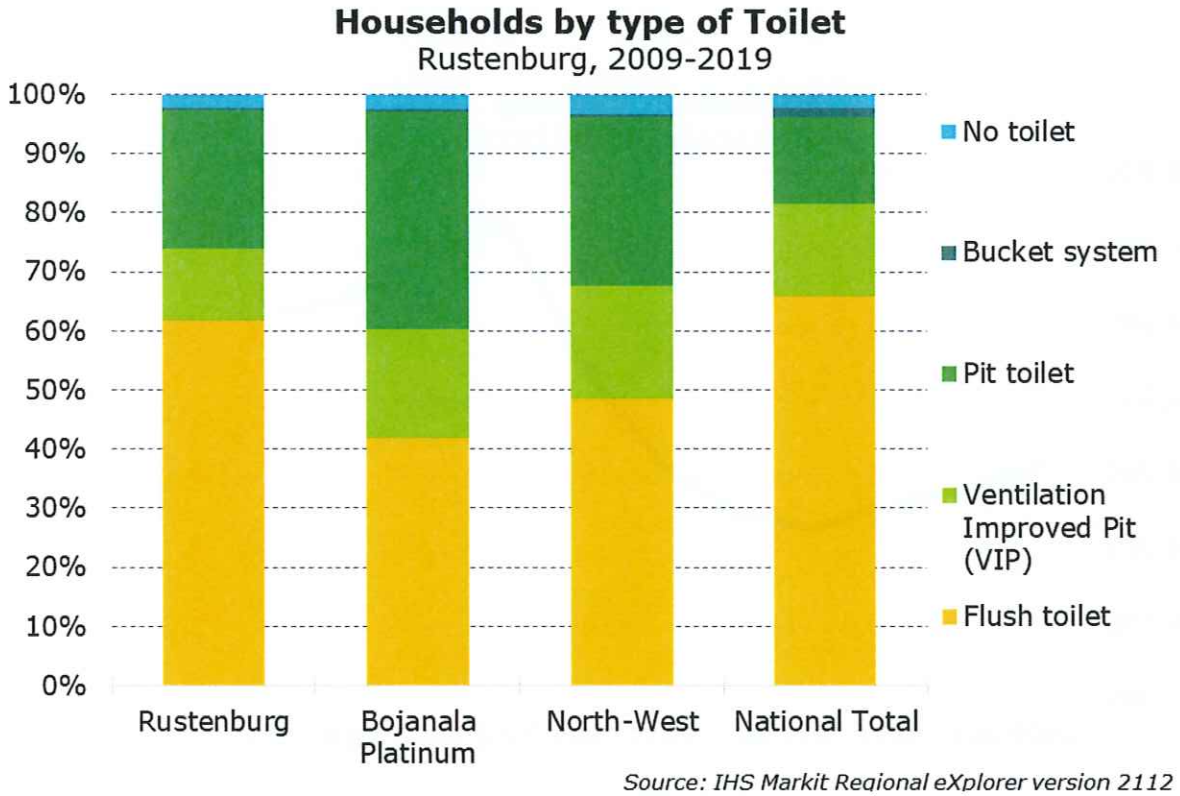
Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).

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

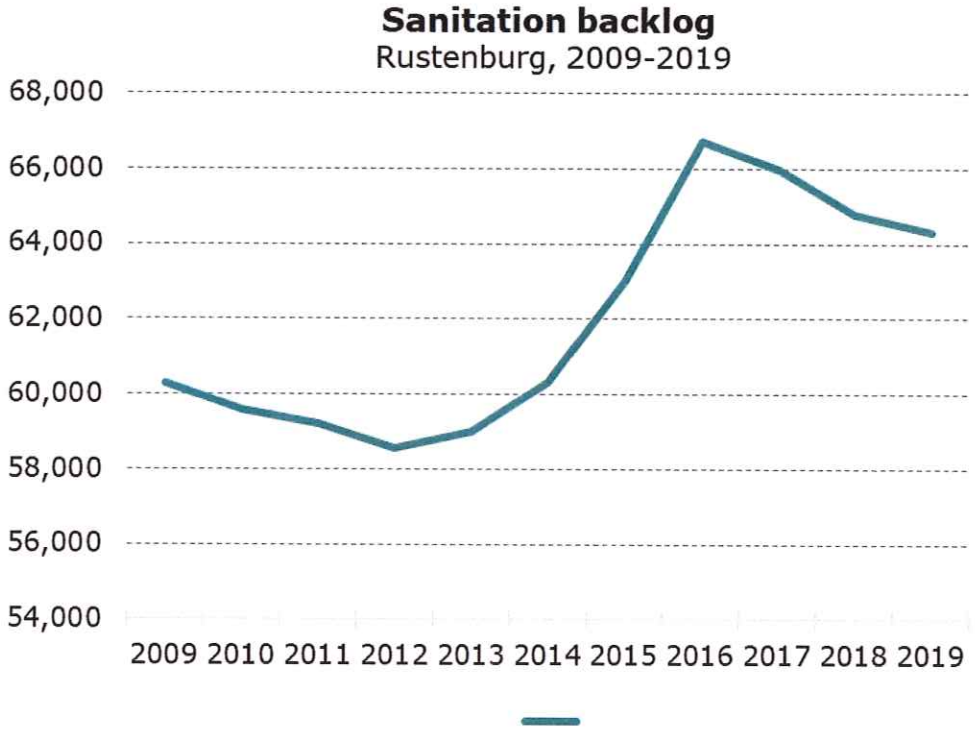
Rustenburg Local Municipality had a total number of 153 000 flush toilets (61.92% of total households), 29 700 Ventilation Improved Pit (VIP) (12.02% of total households) and 57 900 (23.47%) of total households pit toilets. Households by type of sanitation - Rustenburg Local Municipality and the rest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

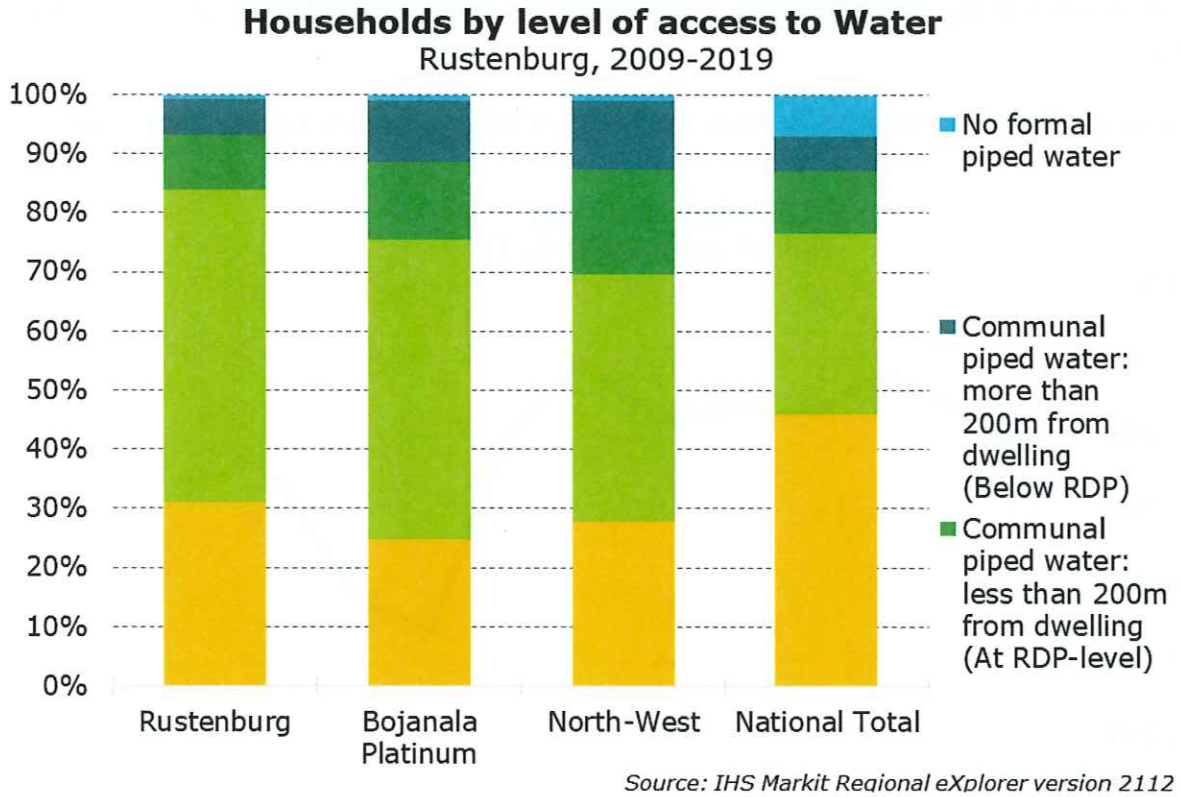
When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2009 the number of Households without any hygienic toilets in Rustenburg Local Municipality was 60 300, this increased annually at a rate of 0.65% to 64 300 in 2019.

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.

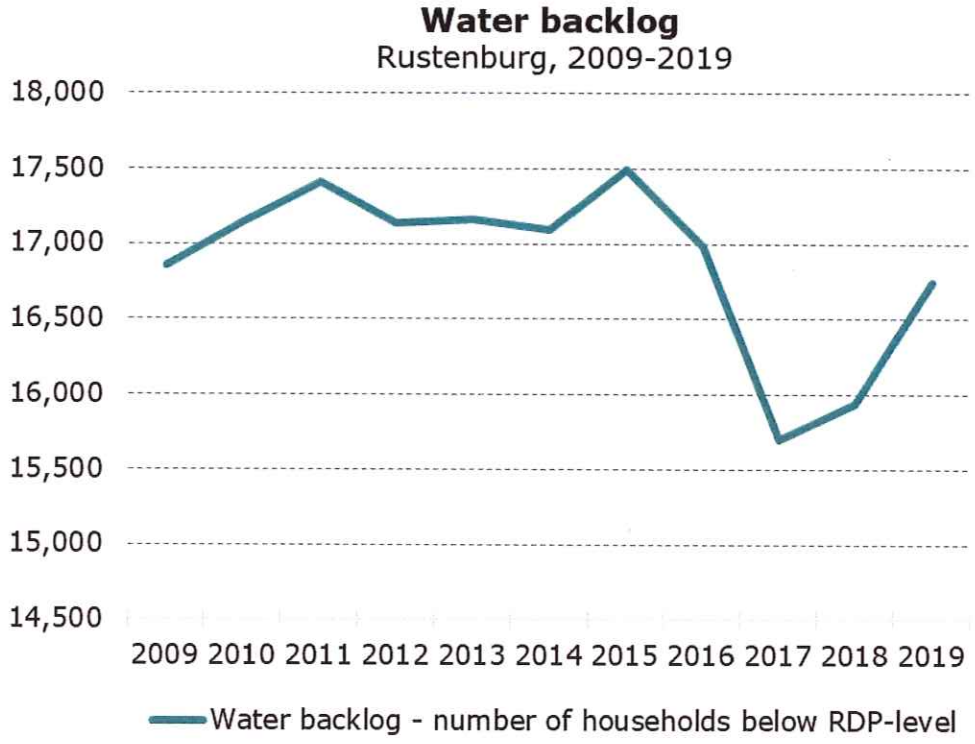
Households by type of water access - Rustenburg and the rest of Bojanala Platinum, 2019 [Number]

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]



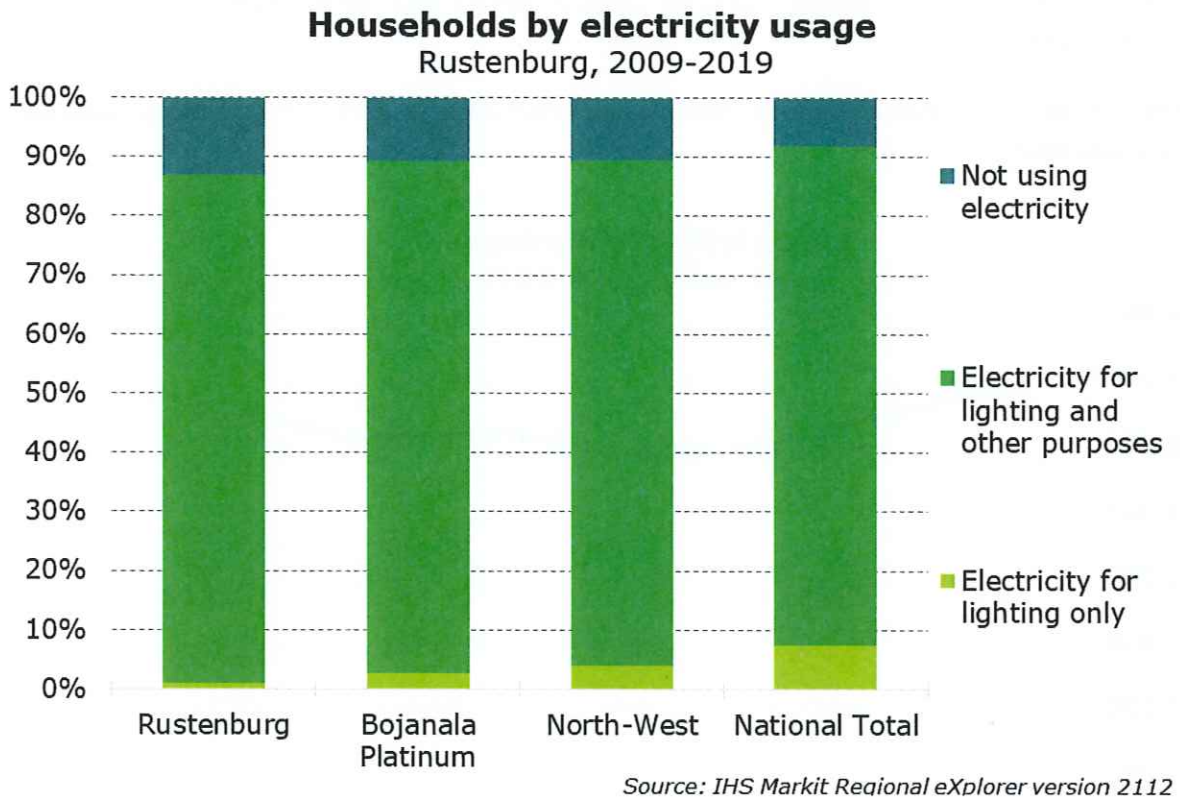
Source: IHS Markit Regional eXplorer version 2112

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]

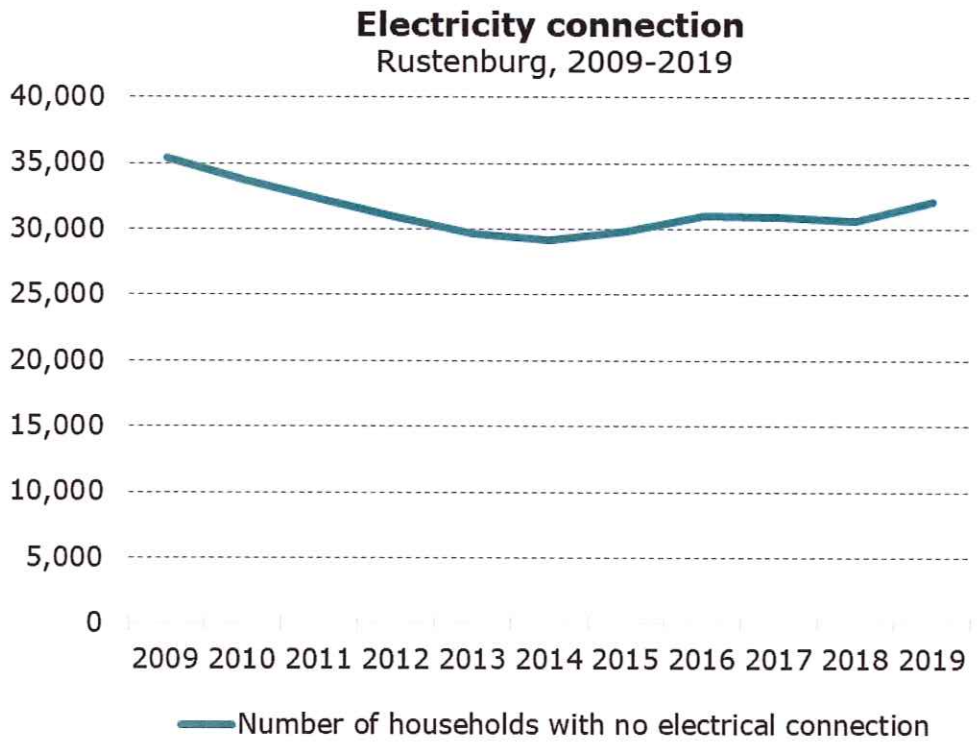
	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Rustenburg	2,304	212,405	32,097	246,806
Moretele	3,888	52,407	1,919	58,214
Madibeng	3,123	173,420	23,010	199,553
Kgetlengrivier	1,304	15,651	1,664	18,618
Moses Kotane	5,302	70,816	6,099	82,217
Total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

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).

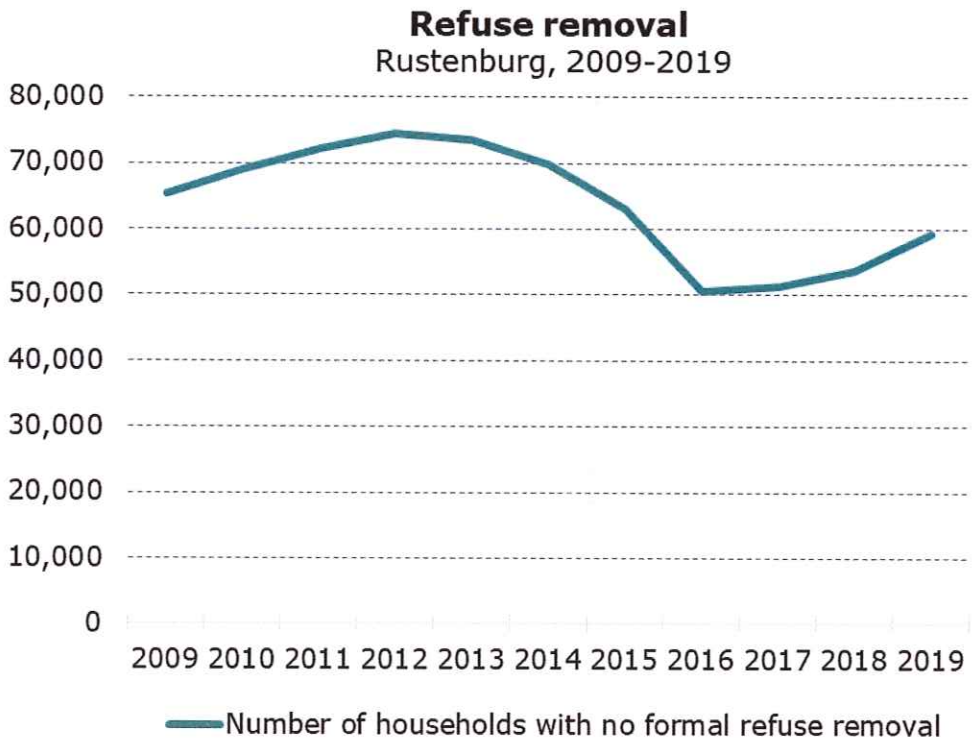
Households by refuse disposal - Rustenburg and the rest of Bojanala Platinum, 2019 [Number]

	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]

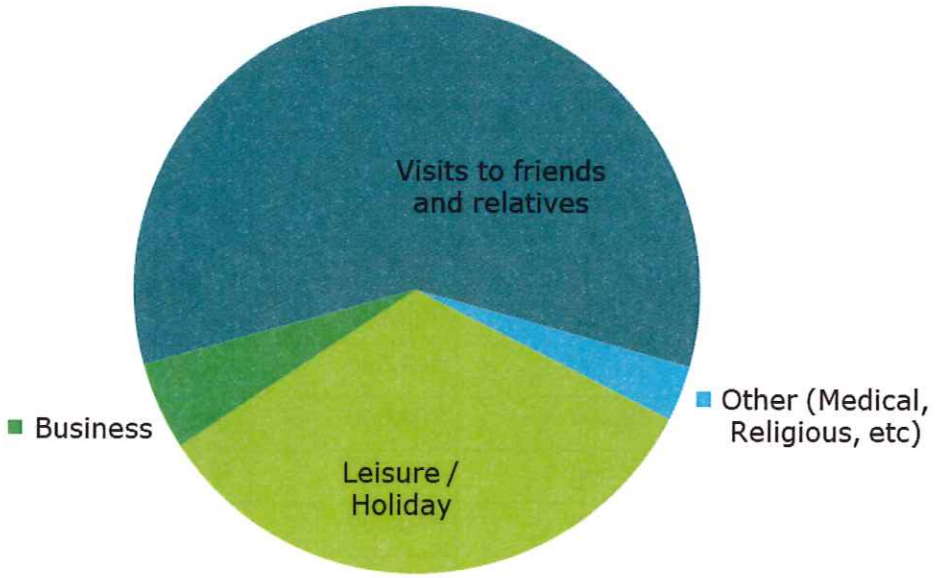
	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2010	171,000	50,200	490,000	35,000	747,000
2011	172,000	51,600	484,000	36,800	744,000
2012	157,000	55,100	465,000	37,200	714,000
2013	135,000	53,400	454,000	34,800	677,000
2014	120,000	48,300	445,000	31,700	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.

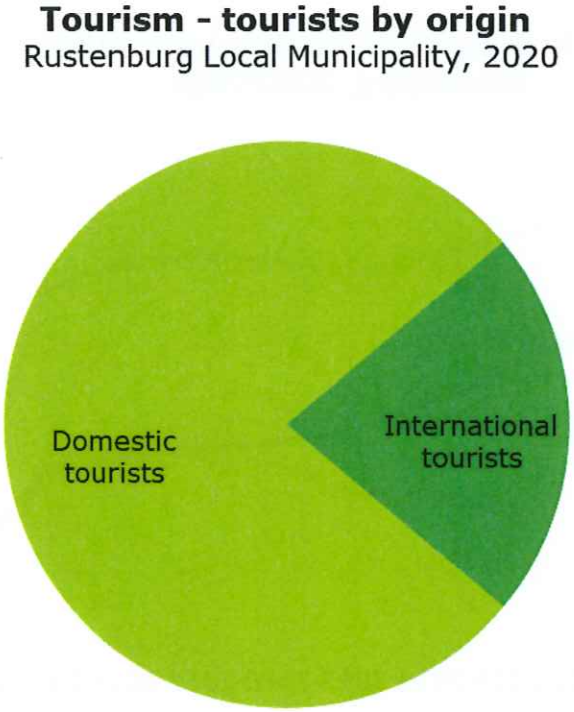
Total number of trips by origin tourists - Rustenburg Local Municipality, 2010-2020 [Number]

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]



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.

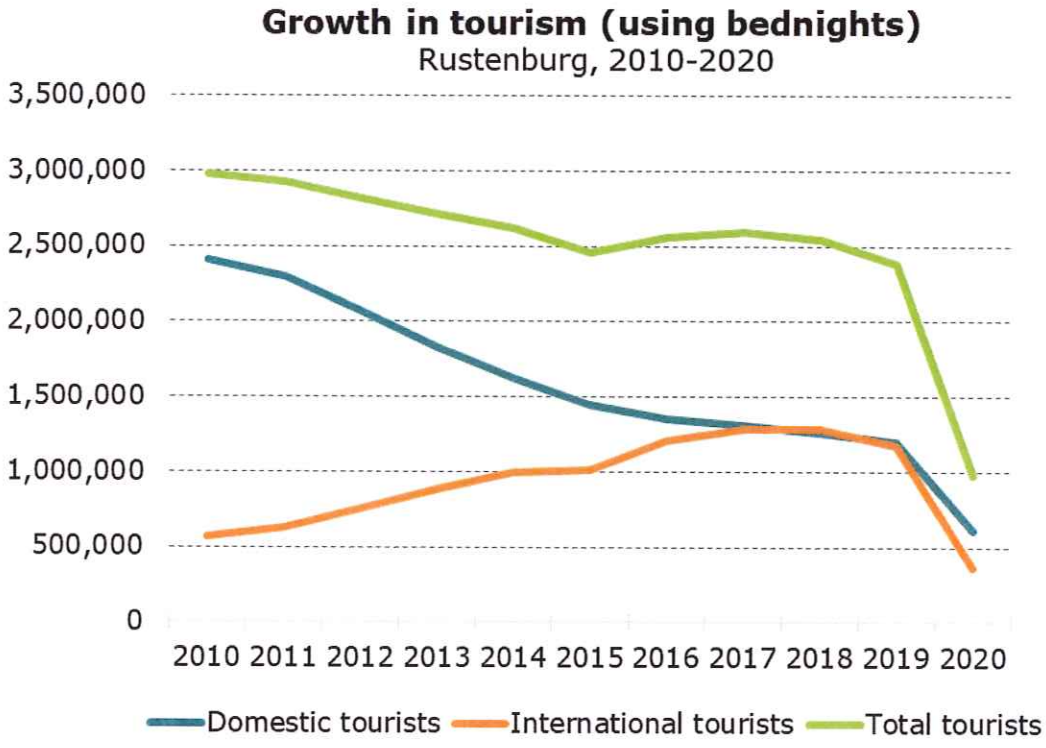
Bed nights by origin of tourist - Rustenburg Local Municipality, 2010-2020 [Number]

	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
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.

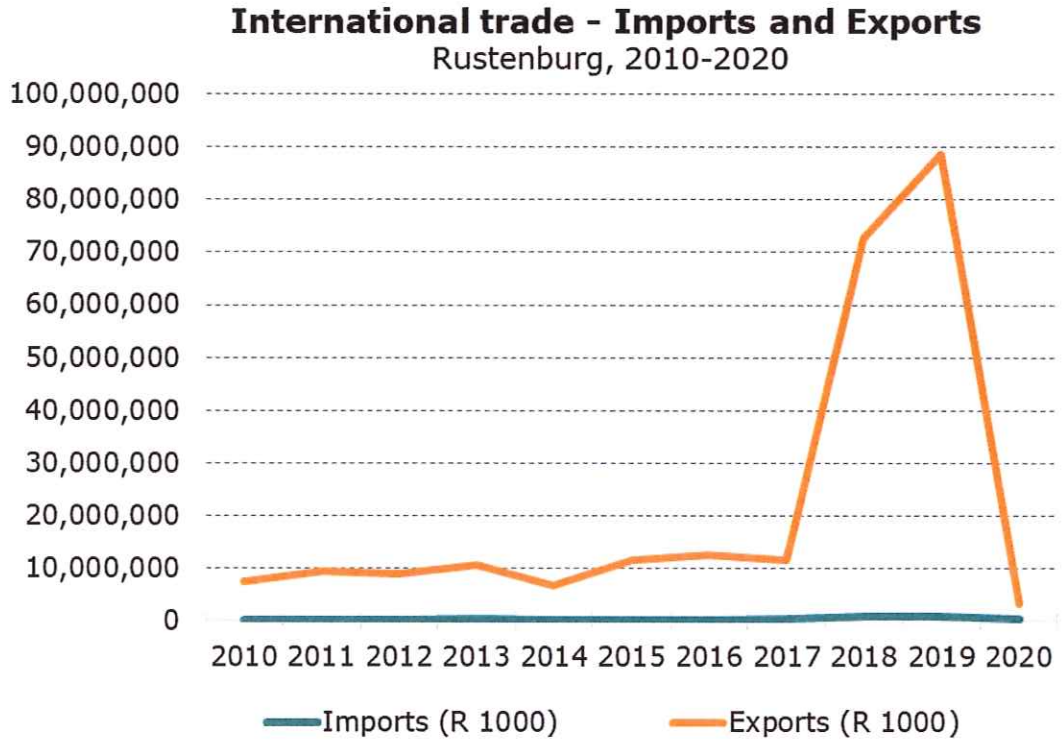
Merchandise exports and imports - Rustenburg, Bojanala Platinum, North-West and National Total, 2020 [R 1000, current prices]

	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.

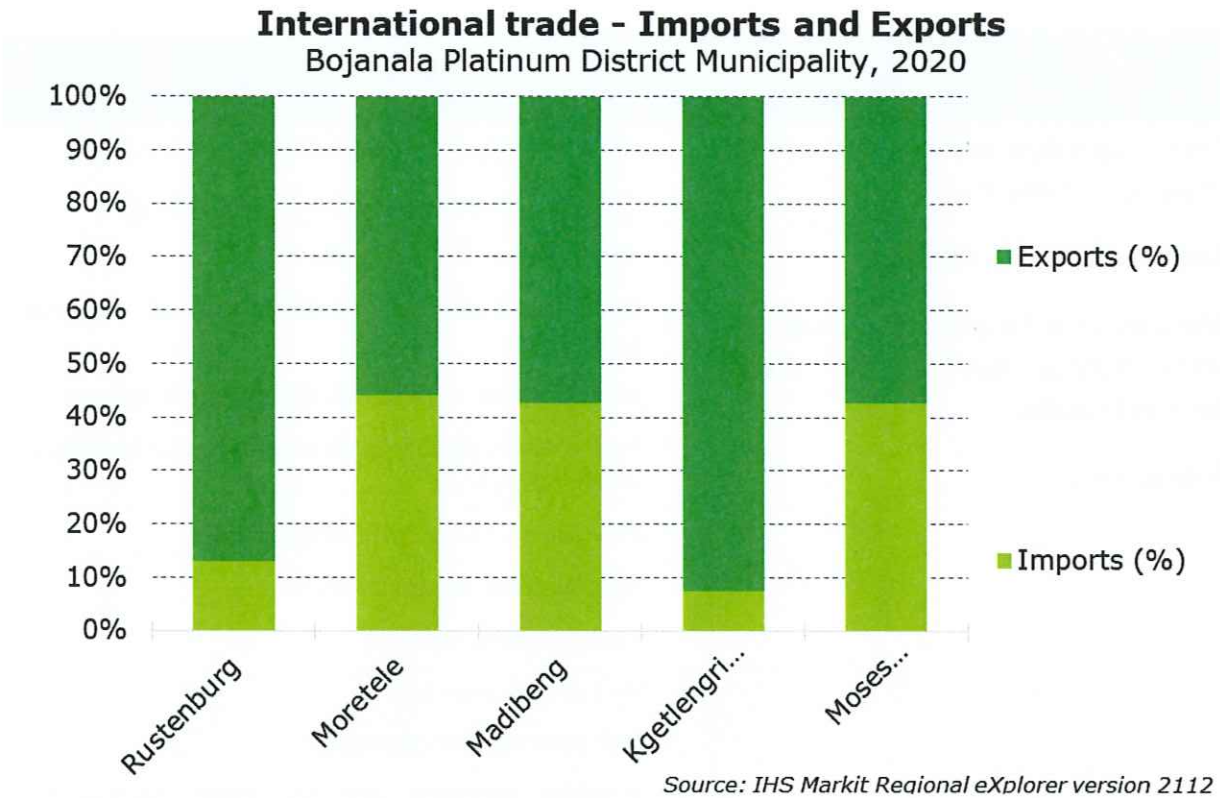
Import and Exports in Rustenburg Local Municipality, 2010-2020 [R 1000]



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]



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.

2.4 SWOT ANALYSIS

STRENGTH	WEAKNESS
• Council approved and adopted strategy (Integrated Master Plan). • Approved By-laws & policies. • Municipality is functioning as both the Water Services Authority and Water Services Provider. • Mining Town	• Outdated Spatial Development Framework (SDF) • Limited access to strategically located land • Areas that are not habitable • Land invasion and mushrooming of informal settlements • Contravention of Land Use Management Scheme • Poor maintenance and management of open space and heritage sites • Poor maintenance of municipal assets • High Water & electricity losses • Negative Audit Opinion • Lack of cash reserves • Low revenue collection rate • Strategic positions are not filled (Section 56 Manager) 8 out of 9
OPPORTUNITIES	THREATS
Municipality strategically located along the N4 corridor Potential for agricultural, tourism and mining related economic development. Increased revenue 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 of infrastructure network

2.5 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:

Community inputs informing the new priorities of the new term

↓

Situational analysis of received issues

↓

Feedback to communities and stakeholders on proposed projects to be undertaken for the new term

↓

Finalization of projects through the municipal budget and procurement plans

↓

Annual reporting on achievements and challenges in respect of planned projects

↓

Mid-Term assessment of completed projects and solicit new needs if they exist

2.5.1 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, Boshoek, 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 15th – 24th Avenue, Geelhout view 24th to 37th 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 lekgalong 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

WARD NUMBER	CLR	AREAS
		and Marasmas.
32	Cllr J Salang	Wagkraal, Suurplaat, Mmaditlhokwa, Marikana West, Retief, Mabomvaneng, Lapologang, New stands, part of Marasmas, Phase 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 Macone	Lekgalong, Ikageng, Mosenthal, Serutube, Lesung, Marakana
45	Cllr M P Morapedi	Photsaneng, Thekwana, Karee Mine

2.5.2 SECTORAL ANALYSIS PER KEY PERFORMANCE AREA

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT, GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.5.2.1 CORPORATE SUPPORT

The Rustenburg Local Municipality was established as a Category B municipality in terms of the provisions of the Municipal Demarcation Act 1998.

2.5.2.2 POWERS, DUTIES AND FUNCTIONS

In line with the provisions of the Municipal Structures Act (117 of 1998) the RLM has been assigned the following statutory Powers, Duties and Functions (**Table 9**).

Table 2: Allocated Powers, Duties and Functions of RLM

Directorate	Powers from the Allocated Carried out	Performed (P)/ Not Performed(NP)
Community Development	• Municipal Parks and Recreation	P
	• Cemeteries and Funeral Parlours	P
	• Local Amenities	P
	• Local Sports Facilities	P
	• Public Places	P
	• Cleansing	P
	• Municipal Abattoir	NP
	• Fencing and Fences	NP
Public Safety	• Control of Public Nuisance	P
	• Fire Fighting	P
	• Municipal Public Transport (only with regard to taxis)	P
	• Traffic and Parking	P
	• Noise Pollution	P
	• Public Places	P
	• Licensing of Dogs	NP
	• Municipal Airports	NP

Directorate	Powers from the Allocated Carried out	Performed (P)/ Not Performed(NP)
	• Pounds	
Planning and Human Settlement	• Municipal Parks and Recreation	P
	• Air Pollution	P
	• Building Regulations	P
	• Public Places	P
Technical and Infrastructure Development	• Municipal Public Works	P
	• Water	P
	• Sanitation	P
	• Street Lighting	P
	• Refuse Removal	P
	• Solid Waste disposal	P
	• Municipal Roads	P
	• Electricity Regulations	P
	• Storm Water	P
	• Fencing and Fences	NP
	• Municipal Airports	NP
Local Economic Development	• Local Tourism	P
	• Street Trading	P
	• Licensing and control of undertakings that sells food to the public	P
	• Control of Undertakings that sells Liquor to the Public	NP
	• Trading Regulations	P
	• Billboards and display of Adverts	P
	• Municipal Airports	NP
	• Local amenities	P
	• Markets	NP
Office of the Municipal Manager	• Municipal Planning	P

Institutional Arrangements

The Rustenburg Local Municipality consists of two interlinked organisational streams; one providing Political Leadership and Governance, and the other performing Operational and Administrative functions.

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 organizational streams; one providing Political leadership and governance and the other performing Operational and Administrative functions.

2.5.3 POLITICAL LEADERSHIP AND GOVERNANCE STRUCTURES

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

The municipality operates within an Executive Mayoral System under the leadership of Executive Mayor **Clr Mabale-Huma SSK**, 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. The Mayoral Committee consisting of ten members. Ward Councillors chair ward committees which are responsible for discussing local concerns.

Clr. Mabe LL was elected as the Single Whip of the Council. The party-political representation of Councilors is reflected in the **Table 1-2** below:

Table 1: Political Representation

POLITICAL PARTY	NUMBER COUNCILLORS	GENDER DISTRIBUTION	
		MALE	FEMALE
African National Congress	43	31	12
Economic Freedom Fighters	17	7	10
Democratic Alliance	13	9	4
F4SD	1	1	0
Freedom front+	3	2	1
BCM	1	1	0
UDM	1	0	1
AIC	1	0	1
ACDP	1	1	0
INDEPENDENT CANDIDATE	1	1	0

ARONA	1	1	0
TCM	7	5	2
SUB-TOTAL	**90**	**59**	**31**
TOTAL	**90**		

The municipality had 242 435 registered voters, of whom 109 832 cast their vote in the August 2016 local government elections, that translates to 45.23% of the registered voters. According to the IEC voter turnout report the figures for the 2021 local government where slightly different compared to 2016. The municipality had 288 347 registered voters in audited voting districts, of whom 104 913 cast their vote in November 2021 local government elections, which translates to 36,33% of voters Turnout in audited Voting districts.

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 2: Section 80 Committees

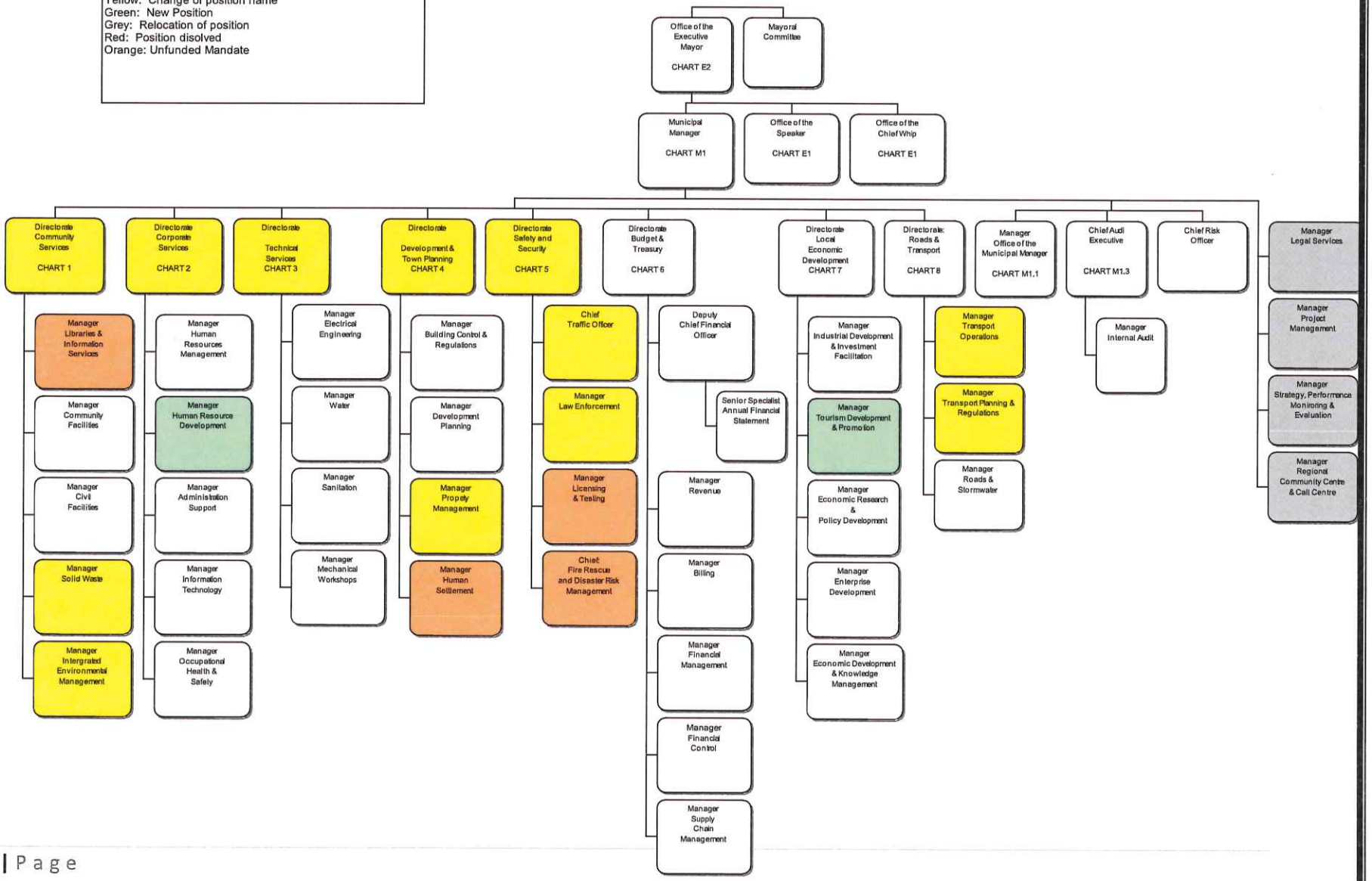
No.	PORTFOLIO	MEMBER OF MAYORAL COMMITTEE
1	Corporate Support Services	Gaonakala M
2	Community Development	Xatasi, NS
3	Public Safety	Mputle V
4	Planning and Human Settlement	Marekoa B
5	Budget and Treasury Office	Nke H
6	IDP and Legal	Pule S
7	Local Economic Development	Phutu K
8	Rustenburg Roads and Transport	Pule L
9	Technical and Infrastructure services	Rampou T
10	Inter-Governmental Relations, Traditional Affairs and Special Projects	Khoeli L

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 organizational Structure of the RLM.

RUSTENBURG LOCAL MUNICIPALITY
MACRO ORGANISATIONAL STRUCTURE
DETAILED DIRECTORATE DIVISION

Yellow: Change of position name
Green: New Position
Grey: Relocation of position
Red: Position disolved
Orange: Unfunded Mandate



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, embark on the organizational restructuring process and any such new organogram which shall be approved by Council shall replace the one depicted above.

CORPORATE SUPPORT SERVICES VISSION AND MISSION

VISSION

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

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.

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 advertised several times without getting the compliant service provider. Recently the advert for a quotation was sent out for seven days and closed 02 February 2023. Bidders to undergo administrative evaluation and successful bidders will be recommended for further evaluation.	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. Quotations were advertised	Distressed employees are not provided assistance due to lack of EAP Service Provider.	Requested the fast tracking of the appointment of EAP Service Providers As an alternative, proposed creation of a position of EAP Practitioner on the unit's organogram and filling of such

	several times without successfully getting the compliant service provider. A recent report of 26 Jan 2023, recommends a re-advertisement as bidders failed the SCM administrative checklist.		position
3	dataSTOR as a tool to manage records.	- Scope of work allocated to DataSTOR limits the number of the users to twenty (20) but an additional 20 users have been added to enable more officials to capture and scan the records that they create and keep. - Backlog in terms of scanning of SCM records	- Provide training on the use of dataSTOR. - Request an increase in number of users Request an increase in number of users. - Officials need to access records wherever they are without having to call the Records office. Records Section has been tasked with the responsibility to download the bid documents submitted on CDs and Memory sticks, keep additional information on the appointments of successful bidders, minutes of bid committees, etc. as back up information to be used during audit.
4	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.
5	Unreliable electricity back-up system	- Uninterrupted Power supply System is insufficient to sustain	- Procurement of a bigger Uninterrupted Power supply System for the

		the server	server to increase capacity.
6	Loss of computers	- Municipal unaccounted Data loss due to loss of computers.	- Enforce ICT Policy. - Installation of trackers on laptops
7	Vandalism of network infrastructure	- Lack of security to the infrastructure.	- Random Security Patrol

2.5.3.1 HUMAN RESOURCES SERVICES UNIT

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

1.1. 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	Aligned to Business process	
					Yes	No
DCSS	Human Resource Management	Acting Appointment and Allowance policy	2021.02.23 Item 45	27.02.2024	Yes	
DCSS	Human Resource Management	Career & Succession Management	2006.05.30 Item 90	29.03.2022	Yes	
DCSS	Human Resource Management	Policy: Official Funerals	2014.10.28 Item 334	07.07.2023	Yes	
DCSS	Human Resource Management	Parking: Municipal Building	2003.05.26 Item 245	07.01.2023	Yes	
DCSS	Human Resource Management	Recruitment and Selection Policy	2020.03.31 Item 57	7/03/2023	Yes	
DCSS	Human Resource Management	Remuneration Structure for Scarce Skills	2006.06.27 Item 163	7.07.2022	Yes	
DCSS	Human Resource Management	Secondment Policy	24.11.2020. Item 207	20.11.2023	Yes	

Directorate	Unit	Title of an Existing Policy	Date approved by Council	Date of next review	Aligned to Business process	
					Yes	No
DCSS	Human Resource Management	Transfer Policy	24.11.2021. Item 208	20.11.2023	Yes	
DCSS	Human Resource Management	Placement Policy	24.11.2021. Item 209	20.11.2023	Yes	
DCSS	Human Resource Management	Sport Participation of the Rustenburg Local Municipality	2003.09.16 Item 538	27.08.2022	Yes	
DCSS	Human Resource Management	Training and Development policy	2011.12.20 Item 374	30.08.2022	Yes	
DCSS	Human Resource Management	Transport Allowance policy	LLF 2015.10.07 Item 53	30.06.2022	Yes	
DCSS	Human Resource Management	Study Aid Policy	25.05.2010 Item 100	28.03.2022	Yes	
DCSS	Occupational Health & Safety (**OHS**)	HIV & AIDS Policy	29 Oct 2002	March 2022	Yes	
DCSS	Occupational Health & Safety (**OHS**)	ALCOHOL AND DRUG ABUSE POLICY	29 Sept 2020	September 2023	Yes	
DCSS	Occupational Health & Safety (**OHS**)	EMPLOYEE ASSISTANCE PROGRAMME POLICY	29 Sept 2020	September 2023	Yes	
DCSS	Occupational Health & Safety (**OHS**)	MEDICAL SURVEILLANCE POLICY	29 Sept 2020	September 2023	Yes	
DCSS	Occupational Health & Safety (**OHS**)	PERSONAL PROTECTIVE EQUIPMENT POLICY	29 Sept 2020	September 2023	Yes	
DCSS	Occupational Health & Safety (**OHS**)	OCCUPATIONAL HEALTH AND SAFETY POLICY	23 Feb 2021	November 2022	Yes	

Directorate	Unit	Title of an Existing Policy	Date approved by Council	Date of next review	Aligned to Business process	
					Yes	No
DCSS	Information Technology	Data Backup and Recovery Policy	29 September 2020	30 September 2022	Yes	
DCSS	Information Technology	Group Information Security	29-Sep 2020	30 June 2022	Yes	
DCSS	Information Technology	CGICT Policy	29-Sep-2020	30 October 2022		
DCSS	Information Technology	Patch Management Policy	29-Sep 2020	30 Sep 2022	Yes	
DCSS	Information Technology	Information Technology Management Policy	24 –Nov-2020	30-Nov 2023	Yes	
DCSS	Information Technology	ICT Strategic Plan	24 –Nov-2020	30 –Nov 2022	Yes	
DCSS	Information Technology	IT Service Continuity Plan	24 –Nov-2020	30 –Nov 2023	Yes	
DCSS	Information Technology	Computer Hardware Management Policy	30 March 2021	30 March 2022	Yes	
DCSS	Information Technology	Information Technology Management Policy	24 –Nov-2020	30-Nov 2023	Yes	
DCSS	Information Technology	ICT Strategic Plan	24 –Nov-2020	30 –Nov 2022	Yes	
DCSS	Information Technology	IT Service Continuity Plan	24 –Nov-2020	30 –Nov 2023	Yes	
DCSS	Information Technology	Computer Hardware Management Policy	30 March 2021	30 March 2022	Yes	
DCSS	Information Technology	Password Policy	26 November 2019	30 November 2023	Yes	

Directorate	Unit	Title of an Existing Policy	Date approved by Council	Date of next review	Aligned to Business process	
					Yes	No
DCSS	Information Technology	Firewall Policy	26 November 2019	30 November 2022	Yes	
DCSS	Administrative Support Services	Records Management Policy	31 May 2016	August 2021		
DCSS	Administrative Support Services	Cell Phone Policy	31 May 2016	May 2018		

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	
						Ye	No
DCSS	Human Resource Management	Workplace Skills Plan		30 April 2022	Submitted on the 29th April 2022.		No
DCSS	Human Resource Management	Succession Planning	29.03.2022	29.03.2024			No
DCSS	Human Resource Management	Study Aid Policy	20.03.2022	29/03.2024			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

					2022/12/31
Directorate	**Division**	**No of posts**	**No Employees**	**Vacancies**	**Budgeted Vacancies**
	Director & Admin Support	7	1	6	3
	Community Facilities	603	194	409	84
Community	Libraries & Information Serv.	94	53	41	9
Development	Waste Management	305	145	160	33
	Integrated Environmental Mang	5	4	1	0
	Civil Facilities & Maintenance	40	25	15	9
	Sub-Total	**1054**	**422**	**632**	**138**
	Director & Admin Support	4	2	2	1
Corporate	Human Resources	37	20	17	11
Support Services	Information Technology	19	12	7	1
	Admin Support Services	37	25	12	5
	Occupational Health & Safety	19	11	8	2
	Sub-Total	**116**	**70**	**46**	**20**
	Director & Admin Support	8	5	3	2
	Electrical Engineering	235	115	120	42
	Mechanical Engineering	77	36	41	19
Infrastructure	Water Services	317	239	78	48
	Sanitation Services	303	25	278	22
Services	**Sub-Total**	**940**	**420**	**520**	**133**
	Director & Admin Support	9	5	4	3
	Building Control & Regulations	15	14	1	2
	Development Planning	31	21	12	8
	Unit Housing	40	30	10	4
Planning	Estate Admin & Land Sales	15	8	7	3
	Sub-Total	**110**	**78**	**32**	**20**
	Director & Admin Support	8	7	1	5
	Emergency & Disaster Mang.	363	81	282	26
	Licensing & Testing	178	74	104	25
	Traffic Services	505	100	405	57
	Law Enforcement	524	89	435	64
Public Safety	**Sub-Total**	**1578**	**351**	**1232**	**177**
	CFO & Admin Sup	5	4	0	1
	Revenue & collection	86	33	53	11
	Billing	61	39	22	6
Budget and	Financial Management	59	28	31	6
Treasury	Financial Control	22	14	8	3
	Supply Chain Management	29	25	4	3

	Sub-Total	**262**	**143**	**118**	**30**
Local Economic	Director & Admin Support	4	3	1	1
Development	Trade & Invest/Rural Dev	11	5	6	5
	Economic Research & Policy	10	5	5	0
	Enterprise Development	16	6	10	4
	Sub-Total	**41**	**19**	**22**	**10**
	MM & Admin Support	5	4	1	1
Office of the	Strategy & Planning	9	4	5	0
Municipal Manager	Project Management	26	13	13	2
	Legal & Valuation	9	9	0	0
	Auditing	8	7	1	0
	Risk Management	4	2	2	0
	RCC Offices	38	23	15	6
	Customer Care	53	25	28	2
	Sub-Total	**152**	**87**	**65**	**11**
Roads and	Director & Admin Support	12	7	5	3
Transport	Roads & Stormwater	228	132	96	27
	Sub-Total	**240**	**139**	**101**	**30**
Office of the	Admin Support Services	16	7	9	8
	Mayoral Admin Officer	10	0	10	10
Executive Mayor	Communication	7	2	5	0
	Intergovermental Relations	3	2	1	0
	Special Projects	7	6	1	0
	VIP Protection Services	4	4	0	2
	Monitoring & Evaluation	6	2	4	0
	Sub-Total	**53**	**23**	**30**	**3**
Office of Chief Whip	Admin Support Services	5	1	4	6
Office of the Speaker	Admin Support Services	17	4	13	1
	MPAC	7	5	2	1
	Sub-Total	**29**	**10**	**19**	**8**
	TOTAL	**4574**	**1749**	**2825**	**580**

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

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	o	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 learnerships Programmes for both the employed (18.1) and unemployed (18.2) from LGSETA.

The appointment of accredited training service was advertised with seven days quotations to render specialised training on the implementation of Rustenburg Local Municipality's Workplace Skills Plan.

The Workplace Skills Plan of the municipality will be implemented by giving priority to the Legislative Requirements trainings as recommended by the Department of Employment and Labour (DoEL) as well as trainings identified in the WSP to avoid incidents from happening.

The following courses were implementation:

Name of the programme	**No of participants**	**Training provider**
Working within the Confined space	20	KYM Consulting
Working at Heights	20	MHLS Consulting & Projects
Low Voltage	20	Lewerb Holdings
ORHVS	20	Pykay consulting and Projects
Basic Plumbing	20	Dee-Bravo
Laying of Storm Water pipes	20	Pykay Consulting & Project
Laying of paving	20	Dee-Bravo Holdings
First Aid Training	22	Dee-Bravo Training
Advanced Excel	39	Greenview Training and Development
Bid Committee Training	11	Skills Catalyst Consulting
Mentoring and Coaching	23	Thuto Botshabelo Training & Projects

Name of the programme	No of participants	Training provider
Hazard Identification Risk Assessment (HIRA)	18	Nonunu Projects
Call Centre Management	13	Nonunu Projects
TOTAL	**266**	

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

2.5.4 ADMINISTRATIVE SUPPORT SERVICES

Document Management System;

MSCOA compliant Electronic Document Management System (EDMS) will be procured as part of MSCOA project implementation in 2023. 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 it was extended again until 30th June 2023 to allow the municipality a chance to appoint the another MSCOA compliant systems by following correct procurement process.

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 265 of the Adjourned Council meeting dated 12th December 2022, 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 21st December 2015.

2.5.5 INFORMATION AND COMMUNICATION TECHNOLOGY

Information and Communications Technology (ICT) has become a vital part of any organization'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 emphasizes the rapidity and extensiveness of distribution of information as a key determinant of the effectiveness of organizations. 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 fuelled 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 globalized 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 utilizing 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 utilization 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 effective IT Strategic Plan in responding to ICT Services requirements.
- Develop a 120days plan to realize 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 virtualization 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.

STRATEGIES

➢ 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 Centre/Server room and DRP site Upgrade and virtualisation:

Virtualization 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 sand 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 solution:

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 and 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.

2.5.6 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 the OHS Committee	• OHS training matrix Established • Training matrix reviewed and approved by OHS Committee annually • Training matrix	• *Risk Register* included in annual OHS calendar with OHS Committee responsible for ensuring all actions implemented, • 100% of all scheduled inspections completed with 85% of all actions completed within 20 days	• All managers / team leaders trained in investigation process • New performance measures established and reported quarterly • Establish and implement first aid / wellness room	• Annual budget for health and wellbeing established • Annual plan established with yearly calendar of events

• 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	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)	• 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	management plans • Include emergency scenarios in annual emergency training plan	• 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

2.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Functions performed under this KPA are led by the Budget and Treasury Office, but collaboratively performed with all Directorates internally and other Social Partners of the Municipality externally.

2.6.1 BUDGET AND TREASURY OFFICE

The Budget and Treasury Office (BTO) of the Rustenburg Local Municipality is responsible for the financial management of the organisation as a whole. The mandate of BTO is to ensure that all directorates are provided with the resources to enable them to perform their functions. BTO is the face of the municipality to the public and to ensure that the municipality is financially sustainable.

In order to fulfil this mandate, BTO comprises the following five units each performing a specific function, and which collectively seek to enhance the financial viability of the municipality:

Billing: The billing unit is responsible for ensuring that the consumers of Rustenburg get billed for basic services, consumption, rates and taxes. This ensures that the municipality receives an income to deliver services to the community and run the administration of the municipality.

Financial Management: The financial management unit is responsible for ensuring that the service providers of the municipality as well as its employees are paid. Financial management is also the custodian of the asset registers, investments, bank accounts and loans of the municipality.

Revenue: The revenue unit is responsible for the collection of funds due to the municipality. This function includes the debt collection, credit control, client services and finalisation of accounts.

Supply Chain Management: The supply chain management unit is responsible for ensuring that all goods and services procured by the municipality is in accordance with applicable legislations. The unit is also responsible for contract management including reporting on commitments and ensuring that new contracts are entered to prevent irregular expenditure.

Budget and Reporting: The budget and reporting unit is responsible for management of the municipality's budget, including the approved budget, virements and assisting with the adjustment budget. Reporting includes section 71 reports, section 72 reports, monthly and annual financial statements.

The following have been identified as the major **operational issues** impacting on the financial sustainability of the Rustenburg Local Municipality:

- System and billing challenges: New financial system procured and on-going engagement with the service provider on teething issues.
- Weak controls in implementation compliant supply chain management process resulting in increased irregular expenditure.
- Lack of cash reserve to fund capital projects and other operational activities
- Inadequate use of technology to achieve effective and efficient operations: smart metering and billing.

Deteriorating debtors' collection rate, due to the economic downturn and culture of non-payment of services by our residents.

Free basic services:

The municipality is keeping a register of all indigents. A total number of 4 491 households have been registered on the indigents register by end of December 2019. The current approach of letting persons walk in and register as indigents alone does not yield the intended results. The municipality is in the process of finalising the procurement of the system that will enable the municipality to verify additional clients that should form part of indigents household through very check.

Critical Success Factors towards enhanced financial sustainability have been identified as follows:

- Competent and committed staff complement: Ongoing as billing unit have already appointed incumbents with requisite skill.
- Cost containment measures to curb spending on non-core services (Expenditure)
- Expenditure and commitment limited to approved budget (improved budget management)
- Credit control intensified to improve our cash flow
- Debt collectors strictly monitored to improve cash flow and build up reserves.
- Short- and Long-term debt facilities considered for project funding in order to accelerate service delivery.

Proposed Interventions

- Capacitation of SCM: Intervention done through the SCM learnership level 5 programme, attended by 7 employees for the 12 months. Provincial Treasury support
- BTO skills review and ensure optimal use of staff
- **Automation of SCM processes**: Achieved whilst inventory and contract management are partially achieved to be finalised by June 2020
- Implement all phases and modules of the new financial system (MSCoA). Inadequate use of documents management function.
- Procure and implement a revenue management software to assist in indigent management and credit control
- Data cleansing and profiling: The municipality has already segmented its debtors' book to isolate the sundry debtors to verify collectability of these debts else recommend a bad write-off through a council resolution. The credit control system to be procured will be an add on whilst the system is up and running to isolate non-collectable debts.
- Intensify enforcement of credit control actions: War room has been introduced as a project to ensure effective credit control and curbing illegal connection to improve on collection of long overdue amount and is yielding results.
- Collection incentives to encourage payment for services #MyMunicipalityMyResponsibility

Risk Management: The Municipal Finance Management Act, 2003, section 62 (1) (c) (i) states that: *"the accounting Officer of the municipality is responsible for managing the financial administration*

of the municipality, and for this purpose take all responsible steps to ensure- that the municipality maintains an effective, efficient and transparent systems of financial and risk management and control" for the achievement of the objectives of the municipality as contained in the IDP.

1. Municipality will strive to maintain effective risk management function through support of the existing structure and systems;

- *Risk Management Committee properly constituted*
- *Annual review of the Risk Management Policy and Strategy*
- *Annual review of the Risk Management Implementation Plan and a Risk Committee Charter.*

2. The municipality has developed a draft Fraud Prevention Strategy and Implementation Plan and will be conducting Fraud Risk Assessments in the third quarter of the current financial year. This is to analyse and improve the management of risk and fraud in the municipality.

3. The Municipality is in the process of developing Business Continuity Management Policy and Strategy.

The following table presents a high-level summary of the top five (5) financial risks of the RLM.

Table 3: High Level Summary of the Top Five (5) Financial Risks.

No	Risk Description	Rating	IDP Priority	IDP Objective	Mitigation Strategies
1	Inability to service Municipal debt.	**25: Very High**	Ensure municipal financial viability and management	Ensure municipal financial viability and management	1. To Improve revenue collection by improving credit control and debt collection 2. Eliminate wastage in spending to retain surpluses *This will Improve liquidity ration.
2	Financial System Failure, loss of data, delayed or inaccurate accounts to consumers..	**25: Very High**	Ensure municipal financial viability and management	Ensure municipal financial viability and management	1 Backup system for the core data, 2 Stricter system controls, 3 Running primary system parallel for a certain period. 4 Establish implementation Committee to verify data integrity and check on user ability to interact with the new system.

3	Water and Electricity Losses.	**20: Very High**	Ensure municipal financial viability and management	Ensure municipal financial viability and management	1. IWA standards which will outline different types of water losses such as apparent losses and real losses and remedial. • Straight connection monitoring. • High night flows. • Inject funding into a programme that deals with internal maintenance issues. 2. Introduce water conservation and demand management. 3. Introduction of smart metering for electrical.
4	Mushrooming and uncontrolled growth of informal Settlements *Land Grabs *Free use of municipal services such as water and electricity. *Inevitable living conditions	**25: Very High**		Ensure municipal financial viability and management	1. Enumeration of actual households and institute upgrading and installation of services. 2. Urban Infill with low cost walks up buildings.
5	Delayed Commissioning of the Rapid Bus System which may cause resistance from other public transport stakeholders, Potential loss claim for recapitalization; Parallel transport mode may be costly.	**15: High**	Ensure municipal financial viability and management	Ensure municipal financial viability and management	1. Robust engagement and give affected parties assurance on the practicality of the transport system. 2. Finalise the procurement and commissioning of transport system.

2.7 SPATIAL ANALYSIS AND RATIONAL

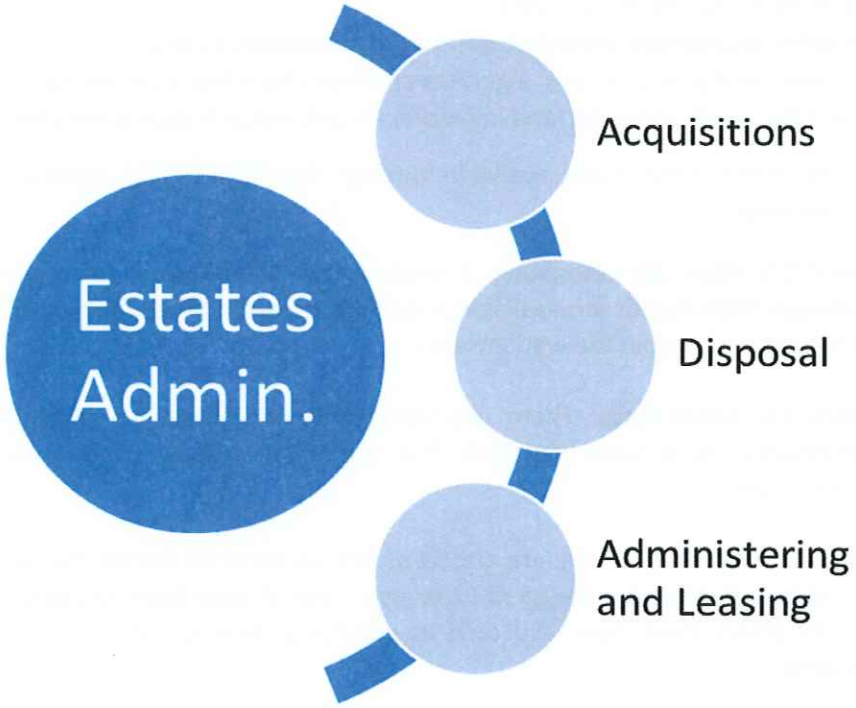
Functions performed under this KPA are led by the Directorate of Planning and Human Settlements, but collaboratively performed with DLED, DCD internally and other Social Partners of the Municipality externally.

2.7.1 PLANNING AND HUMAN SETTLEMENT

2.7.1.1 ESTATE ADMINISTATION AND LAND SALES

2.7.1.1.1 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 tile 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 Four (4) 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: Boshoek 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 Northwest 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 Northwest 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 Northwest Provincial Government responsible for Human Settlements (NW COGHSTA) as part of the Greater Marikana.

- Portion 62, 47, 64 and 9/20th share of Portion 63 of the farm Rooikoppies 297 JQ to the total extent of 8 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:

- 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.

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. Expropriation Notices have been served and Gazetted through the assistance of the Housing Development Agency (HDA) and the Northwest Provincial Government responsible for Human Settlements (NW COGHSTA).

- 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 Northwest 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 Northwest 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 near mining operations. Currently the transfer process is in abeyance until the Environmental Impact Assessment is successfully completed.

  The following 16 properties were to be donated; however donation has been put in abeyance as Environmental study is negative.

  - 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

Tharisa mine is currently in the process of acquiring Marikana extension 12 located on Portion 356 of the Farm Rookopies 297 JQ to be donated to Council

- 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 was being conducted by the Housing Development Agency which is positive. We are faced with a challenge that the donation is kept in abeyance until Sibanye Stillwater clearly indicate whether the outstanding amount on rates and taxes will be paid and the appeal on the valuation concerning Sibanye Stillwater land is resolved. Drafting of the Deed of donation is to commence once positive resolution is reached. The formalisation process will then be driven by Council with the assistance of the Housing Development Agency (HDA) and the Northwest 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, regarding 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.

  There is also a challenge in that donation is kept in abeyance until Sibanye Stillwater clearly indicate whether the outstanding amount on rates and taxes will be paid and the appeal on the valuation concerning Sibanye Stillwater land is resolved.

Rustenburg Cluster

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

  The Northwest 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 Northwest 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 regarding 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 DESCRIPTON
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
Holding 16 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.

  A number of Private owners were also contacted regarding approved townships as located within the greater farm Waterkloof 305 JQ. Await feedback.

  It was indicated by H D A that certain properties can be availed to Council within Waterkloof Hill Extension 2,3 and 4. Await feedback.

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. However there is a challenge as the donation is kept in abeyance until Sibanye Stillwater clearly indicate whether the outstanding amount on rates and taxes will be paid. Further the appeal on the valuation concerning Sibanye Stillwater land is still to be resolved. The Duty of Care principle which clearly indicates that the registered owner on the title deed will be financially and legally be liable in terms of Section 24G of the Nema Act should also be addressed.

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 study was conducted by the Housing Development Agency. However in this one too, we are faced with a challenge as the donation is kept in abeyance until Sibanye Stillwater clearly indicate whether the outstanding amount on rates and taxes will be

paid and the appeal on the valuation concerning Sibanye Stillwater land is solved. 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 Northwest 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 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 Northwest 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 (HA)	REGISTERED OWNER	MOTIVATION

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
Paardekraal 279 JQ	A portion of the township Paardekraal Extension 1,			The township is already proclaimed

- Housing Development Agency (HDA) and the Northwest 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. A challenge here is that the owner put conditions on the table that was not part of the discussions. HDA has been advised to deal with the challenge and advise RLM.

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.

The Housing Development Agency (HDA) and the Northwest Provincial Government responsible for Human Settlements (NW COGHSTA) is currently investigating the acquisition of the following portions of land and we are awaiting feedback:

- Portion 9 of the farm Boschoek 103 JQ
- Portion 7 of the farm Builtfontein 259 JQ

Ward 16: Rietvly Cluster

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

Currently the acquisition of Portion 17 and 18 Donkerhoek 312 JQ to the extent of 14 hectares is being investigated by Council.

Ward 35: Kroondal Cluster

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. Application is put on hold, and we are awaiting for a feedback from the Commission of Restitution regarding a land claim lodged against the Greater Kroondal area.

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.

2.7.2 BUILDING CONTROL & REGULATIONS

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 a. to an environment that is not harmful to their health or well-being; 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 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 m^2 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 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.	NBRs provides for the building that meet health, safety, access (disability) and of recent – eco or "green" building standards.	Erection of building and government buildings without prior approval of the Local Authority.	All wards.
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 safe municipality lots money spent on private lawyers to deal with municipal by-law cases.

2.7.3 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 formulate 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 Frameworks' 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 Rustenburg Local Municipality is in the process of developing a Municipal Spatial Development Framework in line with the Spatial Planning and Land Use Management Act,2013 (Act 16 of 2013).

Land Use Management

The Rustenburg Local Municipality has approved its land use scheme in line with the Spatial Planning and Land Use Management Act,2013 (Act 16 of 2013), known as the Rustenburg Land Use Scheme,2021.

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).

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

2.7.4 HUMAN SETTLEMENT

The Rustenburg Local Municipality faces the enormous housing challenge of providing housing opportunities to some 400 000 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.

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 MarikanaRooikoppies – Phase 1	Bulk Infrastructure		Marikana			R 30 000 000	R 20 000 000,00	R 20 000 000,00	HSDG		Completed
Rustenburg Bokamoso 1400 – Phase 1	Bulk Infrastructure		Bokamoso			R 30 000 000	R 20 000 000,00	R 30 000 000,00	HSDG		Contractor not appointed yet.
Rustenburg Boitekong Ext 16 Bulk Services – Phase 1	Bulk Infrastructure		Boitekong			R 30 000 000	R 20 000 000,00	R 30 000 000,00	HSDG		Blocked project
Rustenburg Mbeki Sun Bulk Services - Phase 1	Bulk Infrastructure		Rustenburg			R 0	R20 000 000,00	R40 000 000,00	HSDG		Completed
Rustenburg Popo Molefe Bulk Servcies - Phase 1	Bulk Infrastructure		Rustenburg			R 0	R20 000 000,00	R30 000 000,00	HSDG		Project budget for bulk services

Housing Units											
Rustenburg Municipality - Rankunyane (Monnakato) - Phase 1	Housing Units	20	Rankunyane			R 3 249 716	R 3 249 716,00	R1 624 858,00	HSDG		Completed
Rustenburg Municipality - Rankunyane (Monnakato) - 93 Units	Housing Units	27	Rankunyane			R 4 387 117	R 4 874 574,00	R1 624 858,00	HSDG		Contractor not appointed yet.
Rustenbug L M, Meriting Ext 4 & 5 (1590 Sub) - Phase 1	Housing Units	28	Meriting			R 4 544 825	R 3 275 936,00	R8 189 840,00	HSDG		. Blocked project
Rustenburg BoitekongFlisp 1559 (impala) - Phase 1	Housing Units	17	Rustenburg Boitekong (impala)			R 2 057 000	R 2 420 000,00	R2 420 000,00	HSDG		Project under construction
Rustenburg, Rankelenyane, 65 - Phase 1	Housing Units	13	Rankelenyane			R 2 112 315	R 812 429,00	R1 624 858,00	HSDG		Blocked project
2016/17 Rustenburg Bokamoso 1600 - Phase 1	Housing Units	21	Bokamoso			3439732,8	R 3 275 936,00	R0,00	HSDG		Work in progress
2016/17 Rustenburg Bokamoso 1600 - Malapane	Housing Units	39	Bokamoso			R 6 388 075	R 3 275 936,00	R0,00	HSDG		Project under construction

2016/17 Rustenburg Bokamoso 1600 - Metro Projects	Housing Units	53	Bokamoso			R 8 681 230	R 3 275 936,00	R0,00	HSDG		Project to resume after stoppages
2016/17 Rustenburg Bokamoso 1600 - Mintirho Business Enterprise	Housing Units	50	Bokamoso			R 8 189 840	R 4 913 904,00	R1 637 968,00	HSDG		Contractor terminated, awaiting new contractor to start
2016/17 Rustenburg Bokamoso 1600 - Tholo ya Kwena (PTY)LTD 250 units	Housing Units	46	Bokamoso			R 7 534 653	R 4 913 904,00	R1 637 968,00	HSDG		Contract terminated waiting for new contractor to start
2016/17 Rustenburg IkemelengIsup - Phase 1	Housing Units	0	Ikemeleng			R 0	R 8 189 840,00	R0,00	HSDG		Project ready for implementation
2016/17 Rustenburg Lethabong Ext 2 - Makole	Housing Units	42	Lethabong Ext 2			R 6 879 466	R 8 189 840,00	R16 379 680,00	HSDG		Project under construction
2016/17 Bojanala Military Veterans - Phase 1 Agisanang/Velakude JV	Housing Units	9	Bojanala			R 2 071 593	R 1 474 171,20	R2 301 770,00	HSDG		Budgets approved and contractors appointed. not

											started yet.
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		Work in progress
Rustenburg - Rustenburg Villages 1050 - Tantanana Village	Housing Units	4	Tantanana Village			R 649 943	R 0,00	R0,00	HSDG		Work in progress
Rustenburg - Rustenburg Villages 1050 - Mmamerotse Village	Housing Units	20	Mmamerotse Village			R 3 249 716	R 2 437 287,00	R649 943,20	HSDG		Work in progress
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		Wating for Top-up funding
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		Work in progress
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		Work in progress

Rustenburg - Rustenburg Villages 1050 - Lefarakgatlhe Village	Housing Units	19	Lefarakgatlhe Village			R 3 087 230	R 1 624 858,00	R1 624 858,00	HSDG		Work in progress
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		Work in progress
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		Work in progress
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 Completed
Rustenburg - Rustenburg Villages 1050 - Lesung Village 50	Housing Units	29	Lesung Village 50			R 4 712 088	R 812 429,00	R812 429,00	HSDG		Work in progress
Rustenburg - Rustenburg Villages 1050 - Mosenthal	Housing Units	29	Mosenthal			R 4 712 088	R 1 624 858,00	R1 624 858,00	HSDG		Project Completed

Rustenburg - Rustenburg Villages 1050 - Maumong	Housing Units	19	Maumong			R 3 087 230	R 1 624 858,00	R974 914,80	HSDG		Project Completed
Rustenburg - Rustenburg Villages 1050 - Rankelenyane	Housing Units	29	Rankelenyane			R 4 712 088	R 1 624 858,00	R1 462 372,20	HSDG		Work in progress
Rustenburg - Rustenburg Villages 1050 - Kanana	Housing Units	19	Kanana			R 3 087 230	R 1 624 858,00	R1 299 886,40	HSDG		Project almost complete
Rustenburg - Rustenburg Villages 1050 - Phokeng Village	Housing Units	41	Phokeng Village			R 6 661 918	R 3 249 716,00	R1 624 858,00	HSDG		Work in progress
Rustenburg - Rustenburg Villages 1050 - Thekwane Village	Housing Units	34	Thekwane Village			R 5 524 517	R 3 249 716,00	R1 624 858,00	HSDG		Work in progress
Rustenburg RustenburgFlisp 100 - Phase 1	Housing Units	10	Rustenburg Rustenburg Flisp 100 - Phase 1			R 1 210 000	R 1 452 000,00	R1 600 764,00	HSDG		Project ready for implementation
Rustenburg Rustenburg Military Vets 26 - Phase 1	Housing Units	9	Rustenburg Military Vets			R 2 071 593	R 1 474 171,20	R0,00	HSDG		Approved to be implemented
Informal Settlements Upgrading (ISUP)											

2016/17 Rustenburg MarikanaRooikoppies	Pre-planning	0	Various farm portions in Rooikoppies 297 JQ (Marikana included in township)			R 0	R 0,00	R 0,00	ISUPG		Under township establishment
2016/17 Rustenburg Mbeki Sun 2000	Planning	0	Various farm portions Paardekraal 297 JQ (Popo Molefe& Mbeki Sun)			R 1 179 302	R 0,00	R 0,00	ISUPG		Project under planning for township establishment
2016/17 Rustenburg Popo Molefe	Planning	0	Various farm portions Paardekraal 297 JQ (Popo Molefe& Mbeki Sun)			R 1 295 107	R 0,00	R 0,00	ISUPG		Project under planning for township establishment
2016/17 Rustenburg YizoYizo	Planning	0	Portion 94 and 95 Paardekraal 279-JR, Erf 2667, Boitekong Ext. 2			R 864 473	R 0,00	R 0,00	ISUPG		Project under planning for township establishment

Rustenburg Boshoek	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 MarikanaRooikoppies - Phase 1	planning	0	Ptns 273, 187, 186, 83, 324, 274, 89, 90,92 94, 93, 91,90, 275,269 Rooikoppies 297 JQ			R 2 000 000	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 Paardekraal 297 JQ (Popo Molefe& Mbeki Sun)			R 16 678 500	R 0,00	R 0,00	ISUPG		Project ready for implementation for internal services
2016/17 Rustenburg Popo Molefe	Internal Services	0	Various farm portions Paardekraa			R 16 678 500	R 0,00	R 0,00	ISUPG		Project ready for implementation for

			l 297 JQ (Popo Molefe& Mbeki Sun)								internal services
Rustenburg Boitekong Ext16 Bulk Services - Phase 1	Internal Services	0	Ptn 39 Paardekraal 279 JQ,Ptn 148 Paardekraal 279 JQ,Ptn15 and 112 Paardkeraal 279JQ			R 26 796 790	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	R 11 563 760,00	R 11 119 000,00	ISUPG		Project ready for implementation for internal services
Rustenburg Rietvlei Township Establishment - Phase 1	Internal Services	0	Rietvlei			R 0	R 16 678 500,00	R 27 797 500,00	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	• Deed of sale signed. • At transfer stage.
Portion 273 of the Rooikoppies 2 97 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	• Expropriation notices issued. • HDA requested new valuations to finalise
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	• **Donation kept in abeyance until:** 1. Sibanye Stillwater is to pay all outstanding rates and taxes. 2. Appeal on valuations regarding Sibanye Stillwater land is finalised.
Re Portion 10 of the farm Rooikoppies 297 JQ	3,9608	
Portion 229 of the farm Rooikoppies 297 JQ	16,1834	
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	• **Donation kept in abeyance until:** 1. Sibanye Stillwater is to pay all outstanding rates and taxes. 2. Appeal on valuations regarding Sibanye Stillwater land is finalised. 3. The accountability regarding the 24G legislation is resolved.
Properties located south of Marikana ext 2: Portion 242 and 243 of Farm Rooikoppies 297 JQ	28,9392	• **Donation kept in abeyance until:** 1. Sibanye Stillwater is to pay all outstanding rates and taxes. 2. Appeal on valuations regarding Sibanye Stillwater land is finalised. 3. The accountability regarding the 24G legislation is resolved.
Central Deep houses: Portion 49,84,84 and 87 of the Farm Waterval 303 JQ	41,9814	
Khomanani properties: A Part of Portion 10 and A Part of the Remainder of the Farm Waterval 303 JQ	162,4	

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 m² 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 to 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	Beneficiaries must comply with prescribed policy criteria.

	enable them to create affordable housing stock on a deed of sale, rental or rent to buy option).	
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 in *situ* 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.

The Municipality's housing subsidy allocations for the remainder of the five-year plan are as follows:

- 2021/22 R253 503 031,00
- 2022/23 R254 690 259.00
- 2023/24 R239 420 140.00
- 2024/25 R211 469 733.40

These funds will be allocated to the Municipality's housing subsidy projects and programmes.

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

2.8 KPA 3: LOCAL ECONOMIC DEVELOPMENT AND JOB CREATION

Functions performed under this KPA are led by the Directorate of Local Economic Development (LED), but collaboratively performed with all Directorates internally and external stakeholders of the Municipality.

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, 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:

1) Policy coherence and economic intelligence to drive socio-economic transformation and a world class local economy.

2) Create an enabling and conducive business environment to enhance RLM competitiveness as a destination of choice for tourism, investment and trade.

3) 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.

4) Good cooperative governance that promotes public private partnerships in support of the socio-economic development programme of RLM.

5) 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

6) Create an enabling and conducive business environment to enhance RLM competitiveness as a destination of choice for tourism, investment and trade. To enable the development of enterprises in the following economic sectors: tourism, arts, culture, sports and heritage; agriculture and agro-processing; manufacturing, logistics and industrial development; mining beneficiation, education & skills development; informal trading and green economy.

- 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:

1) Enterprise Development
2) Rural Development
3) Economy Skills and Capacity Development
4) Industrial Development and Investment Facilitation
5) 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".

The implementation of the programmes in the five-year turnaround plan is in the process and the following updates can be realised:

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 for catalytic projects and enterprise development has been constructed at the showgrounds and will be resourced to support the catalytic investment function and SMMEs.
Rustenburg Gateway Precinct – Flea Market	Operation of flea market	Flea market has bee 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. The Directorate is leading a programme to promote the facility and to ensure that there are activities at the Visitors Information Centre.
Rustenburg Gateway Precinct – Rustenburg Showgrounds	Development of the Farmer Support/ Agri-Park Model. Facility to be used to promote activities and support the tourism sector.	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. Council has approved the

		transfer of land to North West development Corporation to be used for the purpose of establishing an Industrial Area/SEZ in Rustenburg Local Municipality.
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. Establishment of partnership with Enterprise Development and sector specialists

		for the development implementation of LED Programmes.
Identification and Profiling of SMMEs	Acquire SMME database and register SMMEs and job seekers across all wards.	SMME database platform to be developed. Profiling and marketing of SMMEs on the LED social media platforms. Council has approve the establishment of the Rustenburg Business Council, the process of establishing the structure has begun.
SMMEs and Co-operatives to be assisted with business development support interventions	Development of sustainable businesses across all sectors. Support of the Informal trading sector	Directorate to continue conducting enterprise days and cooperatives development workshops across all Wards. Programme to develop cooperatives across all wards and to facilitate financial and non-financial support through sector stakeholders. 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; Incubation in engineering, mining & manufacturing incubation; Green economy programme, Enterprise Development Support Programme. Support of the informal trading

		sector in partnership with stakeholders.
To facilitate the creation of jobs through SMME & Cooperatives development, tourism, agriculture, industrial, and, infrastructure projects	Sustainable jobs to be created. To reduce unemployment.	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/FPSU 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 - Amaranths Research and Commercialisation - Animal Production Sunflower production currently at pilot stage with up to 1000 ha of land targeted for 2021/22 season and land size to increase outer years.
Housing	Land acquisition / availability and investment promotion	Council has identified and approved land to be developed for housing.

Alternative Energy Production	Land acquisition / availability and investment promotion	To identify land and to promote Rustenburg as an Investment Destination for alternative energy.

IDP Ward Needs and Priorities

WARD NO.	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	Contactor development programme being implemented. Support of the informal trading sector in partnership with stakeholders. 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

WARD NO.	WARD NEEDS AND PRIORITIES	LED RESPONSE
		- Informal Trading and Tuck shops - Automotive - Construction Coordination of the formal business sector through the Rustenburg Business Council.
9	Hawkers Stalls Business Support Centre Employment for the Disabled High Unemployment	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. Establishment of the Rustenburg Business Council. 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

WARD NO.	WARD NEEDS AND PRIORITIES	LED RESPONSE
		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 Need for Employment	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
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. Education and skills development programme to be developed. 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.

WARD NO.	WARD NEEDS AND PRIORITIES	LED RESPONSE
		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 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. The LED strategy and the sector plans will be developed in partnership with key stakeholders.

DIRECTORATE STRATEGIC PRIORITY AREAS

1) Knowledge management of the local economy through strategic sector programmes development and implementation, Policy Development and Coordination, and Strategic Business Relations
2) Development of the local economy capability through sector-specific enterprise development programmes
3) Catalytic Projects implementation through direct investment promotion and facilitation
4) Industrial Development – Bojanala SEZ / Rustenburg Industrial Parks
5) Promoting township and rural economy development through tourism, arts & culture, and agriculture development
6) 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, energy, 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	Utilise Government programmes and partnerships developed to promote and	Market development in support of local

Support Growing Industries	facilitate access to local and international markets by local companies	industries.

BUDGET IMPLICATIONS

The Directorate's budget implications for the 2022/23 IDP is reflected on the SDBIP table.

HUMAN RESOURCES IMPLICATIONS

Currently the Directorate has four units being Rural Development; Enterprise Development; Industrial Development and Investment Promotion and Research and Policy. The units are not fully capacitated to effectively and efficiently implement the Directorate mandate. None of the units have section managers as per the current organisational structure. The Municipality is in the process of revieing the organisational structure.

The proposed structure for LED has the following five functions:

1. Industrial Development and Investment Facilitation
2. Economic Skills and Capacity Development
3. Enterprise Development
4. Research and Policy
5. Rural Development

The first two functions will need to be prioritised for funding and recruitment to enable the Directorate to effectively implement the LED strategy and the Integrated Masterplan. Another key positions to be filled will be in the enterprise development for cooperatives development and business development support; Knowledge Management for business regulations and new industries development; and Rural Development for creative industries.

RISK ANALYSIS

The Directorate business plan for the current financial year and the medium term relies on budgetary and personnel resources in the main for successful implementation. However, there are other factors some of which represents risks to the Directorate not achieving some of its objectives.

This section provides analysis of major risks that may impact on the implementation of the Directorate's business plan.

RISK NO. AS IN RISK REGISTER	KPI AS PER IDP/SDBIP	RISK DESCRIPTION	TREATMENT PLANS / MITIGATION STRATEGIES	ROOT CAUSES	INTERVENTION	DEADLINE
LED 1	Number of Local Economic Development Programmes developed by end June 2023	Dependency on one economic sector to develop the local economy Delays in supply-chain processes	Economic Advisory Council established Appoint service providers to develop LED strategy that will include programmes and implementation plans in various economic sectors (agriculture/Agro-processing, manufacturing and industrial development, green economy, tourism, Education, and enterprise development)	Inability to develop LED strategies or strategic economic sector programmes	*Recruitment of service providers to assist in developing and implementing key economic sector programmes to develop and diversify the local economy (3-year programme)*	End June 2023
LED 2	Number of catalytic projects facilitated by end of June 2023	Failure to attract investment into Rustenburg Acquisition of land for development of the University	Economic Advisory Council established Catalytic Projects Fast-Tracking Committee	No allocated personnel nor labour budget for the trade & investment function Lack of active investment promotion & attraction activities	*Leverage on Economic Advisory Council for networking with key stakeholders to recruit investment into Rustenburg* *Development of key economic sector programmes for implementation*	End June 2023
LED3	Number of tourism activations facilitated by	Failure to implement /	Engage service departments to create an awareness regarding dependencies	Lack of Tourism strategy	*Engagement with service delivery departments to address dependencies*	End June

RISK NO. AS IN RISK REGISTER	KPI AS PER IDP/SDBIP	RISK DESCRIPTION	TREATMENT PLANS / MITIGATION STRATEGIES	ROOT CAUSES	INTERVENTION	DEADLINE
	30 June 2023	facilitate tourism promotion activities Poor provision of basic services. Failure to maintain municipal key tourism facilities. The Impact of covid-19 regulations and the absence of a recovery plan	Appoint service providers to develop LED strategy that will include programmes and implementation plans in various economic sectors (one of the programmes should be a recovery plan for tourism)		*Recruitment of service providers to assist in developing and implementing key economic sector programmes.*	2023
LED 4	Number of SMMEs and Cooperatives assisted with business	Increased failure rate of Small	Training workshops for SMMEs and Cooperatives Facilitate access to non-financial and	Limited or No collaboration with key	Incubation programme on engineering, mining, manufacturing, agriculture and agro processing with Lepharo	End June 2023

RISK NO. AS IN RISK REGISTER	KPI AS PER IDP/SDBIP	RISK DESCRIPTION	TREATMENT PLANS / MITIGATION STRATEGIES	ROOT CAUSES	INTERVENTION	DEADLINE
	development support interventions by end of June 2023	Enterprises	financial support in collaboration with stakeholders Signed Memorandum of Understanding between RLM and Lepharo Incubator	stakeholders in enterprise development Minimal resources (financial, human) to facilitate development of small enterprises Access to market for local SMMEs in the mining houses.	Implementations of partnership with National Department of Public Works for Vuk'uphile programme to develop local contractors Implementations of Council approved programmes (Green Economy, Agricultural Development, Enterprise Development Programme)	
LED 5	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	Failure to create and report on job opportunities created through the Municipal's initiatives	To ensure that we put stricter control measures on our SLAs with service providers. Improve site inspections in collaboration with Department of Labour and home affairs.	Lack of collaboration or cooperation by other Directorates including external stakeholders	Consolidated Job Creation template to be created to report on all the Municipal job creation initiatives including private sector job opportunities	End June 2023

RISK NO. AS IN RISK REGISTER	KPI AS PER IDP/SDBIP	RISK DESCRIPTION	TREATMENT PLANS / MITIGATION STRATEGIES	ROOT CAUSES	INTERVENTION	DEADLINE
		including capital projects Failure to enforce on compliance to the labour relations act by appointed service providers in relations to the appointment of non-documented individuals		Limited economic opportunities due to reliance on one economic sector		
LED6	Number of partnerships Agreements facilitated for Local Economic Development Interventions by end of June 2022	Low economic growth due to failure to implement strategic programmes	Initiate economic sector programmes that address various economic sectors such as agricultural support programme and green economy programme Facilitate partnerships with various government and private sector agencies to	Inability to establish partnerships.	Identify stakeholders/partners to address SMME development and growth of SMME sectors.	End June 2023

RISK NO. AS IN RISK REGISTER	KPI AS PER IDP/SDBIP	RISK DESCRIPTION	TREATMENT PLANS / MITIGATION STRATEGIES	ROOT CAUSES	INTERVENTION	DEADLINE
		and projects.	support local SMMEs. • Productivity SA (Development and expansion of SMMEs) • MINTEK (implementation of some green economy programmes) • ABSA (sponsorship of point-of-sale devices) • STATSSA (short term employment and skills development)			
LED 7	Number of farms supported for agriculture development by end of June 2022	Lack of resources for implementation of agricultural support projects (Land, machinery, skills etc.) Lack of formalization	Supported farmers transferred for support under Lepharo Incubation. Formalization of agricultural farmers.	Insufficient budget allocations Inability to get support on time due to the nature of the sector that attracts multiple stakeholders leading to prolonged engagements	With the lapsing of the service provider's contract the farmers have been transferred to the Lepharo incubation programme for further interventions.	End June 2023

RISK NO. AS IN RISK REGISTER	KPI AS PER IDP/SDBIP	RISK DESCRIPTION	TREATMENT PLANS / MITIGATION STRATEGIES	ROOT CAUSES	INTERVENTION	DEADLINE
				for support		

2.9 KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Functions performed under this KPA are led by the Directorate of Technical Services and Infrastructure (DTIS), but collaborately performed with RRT, DCD and DPS internally and other Social Partners of the Municipality externally.

In general, it should be stated that the following four Strategies need to be put in place to facilitate continued provision of water, sanitation, and electricity in the RLM area.

i) Lifecycle Management

Further work is required in this area to finalize a definitive inventory of Infrastructure Assets.

ii) Operation and Maintenance Strategy

The operating and management strategy are to provide the service of the highest quality on a cost effective basis. The municipality has developed the service delivery programme termed #redirelasechaba which feeds into the preventative maintenance plans for repetitive work to ensure that unexpected infrastructure failures are kept to a minimum. The necessary resource structure and manpower is considered at all times.

iii) Renewal and Replacement Strategy

Condition monitoring techniques and strategic risk profiles are considered to determine when to replace aged infrastructure. The aged mini substations are identified for replacement. There are various capital projects for replacement of asbestos cement for water and sewer reticulation networks.

iv) New, Upgrade and Disposal Strategy (Capital Investment)

The council does not have a current documented Operation and Maintenance Strategy. This Strategy will need to be developed as part of future revisions of the services Master Plans.

2.9.1 TECHNICAL AND INFRASTRUCTURE SERVICES

Rustenburg Local Municipality (RLM), as a Water Services Authority has the mandate and responsibility to conform to the Water Services Act (WSA) 108 of 1997, and also adhere to prescribed compulsory national norms and standards in accordance with Sections 9 and 10 of the Act. RLM ensures that all water conservation and water demand management initiatives are implemented, and that these are reflected within the annual budget, the Integrated Development Plan (IDP), and Water Services Development Plan (WSDP).

RLM provides water to approximately 700000 residents including the mining industry and other commercial industries. The key sources for abstraction of water are Rand Water, Magalies Water and the Rustenburg Water Trust (RWST). The greatest advantage that enables RLM to provide portable drinking water is the highly skilled technical team that works tirelessly and diligently to ensure that sustainable water provision is provided to its consumers for both industrial purposes and consumption.

Rustenburg Local Municipality understand its full responsibility and accountability to ensure that service delivery is rendered efficiently and effectively to all communities within municipal periphery, which encompasses compliance and regulations governing the drinking water quality fraternity. RLM

has a water master plan in place that makes provision for the envisaged population growth and industrial development, as Rustenburg is qualified as one of the rapid growing city in the country.

Water sources

Rustenburg Local Municipality is supplied with an average of 107 Ml/day water from Rand Water, Magalies Water and the Bospoort and Kloof Water Treatment Works, managed by the Rustenburg Water Services Trust. Rand Water is the largest supplier, and supplies the municipality with ~83% of its total demand. RLM as the Water Service Authority (WSA) is responsible for suppling the citizens of Rustenburg with clean potable water and provide efficient and effective water services.

Water provision schemes

Vaalkop South scheme (Plant 2): A 250mm diameter pipeline branching off the M1 Vaalkop 1000 diameter pipeline from Vaalkop water treatment works to supply Mabitse, Rankelenyane, Tlapa and Leloreng. West of the Bospoort reservoirs a 160mm diameter pipeline branches off the V1 (1100 diameter) pipeline to supply Lesung via the Marakana reservoir. At Kanana a 355mm diameter pipeline branching off the V1 to supply Kanana, Mafika, Serutube, Tsitsing, Maile extension, Maile 3, Tlaseng, Mogajane, Motsitle and Tantanana.

The Rand Water/Magalies Water point of sale is located at the south western boundary of Kanana settlement. Thereafter, the V1 (1100mm diameter) pipeline folks into V1 (900mm diameter) pipeline and V2 (700mm diameter) pipeline. The V2 pipeline reduced from 500mm diameter to 400mm diameter to supply Ga- Luka and Impala Platinum mine. Boitekong and Meriting are supplied via take off from the V1 and V2 pipeline. The V1 (700 diameter pipeline supply the Tlhabane upper reservoir, from which water is pumped via a 400 diameter pipeline to supply Royal Bafokeng Nation areas. Magalies Water has already started the Phase 2 of the Pilanesburg scheme for the Mafenya/Phokeng western limb from the Pilanesberg South BWS. The project will provide 70 Ml/day into Tlhabane reservoir, which will supply both Tlhabane and Phokeng settlements.

WSSA Bospoort WTW System. WSSA through the Bospoort System pumps 12 ML/day to the Industrial Reservoirs. Provision has been made to increase the supply capacity by an additional 12 ML/day, thus increasing supply to 24ML/day. All civil construction services have been completed and only the Mechanical and electrical components are yet to commence.

The Bospoort Water Treatment water works was built in 1950s. The plant is operated on 3x 8h shift basis. A total of 4 process controllers and 4 assistant process controllers are allocated to the plant. General workers are onsite during daytime only. A plant diary is maintained where relevant information is logged. The works is poorly automated using programmable logic controllers networked to the central control room SCADA system. SCADA system provides alarming and event loggering of all actions and failures and reporting functionality. There is no back up in case of power failure. Since the flow to the plant is by gravity it is necessary to manually shut off of the inflow valve. A preventative maintenance schedule is in place for all mechanical equipment on the plant side. In the event of breakdown the process controller address the problem. The site is fenced and access control is practised.

There is a project of upgrading Bospoort Water treatment plant from 12 ML/d to 24 ML/d. This project was started after it was realised that 12 ML/d Water demand is not enough to cater the RLM communities and industrial areas due to the rapidly growth of Rustenburg area. The project is 100% complete on civil works but still behind in terms of mechanical and electrical work. The generator will be installed as a backup to the electricity shortfalls or load shedding. The project is still on hold due to courts interdict. The completion of this project will be a boost to RLM water demand in the area. This will solve all the water shortage problems RLM is facing.

WATER SERVICE AUTHORITY	RUSTENBURG LOCAL MUNICIPALITY
WATER SERVICE PROVIDER	RUSTENBURG WATER SERVICE TRUST (WSSA)
DESIGN CAPACITY OF WORKS	12 ML/DAY
POPULATION SERVED (Which population is supplied by the mentioned reservoirs?)	SUPPLEMENTARY FEED INTO RUSTENBURG NORTH AND BOOSTER RESERVOIR
GPS LOCATION	25 33 41.58 S 27 20 58.07 E
CLASSIFICATION OF WORKS	CLASS B
ABSTRACTION CATCHMENT	BOSPOORT DAM (HEX RIVER)

Kloof Water Treatment Works

Raw water enters the plant through an orifice which feeds into bottom of a sump. The plant can only supply about 20% of the water demand and the balance of a water is purchased from rand water and the system is currently manually over ridden by RLM network personnel. A dislodge valve is provided which discharge via a pipeline to the storm water drain. Control valve on the reservoir are designed to regulate the inflow, while the breakdowns in the distribution system are reported through the call centre. Besides breakdowns, pipe bursts receive immediate attention. A mechanical water is provided on the inflow line from the WTW to the reservoir. It must be noted that there is no permanent process control staff allocated to kloof plant. The roving inspector visits the plant daily and performs the necessary backwash and operational functions. The entire plant is under manual control and there is no operating manual in place. A preventative maintenance schedule is in place. In the event of a breakdown or equipment malfunction the roving inspector immediately contacts the plant manager.

WATER SERVICE AUTHORITY	RUSTENBURG LOCAL MUNICIPALITY
WATER SERVICE PROVIDER	RUSTENBURG WATER SERVICE TRUST (WSSA)
DESIGN CAPACITY OF WORKS	2.5 ML/D
OPERATIONAL CAPACITY	1.5 ML/D
GPS LOCATION	25 42 20.26S 27 14 43.50E
PLANT TECHNOLOGY	PUMPING PRE OXIDATION
SLUDGE MANAGEMENT	NONE, SLUDGE DISCHARGED TO STORM WATER DRAINS
CLASSIFICATION OF WORKS	CLASS C
ABSTRACTION CATCHMENT	DORPSPRUIT RIVER (RTB KLOOF)

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 were potable water provisioning is dependent on ground water. The boreholes are operated by the Tribal Authorities (Rankelenyane and Mathopestad) and the CPA (Molote city).

Existing Water Service Infrastructure

Water supply infrastructure

Rustenburg Local Municipality was established in 1851. The municipality has a total of 3 004,52 km pipeline stretch of which 1 447,5 km is aged Asbestos Cement (AC) pipes. Rustenburg has been plagued with water supply challenges as a direct result of infrastructure that has outlived its design life. The Rustenburg Local Municipality has thus implemented ongoing AC pipeline replacement projects to address this challenge. RLM has managed to replace approximately 70km of AC pipes with uPVC pipes to date.

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.

Blue Drop Certification

Rand Water, Magalies Water and Rustenburg Water Services Trust monitors' water quality distributed from their Water Treatment Works to Rustenburg Local Municipality. Rustenburg LM monitors the quality of water at all the distributions to ensure that the water supplied to the residents of Rustenburg meet the standards for drinking water and is safe for human consumption.

When there is shutdown that causes water quality concerns, for example the Magalies Water's Vaalkop Treatment Plant shutdown on the 23rd and 24th of February 2022, due to Eskom's refurbishment programme, the shutdown resulted in sediment and colour in drinking water. RLM was notified and the affected areas being Boitekong, GaLuka, Freedom Park, Meriting Extension 3, Meriting Extension 1, and Tlhabane were allocated with water tankers. RLM flushed hydrants around the jurisdiction to ensure that colour is removed from the water in the system. Following the observed colour deterioration, 14 samples were collected and analysed. Chlorine levels were low, no E. coli or coliforms were found in the water. Restrictions were implemented as RLM, Magalies Water and Rand Water were working tirelessly to ensure that the matter is resolved and residents are supplied with drinking water that complies with the drinking water standards. RLM, Magalies Water and Rand Water

issued out media statements as the water that Rand Water supplies to RLM is sourced from the Magalies Water supply system.

Remedial Actions on water quality

- An incident Management Protocol which we adhere to has been put in place to deal with water quality failures.
- Implementation Plan for the Distribution and Boreholes Monitoring Programme is in Place.
- Educational awareness programs in place to educate the residents of Rustenburg on using water sparingly and boiling of water before consumption when experiencing water quality challenges.
- All results of the analyses received from water boards are uploaded on the IRIS, which is kept up to date.
- Water quality results are shared with residents that will be via the municipal website, newspapers, social media platforms, radio and councillors.
- Weekly water quality technical meetings between stakeholders

The Department of Water and Sanitation have initiated the Blue Drop programme wherein the 2021 to 2022 Blue Drop programme were assessed. RLM is one of the municipality that was involved and be assessed in the Blue Drop programme. The final results will be announced in June 2023. The Department of Water and Sanitation assessed RLM based on the information regarding water quality and infrastructures in the IRIS system. This is the system that stores all the information regarding municipality based on water quality. The above information regarding challenges and remedial actions on water quality forms the bases of the Blue Drop scores.

Backlog

RLM has a backlog that require water 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. 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. 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.

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. 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.

Water Conservation and demand management

The Water Conservation and Water Demand Management Strategy is a fundamental step in promoting water use efficiency and is consistent with the National Water Act (Act 36 of 1998) which emphasises effective management of our water resource. Rustenburg is currently one of the fastest-growing cities in South Africa due to being the major platinum producers. With increased population comes greater demand and pressure on the existing water infrastructure and services. Rustenburg Local Municipality is supplied with an average of 107 ML/day from the Bulk Water Suppliers. One of the roles of Water Services Authority is to incorporate WC/WDM in its Water Services Development Plan (WSDP) and ensure its implementation by Water Services Providers (WSP). Therefore RLM water unit embarked on projects to address WC/WDM. RLM Water unit initiated several projects aimed at addressing replacement of AC pipes through WC/WDM which has subsequently reduced water loss margins. The unit in conjunction with Magalies Water embarked on a war on leaks programme in Boitekong and other affected areas in order to reduce water losses.

Challenges encountered during WCWDM

- 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:

RLM Action Plan for reducing water losses

- Billing Data

RLM through its finance (BTO) department have a programme to observe and reduce number of unbilled customers. A consultant has been appointed by RLM to collect meter readings to all Rustenburg areas which is helping to track the billing data. It is through this programme wherein water losses are being reduced in the sense that illegal connections can be found easily. To all the meters that are not functioning properly or leaking, RLM has got a dedicated teams, following its maintenance plan in place, which fixes all the meters within a good turnaround time (24 hrs) to reduce water losses. A good working relations between finance and water unit in terms of water losses has improved wherein analysis of billing records for unusual consumption patterns and missing meter reading are being addressed regularly as a mitigating factors of water losses. Finance department (BTO) also improves customer account management for searching irregularities in consumption.

- Revenue Enhancement through GIS

RLM water unit prioritise GIS as a strong management tool in the war against water losses. GIS modelling and data analysis increases efficiency in service management and delivery, data processing, calculations, reporting and decision making, thus creating powerful platforms for water loss management interventions. Water unit through its IMQS and Telemetry systems have helped a lot in reducing water losses by monitoring water from the source, intake wells, treatment plants, water distributions rising mains, feeder mains, etc. All these systems have helped RLM in monitoring water consumption, flow rate pressure, by identifying the location of all water losses and area of high demand. Location-wise, these systems helps to estimate the losses so that the supply can be planned properly. Additionally, it also helps to identify the level altitude valves at all reservoirs to prevent overflow.

- Speed and Quality of Repairs

RLM water unit through its maintenance plan, has dedicated teams working throughout the day and night on shifts fixing all the pipe and meter leaks in the vicinity. All the leaks are reported through our dedicated call centre and also through walk-ins. It must be noted that it is not just about fixing leaks but doing quality work to avoid repeated leaks at the same location. The quality of the leaks repair plays a significant role in the overall effort for the reduction of real and apparent losses. The maintenance teams always makes sure that the appropriate quality of material and workmanship is necessary if the occurrence of repaired leaks is to be prevented. Maps and diagrams are in place and plays a big role to the maintenance teams in the sense that they specify the location of all the infrastructure services in terms of the location and the size of the pipes to be fixed, for planning purposes.

- AC replacement projects

RLM water unit consists of projects that are being taken for pipe replacement (AC replacement) due to the fact that the old infrastructure (pipes) are leaking too much costing RLM water losses. As such, AC

replacement project, through Water Conservation and Water Demand Management, have reduced water losses with a lot margins which means good revenue enhancement (savings). RLM promote pipeline replacement and rehabilitation in order to reduce the rate at which leaks occur in the network. It must be noted that infrastructure replacement is the most comprehensive improvement to the water supply network from the point of view of reducing real water losses. RLM must continue to promote pipeline replacement and rehabilitation in order to reduce the rate at which leaks occur in the network and also identify those pipes or parts of the network with a high frequency of failures and carry out pipe replacement there first.

- War on Leak

RLM water unit in conjunction with Magalies Water are embarked on war on leaks in Boitekong and other affected areas in order to reduce water losses. Boitekong areas is the most affected area in terms of leaks, as there are too much illegal connections around, hence this programme focusing in Boitekong. Through this programme, RLM has managed to detect illegal connections which involves physical installations of a connection to water distribution pipelines without the knowledge and approval of the RLM. The programme reduces apparent and real losses by promoting install meters for all customers, tackling meter bypassing, training meter readers, and carrying out site visits for identifying meters needing replacements.

- Educational Awareness Programme

RLM water unit have successfully introduce media platforms through face-book and twitter wherein all water related issues are being posted to relate the message to the communities. It is though this platform wherein communities also get a chance to notify the council (RLM) of any water related challenges including water leaks happening at their areas for RLM to act accordingly. This platform is helping RLM in reducing water losses as turn-around times is improving from the maintenance team's side. Educational awareness team also provides education for schools around demonstrating to the kids how to save water and how to report water leaks. RLM have prioritized educational awareness program wherein customers are being encouraged to report illegal connections.

Water Services Infrastructure Profile

RLM possesses well-developed bulk water networks. Future bulk water 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.

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.

Sanitation Services

Wastewater 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

The Rustenburg WWTW, Monakato WWTW and Lethabong WWTW are due for upgrades to cater for advanced treatment systems and increased demand. The upgrades are under planning stage and council approved the Rustenburg WWTW for upgrading as it has institutional arrangement implications.

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. Networks within the low cost housing are strained due to high number of backyard dwellings and illegal connections. Projects are underway to upgrade the sewer lines as they have sections with inadequate capacity due to higher demands.

Major blockages on bulk sewer outfalls have adverse effects on the efficiency of the Waste Water Treatment Works due to inconsistence inflows and this situation directly affect the industrial water supply which also serve as revenue base for the Municipality and mostly a high risk on the quality of raw water sources. To circumvent the situation roving inspectors conduct inspections for accelerated unblocking actions to be taken. Informal partnerships are also employed with private entities such as the Flight Club that keep an eye on hot spots during their flight sessions. This is enables unblocking to take place at an accelerated pace. Furthermore, council approved that the Rustenburg Water Services Trust maintain the 200 mm diameter outfall sewer lines so that a dedicated team or service provider that can handle the preventative maintenance and general maintenance. The mandate is however currently unfunded and the maintenance teams are undertaking the function until there are sufficient funds.

Conditional inspections are also undertaken on the network and pump stations for preparation of annual technical reports, Wastewater Risk Abatement Plan reports and Process Audits report that are used to aid budgeting for maintenance and resolving issued picked up with relevant directorates.

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 industries disposing effluent into the sewer system. This is coupled with the permit system for food outlets and small industries to limit disposal of fats as well as effluent not compliant with the Water Services bylaws to reduce blockages and treatment costs at the Rustenburg WWTW.

For the social aspect of limiting the misuse of the sewer network the 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. However, for impact to be realised with these awareness and educational initiatives a number of issues have to be taken care of, such as resources. The quick wins being tools of trade procurement that can enable a bigger reach. The use constant communication means such as the bills and municipal website is to be resuscitated for customers to be informed of sanitation issues and how to use the system efficiently.

Septic Tanks

There are areas which are still using septic tanks within the municipality jurisdiction including villages that fall under the Royal Bafokeng Nation and on the outskirts of the CBDs that do not have bulk sewer services such as Donkerhoek, Reitvlei, Olifantsnek etc. Through township establishment processes this is being dealt with by the municipality with the directorate planning and human settlement.

Pit Toilets

Services provided in the rural areas and informal settlement are pit latrines. The Pit latrines in the pose a high health risk as they allow seepage and when they get full they are merely rotated in the household. Since these privately built pit toilets are not properly constructed with lining the environment is negatively affected as ground water is at risk of contamination especially that some areas also rely on underground water for human consumption. Socially, even lined VIP toilets are not appreciated as members of the community prefer waterborne systems in general. The municipality is therefore exploring innovative means of providing on site sanitation services that are sustainable and consider water scarcity in the region.

Green Drop System

The Department introduced the Blue and Green Drop Certification as an incentive-based regulation programme to encourage the Water Services Institutions (WSIs) to achieve excellent drinking water and wastewater quality management. The last Green Drop and Blue Drop reports were done in 2013 and 2014 respectively. The Department resuscitated the Green Drop and Blue Drop certification programme and rolled out a full Green Drop audit and Blue Drop PAT assessment in 2021, with the aim of alternating. Rustenburg Local Municipality participated in an online national symposium on the 29th June 2021 as per the above notification for resuscitating its incentive based programmes. At the national symposium the official announcement of resuscitation, programme plan, new criterion, bonuses and penalties. The provincial symposium was further held on the 29 July 2021 where the agenda of the national symposium were emphasized and programme plan for the 2021 cycle shared. An official assessment was conducted on the 20th and 21st of September 2022. The assessment included the audit of information provided to the department via uploading on IRIS and hard copies of required documents for all four wastewater systems namely the Rustenburg, Boitekong, Lethabong and Monakato sewer drainage areas. The assessment was then followed by a Technical Site Assessment to verify the information loaded on the IRIS and information provided during the assessment, this was conducted at the Boitekong Wastewater Treatment Works. Furthermore, the confirmation session was held virtually on the 6th of December 2021. On the 1st of April 2022, an official launch by Minister Mchunu of the Green Drop 2022 report was held and the report was officially published.

The table below is the summary of the municipalit's performance:

Water Service Institution	**Rustenburg Local Municipality**

Water Service Provider	Water and Sanitation Services South Africa (WSSA)

Municipal Green Drop Score		
2021 Green Drop Score	**69%↓**	**VROOM Impression (Towards restoring functionality):** 1. Refurbish BNR mixers **VROOM Estimate:** - R55,809,000
2011 Green Drop Score	**76%**	
2013 Green Drop Score	**63%**	
2009 Green Drop Score	**69%**	

Key Performance Area	**Unit**	**Boitekong**	**Rustenburg**	**Lethabong**	**Monakato**
Green Drop Score (2021)		**73%**	**68%**	**49%**	**56%**
2013 Green Drop Score		**75%**	**61%**	**47%**	**48%**
2011 Green Drop Score		**70%**	**79%**	**48%**	**45%**
2009 Green Drop Score		**41%**	**74%**	**30%**	**30%**
Design Capacity	Ml/d	24	42	2	0.9
Design Capacity Utilisation (%)		44%	110%	20%	200%
Resource Discharged into		Hex River	Hex River	Hex River	Hex River
Wastewater Risk Rating (CRR% of CRR_{max})		**Boitekong**	**Rustenburg**	**Lethabong**	**Monakato**
CRR (2011)	%	37.0%	26.8%	48.2%	40.7%
CRR (2013)	%	68.2%	59.3%	58.8%	70.6%
CRR (2021)	%	37.0%	74.1%	52.9%	64.7%

The performance trend of the municipality as outlined in the Green Drop Certification report shows the impact of initiatives taken by the municipality dating back as far as 2009. The decline is noted to

be linked to the rate of attending to infrastructure upgrade and allocated resources. As it stands the municipality was not awarded the Green Drop Certificate. However, an improvement is noted on three out of the four systems.

As a way forward the municipality has to critically take note of the comments issued by the Regulator as outlined below:

"The Rustenburg Local Municipality impressed with a positive approach towards Green Drop conformance and achieved a Green Drop Score of 69%. Despite the decline from the 2013 baseline score of 76%, the municipality has processes and people in place to drive performance going forward to the 2023 audit round.

The WSA is commended for committed process monitoring and a strong operation and maintenance team. It is encouraging to note that compliance monitoring data are uploaded on IRIS. It is evident that the municipality is embracing the Wastewater Risk Abatement process by the development of a W2RAP which includes both wastewater treatment plants and sewer networks. Well done.

Implementation of this risk-based approach will further assist the municipality in improving the quality and management of municipal wastewater services. The upgraded Boitekong WWTW (commissioned 2020) should also be included in the next revision of the W2RAP.

The Municipality is commended for uploading 12 months' compliance data on IRIS. Unfortunately, poor effluent compliance has set back the Green Drop score which, together with the exceedance of design capacity at the Rustenburg and Monakato WWTWs, are the biggest detractors to a higher score. The reasons for this poor performance need to be investigated at each plant and urgently addressed via the W2RAP process. A detailed process audit and modelling would be helpful in this regard.

The financial arrangement of a split budget between Rustenburg Water Trust (responsible for the WWTWs) and the Rustenburg Local Municipality who is responsible for the sewer network and bulk conveyance will require strong management to ensure that both WWTWs and sewers systems remains financially viable.

Rustenburg Municipality is encouraged to maintain its momentum and continue in its endeavour to regain the Green Drop Certification status within the next assessment cycle. An exceptional foundation has been prepared by the municipality to steer performance in that direction."

As per the initial assessment outcome above mentioned under performance was highlighted under the following major findings:

1. W2RAP to be updated and fully implemented
2. Budget does not address all cost drivers
3. Energy efficiency management should be implemented
4. One plant is in the high-risk position

Sanitation Challenge

- 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
- Green Drop Certification Risk Rating

a) 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	○ 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

No	Priority Issue	Problem Statement	Goals	Strategies
		settlements		systems as adequate bulk water becomes available **Strategy E:** Deploy use of biological eco-friendly chemicals to treat the toilet an also carryout awareness campaigns to the community about the use of pit latrines.

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.

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

No.	Description	Firm Capacity (MVA)	Installed Capacity (MVA)	Current Loading (MVA)	Estimated 2028 Loading (MVA)	Summary of Works Required
						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 & 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 Arnoldistad 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	Condtruct 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, pumpstations, sportsgrounds, R24 Masts.
Industrial	264
Commercial	3940
Mines	8
Agricultural	2574
Residential Pre-paid	57864
	73 338

APPROVED TARIFF BREAKDOWN 2021-2022

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 30 June 2022 is follow:

- **Single Phase Domestic connection**
- **Total: 57 864**
- **Three Phase Businesses**
- **Total: 2 574**

- **Total Domestic + Businesses = 60 438**

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 exceeds 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 South West 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.

Boitekong Substation (Under construction)

The new 88/11kV Boitekong substation is currently under construction. Civil works are in an advance stage. The substations will provide capacity to the newly formalized informal settlements and reducing

load at Voltaire to provide capacity for new developments around the Greater Boitekong area. This will be followed by upgrading 11 KV feeder line to Mogwase substation as well as the existing 88/11kV Voltaire substation and associated lines and feeders. The projects will be implemented in phases.

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 were 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.

Earthing of the substation in progress to replace the vandalized or stolen earth bars.

2) Industries 33/11KV Intake Substation

Estimated total budget cost at 2022 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. Implementation can be done in phases as and when funding becomes available.

3) Noord 33/11kV Substation.

Noord substation is currently in good condition and reliable as it was recently upgraded

4) Donkerhoek 33/11kV Substation.

Substation fully functional and reliable as it was recently upgraded.

5) Boschdal 33/11kV Substation.

Substation fully functional and reliable as it was recently upgraded.

6) Geelhout Park 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 in a bad condition and requires immediate attention. 33 KV cables vandalised and copper arms stolen. An urgent upgrade is required and funding be made available. The estimated cost is R 30 million.

CONSTRUCTION OF NEW SUBSTATIONS IN RUSTENBURG

Waterkloof Hills 33/11kV Substation

Substation fully functional and reliable as it was recently upgraded.

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).

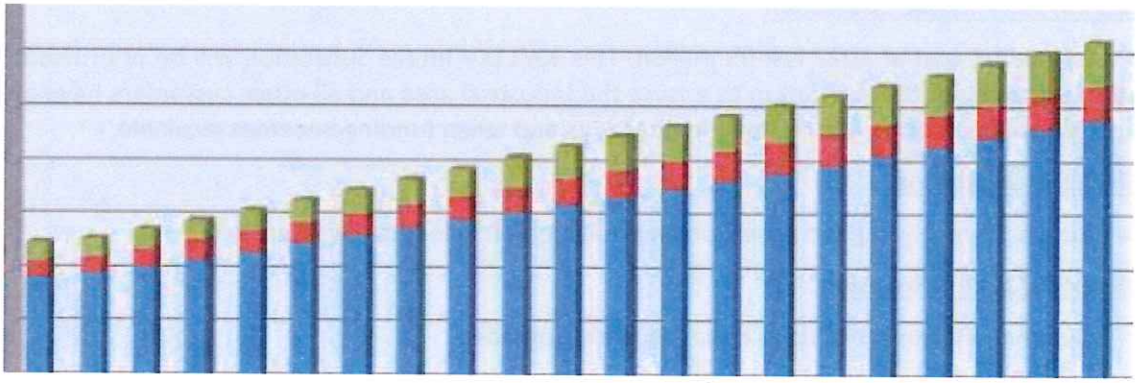
The Construction was 95% complete and should have been energised. External factors led to non-completion and RLM have to reconstruct the Substation. The required budget allocation is R 20 million.

Waterkloof 88/33/11kV Substation

Substation fully functional and reliable as it was recently commissioned.

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) are 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



2009 2016 2022 2028

BLUE PART - BOTTOM – INDUSTRIES 33kV
RED PART – MIDDLE - KROONDAL 33kV
GREEN PART TOP - VOLTAIRE 33kV

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
2022 - 2027	Industries	Industries 33/11kV, Substation	Upgrade 33/11kV, Substation – Upgrading and refurbishment is expected to be done in this 5 year period	R 95 M
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	R 20 M
2022 - 2027	Waterkloof	Waterkloof Load Control	Install Load Control	R 10 M
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	R 30 M
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 .	R 77 M
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.	R10 M
2022 -	Motor City	Waterkloof 33 and 11kV ring	Install and complete 11kV ring feeders to surrounding areas	R 10 M

2027	Substation	feeders	after substation is refurbished.	
2022 - 2027	Zinniaville	Feedback from Noord	Complete ring feed	R 1,5 M
2022 - 2027	MV & HV networks	Re-install vandalized Supply to Seraleng	Build HV line in servitude from Voltaire 2.2km Hare conductor	R 2 M
2022 - 2027	Rebuild Arnoldistad substation	Upgrading and refurbishment		Completed
2022 - 2027	Build Modderfontein 33/11KV substation	Upgrading of rural and farming area South of Rustenburg		95% Completed
2022 - 2027	Build 33kV line from Waterkloof to new Modderfontein 33/11KV substation	Upgrading of rural and farming area South of Rustenburg		R4 M (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		R 8 M
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		R 3 M
2022 - 2027	Waterkloof Hills and Waterval Mall Substations – Link the substations and the Dinie Estate	Linking of radial and very long feeders to ensure stability and switching options within		R 5 M

	as well as Arnoldistad Line	this new development area of Rustenburg		

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 an 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 hare 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 muncicipality 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 follow:

- **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 R20 – 50 million per year on this trend.

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.

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 out-sourced and a tender is being compiled in order to catch up with the backlog on the maintenance programme.

Tender were advertised for the supply of Public lighting equipment and nobody was appointed and it will be re- advertised to enable implementation after appointment was 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	BUDGET FOR 2022/2023	BUDGET FOR 2023/2024	BUDGET FOR 2024/2025	BUDGET FOR 2025/2026	BUDGET 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	R 4 m	R 5 m	R 8 m	R 8 m	R 10 m
Municipal Buildings	Retrofitting of old fluorescent Lights with new energy saving LED fluorescent lights including Solar PV on top of Municipal Buildings		R 8 m		R 2 m	R 7 m
Waste Water Treatment Plants	Replacement of IE1 Motors with IE3 Motors for efficiency in operation			R 6 m	R 5 m	R2 m
TOTAL		R 4 m	R 13 m	R14 m	R15 m	R19 m

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 equipment 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 is 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 2023. Over 70 cases of vandalism were reported without success in prosecutions. The total damage amounts to over R 50 million ranging from Mini-subs, Pole mounted transformers, cables, switchgears, building etc.

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 R 50 million 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.

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.

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

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	Luka	House Connections	15
Berseba	30	Berseba	House Connections	15
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	36	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 submition 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

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
Monnakato	25	Monnakato	House Connections	535
Phatsima	1	Phatsima	House Connections	291
Lethabong	27/28	Lethabong 3	House Connections	200
Boshoek	1	Boshoek	House Connections	300
Rietvlei	16	Rietvlei	House Connections	250
Mmaditlthokwa	32	Mmaditlhokwa 21/22	House Connections	2000

Other areas for electrification in RBA

VILLAGES	Ward	LOCATION DESCRIPTION	ESTIMATED CONNECTIONS
North Region			
Luka	3	Rankuyana Section	5
		Photsaneng Section	4
Mogono	4	Ralesobesobe Section (Luka/Mogono)	20
South East Region			

Photsaneng	45	Tshukudu Gardens	25
North East Region			
Tsitsing	26	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 owners	790	Eskom
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

INFORMAL SETTLEMENTS AND CURRENT STATUS - RLM LICENSED AREA OF SUPPLY

No	INFORMAL SETTLEMENT	LAND DESCRIPTION	LAND OWNERSHIP	NUMBER OF STRUCTURES	ROUGHLY	IDP STATUS UPDATE
1	Ramochana (Rustenburg X13)	Town and Townlands of Rustenburg (272 JQ) 18.8198HA	RLM	1107	R 19 926 000	Airport next to settlement. Tender not adjudicated yet for planners to start the Formalising process. Studies to

						be done
2	Mbeki Sun	Portion 45 of Paardekraal 279JQ 30.4239HA	Some portions privately owned and others by RLM	2000	R 36 000 000	Contracts signed between HDA and family trusts. Planners appointed for Township development processes. Await last contract to be signed by Government. The signed contract will be handed back to HDA. Thereafter it will be handed over to attorneys to effect transfers. Consultant have indicated they can start pegging and placing residents in line with draft layout
3	Popo Molefe	Paardekraal 279JQ 55.8807HA	RLM	1264	R 20 232 000	Contracts signed between HDA and family trusts. Planners appointed for Township development processes. Await last contract to be signed by Government. The signed contract will be handed back to HDA. Thereafter it will be handed over to attorneys to effect transfers. Township establishment studies done. Consultant have indicated they can

						start pegging and placing residents in line with draft layout.

4	Damoye view	Boitekong	Municipal land	3209	R 57 762 000	Feasibility studies have not been done to confirm if the land is habitable
5	Abudabi	Boitekong	Partly Municipal land	Not yet audited	0	Feasibility studies have not been done to confirm if the land is habitable
6	Reutlwile	Zinniaville		Not yet audited	0	Feasibility studies have not been done to confirm if the land is habitable

7	Plastic city	Geelhout	Private / RLM	98	Relocation cost	There is an agreement that the stands be transferred back to private owners after proclamation. The process is however in research. Process to be moved to new Rietvlei Township is in progress

8	Plot 14	Portion 71 of the Farm Paardekraal 279JQ 15.9009HA	Privately owned	780	Relocation cost	To be relocated to Pot 50 Paardekraal
9	Ikemeleng	Kroondal 304JQ 131.912HA	Aquarious / Sibanye / Glencore?	4000 Partially formed	R 72 000 000	Contracts signed by private owners and the Mines and RLM. It is in the process to be transferred to RLM whereafter the formalization process can start. Formalization can take up to 2 (TWO) Years

10	Boitekong 14 Informal	Portion 3 of the Farm Reinkoyalskraal 278JQ 16.9167HA	Royal Bafokeng Administration and Bafokeng Tribe	1055	R 18 990 000	The RBA has no current project of formalization informal settlements within the RBN.
11	Jabula & Dunusa	Town and Townlands of Rustenburg 272JQ 5.1647HA	Jabula Mine	2000	R 36 000 000	

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 3 financial years to 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 2 X 20 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 and formalization is in progress. 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 - Thlabane 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, Geelhoupark 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 Neighborhood 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.

Other Existing challenges faced by the Electrical Engineering Services Unit:

There is a need to finalize the staff establishment process for the unit to operate effectively and efficiently taking into consideration the shift system and the growth rate of the municipality in the past 10 years. 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 15-year period until at least 2024. The Calculations was done till 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.

2.9.2 ROADS AND TRANSPORT DIRECTORATE

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 mobilise and allocate resources to implement and manage an accessible, affordable, safe, reliable, efficient and effective integrated transportation system."

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 where 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 the 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.

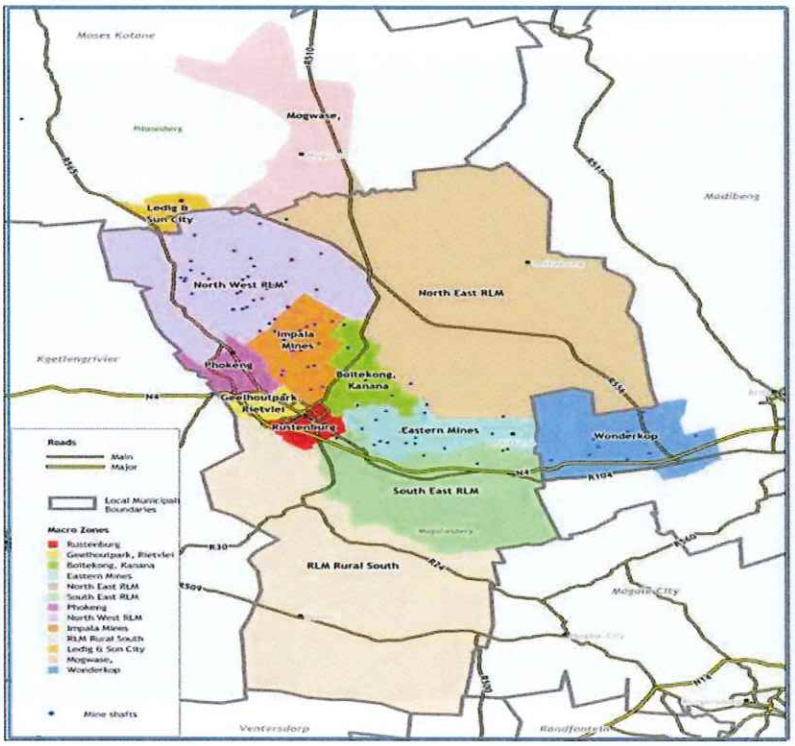


Figure : RLM, Macro Zones and Traffic Geographic Information *(Source: Rustenburg CITP, Feb 2018)*

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 exist, although not all companies provide such a service to its employees.

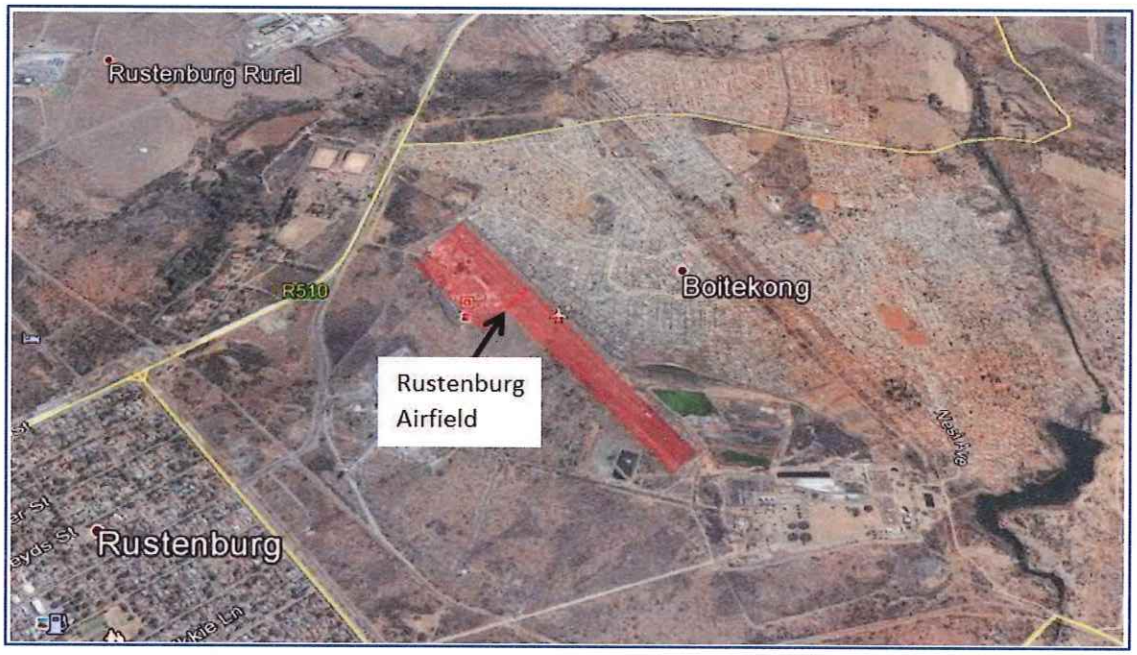
There are 22 taxi associations operating in RLM with a total estimated fleet of 3 212. These are either local or long distance operations. Bojanala Bus service is one of the two dominating bus companies in RLM. It has only one Tlhabane depot in RLM. It has a fleet of 222 commuter buses (mainly 63 seater) 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 North West 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.



Rustenburg Rapid Transport Network

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 trunk-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 kilometres 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 meter 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:

- All 22 taxi associations in Rustenburg, operating around the RLM and outside the municipal boundary were engaged during project initiation.

- 10 buses and 35 minibus taxis are operating Phase1A service in the Greater Tlhabane Area using 80 bus stops and 10 routes. A bus depot and fare collection system have been implemented.
- 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 and 2 taxi associations have removed about 200 vehicles to make way for Phase 1A of the system.
- 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.
- 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.

2.9.3 COMMUNITY DEVELOPMENT

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

- 14 libraries, **24** Community halls (16 under community halls section, 4 still to be transferred & 4 under Sports section)
- 617 Municipal Buildings (incl. flat, rental stocks, substations, public toilets etc.)
- **78** Sports facilities (developed & rudimentary), 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.

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. Rustenburg is growing at a very rapid rate, therefore there is a need for a new Coincil Chamber to be built to accommodate the community members and additional Councillors	R25,000,000.00
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	R50,000,000.00

		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.	
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.	R450,000.00
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. Back-up water supply including solar lights to be prioritised	R1,700,000.00
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 consist 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 over used by soccer players and has no more grass.	R1,500,000.00
Rustenburg Main Library	The facility consist of two floors, with a face-brick finishes which is in a good operational condition	The facility need continuous building maintenance	R190,000.00
Olympia Park Tennis Club	Building consist 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 consist a one floor building structures and mobile offices. The fence has been vandalised and this lead to vandalism of the assets	The building need to be maintained and the fence be installed with a new gate. The ablution blocks and the change room to be renovated. The tennis court and netball ground need to be reinstated.	R1,400,000.00
Olympia Park Squash Club	Building consist 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 consist 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.	R100,000.00
East End Library	This is a building with a face-brick and corrugated	The building need to be waterproofed and that ceiling need to	R200,000.00

	finishes. The structure is operational and is in fair condition	be replaced, the fence and the gate need some maintenance.	
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.	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, grand stand 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 need a new fence and regular building maintenance. The fence is badly vandalised and compromise the security of our facilities.	R1,200,000.00
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 occasion. There is no security on site.	R700 000.00
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 Traffice	The facility which is utilised by Pubic 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 were 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.	R93,000,000.00
East End Sports Facility	The facility has maintained rugby field, ablution block, rugby club house, tennis club house, tennis 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	R5,000,000.00

	basketball courts.	recent storm, the netball courts are vandalised. The outside toilets are vandalised.	
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.	R800,000.00
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.	R1,500,000.00
Bester Sports Facility	Ablution block roofed with concrete, properly fenced with barbed wire fence, tennis courts and combi courts.	The grass on the soccer pitch is eroded due over usage, the ablution block is badly vandalised and the facility is no longer user friendly, the tennis court need to be revamped.	R17,000,000.00
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 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.	R190,000.00
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.	R100,000.00
Boitekong Stadium	The facility is properly fenced with a brick wall, soccer field, combi courts, ablution block with change rooms for ladies and gents, store room, caretakers house and	The facility is well maintained and in good condition.	R100,000.00

	security guard house		
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	R2,500,000.00
Rankelenyane RCC	The facility is one floor building structure which has the finishing of the face-brick. Not operating	The building need continuous maintenance and prioritisation of back-up water supply.	R200,000.00
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 reinstated at some areas and all electric motors for the gates to be installed. Banck-up water supply including solar lights must be prioritised for this facility..	R450,000.00
Lethabong RCC	The facility is operational and it consist of a single floor building structure which is of a face-brick finish	The facility need continuous building maintenance, and all air-conditioners need urgent maintenance, new doors are also needed.	R390,000.00
Monnakato RCC	The building is in fair condition, and it is of a face-brick finish which is a single floor.	The facility need continuous building maintenance; it is required that waterproofing be implemented. Most air-conditioners need continuous maintenance.	R300,000.00
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	R400,000.00

		building maintenance is needed. Due to continuous vandalism, there's a need for solar lights to assist security during the night to perform their duties.	
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 need some maintenance. Prioritisation of back-up water supply is required.	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 floor. 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 need addition parking bays. Due to water-crisis and the important service provided in this facility, back-up water supply need to be implement. The building need to be waterproofed. Some of the ceilings need to be replaced and the same applies to the carpet which is damaged. The building	R800,000.00

		need paintwork and continuous maintenance	
Marikana Hall	The building structure is that one of a corrugated roof with a face-brick finishes	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 need a new carport, and the burglar doors, new gate and the air-conditioners are not working.	R290,000.00
Boitekong RCC	The facility is one floor building structure which has the finishing of the face-brick	The facility need new brick-wall fence including electric gate. Continuous maintenance will be required. Back-up water supply must be prioritised	R600,000.00
Emergency and Disaster Building	The facility is has multiple building structures and one consist of two floors and the rest are single floors building structures	The facility's palisade fence need urgent attention. The air-conditioners need maintenance and most need to be replaced. The building need to be waterproofed, the ceiling need some maintenance, the both gates need new motors. Prioritisation of back-up water supply is needed.	R420,000.00
Meriting Hall	This is a face-brick structure with corrugated roof. The hall has separate ablution sections to accommodate both male and female occupants.	The ablution blocks are badly vandalised. The building need continuous maintenance. There's a ne for prioritisation of back-up water supply and solar lights.	R400,000.00

WA Van Zyl Hall	The finishing of this facility is face-brick with corrugated roofing with tiled floor.	There's a need for new tiling in order to comply with all building regulations. Continuous building maintenance must carry one, back-up water supply must be prioritised.	R350,000.00
TOTAL			**R301,680,000.00**

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 the 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.

UNIT: 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 & tree pruning). 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.

IDP UPDATES ON:

Parks and Cemeteries

The Municipality is responsible for grass cutting & tree pruning in all 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 fastrack 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, tree pruning, 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. Expansion programme is ongoing during 22/23 financial year
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. Regular 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	Has reached capacity and is 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	Well developed
16	Kremetart old age home garden	Well developed
31	Marikana RCC	Only grass cutting done as and when required

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 Open spaces at Moye crescent Open spaces in front of Traffic, roads depot and Telkom depot Reservoir Storm water channels are attended by	Tlhabane West Primary school fenced off the entire open spaces Geelhoutpark ext. 09 - 08

roads and storm water unit.Community facilities only attend to outside areas.	
Open space at Rooibessie Open space at Raasblaar Open space at Hedeira Kruisbessie open space Greenbelt	Geelhout ext. 06 – 14
Open space at Cantua Open space at Green belt Open space at Cycad Open space at Kremetart Open space at Santolina Open space at Klopper Open space at corner Kremetart and Watsonia Open space at Sheperdtree (Along N4) Open space at Fieddlewood	Old Geelhoutpark – 16
Open spaces at Assegai Open spaces Matshwane Open spaces at Motswere Open space at Tirisano and Kgomotso Strumosa Segale	Tlhabane West 08 Development of Sports facility at Assegaai open space during 22/23 financial year
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 RTB North	Between Rtb North and Foxlake 13
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 Kgomotso 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	Safarituin – 15
Open space at Krokodilerivier Open space at Timbatierivier Open space at Caledonrivier Open space at Nylrivier	Cashan Ext. 04 – 17
Open spaces at Kloofroad	Cashan Ext. 01 -
Helen Joseph Drive	Helen Joseph Drive
Open spaces at Middel street Open spaces at Scheiding street Open spaces at Benoni Open space at Napoleon Oxford open space	RTB North – 13
Open spaces at Orchards Open space at	Zinniavile – 43

1. 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.

Ward	Area	Site Description	Current Status	Greenified	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 Thete High School, grounds near Mogono Primary, Ground 1 and ground 2 near Bakwena Tavern)	Rudimentary grounds, no fence, no ablution facilities	• Rudimentary grounds, no fence, no ablution facilities	None	• 05 x soccer grounds with no grass • Maintenance done with a grader and brush cutters

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
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 Primary)	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
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	• 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	Greenified	Rudimentary
			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 • 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,	• **Building requires revamping**	None	None

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
		kitchen, change rooms, burglars, roof, ceiling and storeroom and no stage			
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 Club	Managed by Impala mine, the facility has two well-maintained cricket fields, a number of buildings, grand stand, ablution blocks and an indoor and outdoor gym	• **Building has been vandalized** •	**Yes but deteriorating due to not being operational**	None
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

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
					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 and no doors and no burglars. • Netball courts vandalized	None	• 03 x soccer ground with no grass • Netball court x2 • 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 Station	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

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
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
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	The facility is fenced with palisade	• The facility is fenced with	• 01 x pitch inside the	• 01 x soccer ground with

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
	Ground	fence. It has one soccer field, ablution block and four high mass lights.	palisade fence. • It has one soccer field, ablution block and four high mass lights. • Well maintained	stadium • Automated irrigation system • Maintenance done with ride on mower/brush cutters	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 ablusion facilities have been vandalized**	• 01 x ground inside the stadium • Automated irrigation system • Maintenance done with ride on mower/brush cutters	None
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 /Maditlokoa	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

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
					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 Sports Facility	Soccer pitch with no grass. Netball court. Caretaker's house and toilets on premises with fence.	• Caretaker's house and toilets on premises vandalized • Soccer pitch with no grass • Netball court damaged	None	• 01 x soccer ground with no 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	Rudimentary grounds, no fence, no ablution facilities	• Rudimentary grounds, no fence, no ablution facilities	None	• 06 x soccer grounds with no grass

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
	and Dhubai View Chachalaza Boitekong Ext 2 & 3				• Maintenance done with a grader and brush cutters
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 rugby fields, a number of	• The facility is very well maintained	• 02 x pitch inside the stadium • Automated irrigation	None

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
		buildings, grand stand, ablution blocks and an indoor and outdoor gym		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
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

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
					• 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

LIST OF MUNICIPAL COMMUNITY HALLS

HALL NAME	ADDRESS
1. OLD TOWN HALL	: Stand No: 1911 Cnr Bayers Naude & Fatima Bayat Rustenburg 0300
2. WA VAN ZYL HALL	: Stand No: 326 Cnr Kremetart & Kloof Road Rustenburg 0300
3. ZINNIAVILLE HALL	: Stand No: 2370 Cnr Sonneblom & Sackville Zinniaviile
4. BEN MARAIS HALL	: Stand No: 103 Bethlehem Drive Rustenburg
5. CIVIC CENTRE HALLS	: No. 1 Kloof Road Ext 1 Cashan Rustenburg
6. TLHABANE HALL	: STAND No: 2884 Molao Street Tlhabane
7. SUNRISE HALL	: Stand No: 116 Sunrisepark Ext 1
8. BOITEKONG HALL	: Stand No: 1714 Boitekong
9. PAARDEKRAAL HALL	: Stand No: 279 Boitekong Ext 23
10. MERITING HALL	: Stand No: 127 Meriting Ext 1
11. B. TAUSE HALL	: Stand No: 228 Lethabong
12. MONAKATO HALL	: Stand No: 1266 Monakato
13. PHATSIMA HALL	: Phatsima

	Rustenburg
14. MARIKANA HALL	**Marikana RCC**
15. HARRY WULFSE HALL	**Marais street**
	Rustenburg

3. 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 during 2021/2022 to resuscitate the programme. The Bojanala Platinum District Municipality provided EPWP beneficiaries during 2021/2022 financial year to help the local municipality with the eradication of Alien Invasive plants. The municipality's aim is to development 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 2021/2022 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

	PROJECT NAME	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	Budget (2021/2022
01	Upgrading of Rietvlei Cemetery – expansion in progress during 22/23 financial year	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 some rudimentary sports grounds	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, outdated/limited machinery and equipment	R104,000 in 21/22 R108,000 in 22/23 R113,000 in 23/24 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
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 – development in progress during 22/23 financial year	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 limited transport, outdated/limited machinery and equipment	R475,000 in 21/22 R495,000 in 22/23 R517,000 in 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	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	R2, 500,000 in 22/23 R1, 000.000 in 23/34 R500,000 in

		the ground					constraints	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

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 Municipaity 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, Cyferbuilt 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 current financial year 2022/23 before the lapse of the agreement in place.

By-laws updated and implementation

The revised Library and Information by-law come into force on the 29th January 2022 following promulgation on the 29 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.

INTEGRATED ENVIRONMENTAL MANAGEMENT

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 Bojanala Platinum District Municipality Environmental Management Framework (BPDM-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 BPDM-EMF was developed from the three EMF's that were already developed for different parts of the BPDM area, i.e for the Magaliesberg Protected Environment EMF, Rustenburg Local Municipality EMF and Madibeng Local Municipality EMF. The Rustenburg Local Municipality EMF was older than 5 year EMF review cycle recommended in the EMF regulations, or close to that. The review of these EMF's on an individual basis, proved to be financially unviable for NWREAD. The BPDM EMF replaces and incorporates RLM-EMF and also create a single EMF that will encompass the whole Bojanala Platinum District Municipality area.

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 BPDM-EMF document is available: Contact: Integrated Environmental Management Unit.

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, waste management, 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 month, 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, oil spillages from illegal motor mechanics. 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 70 activities.

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. The above-mentioned By laws are in the process of review as both have passed a 5 year cycle review period. 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 awaiting the Public Participation Process.
N.B Both Rustenburg Local Municipality Air Pollution and Integrated Waste Management By-Laws are available. Contact: Integrated Environmental Management Unit.

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.

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 plans 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)
- Dercabonization of Economy-transition to Green Economy projects (LED)
- Dercabonization of Planning-transition to a lower Greenhouse Gas emissions and climate resilient development/building/housing (DPHS)

Initiatives such as 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.

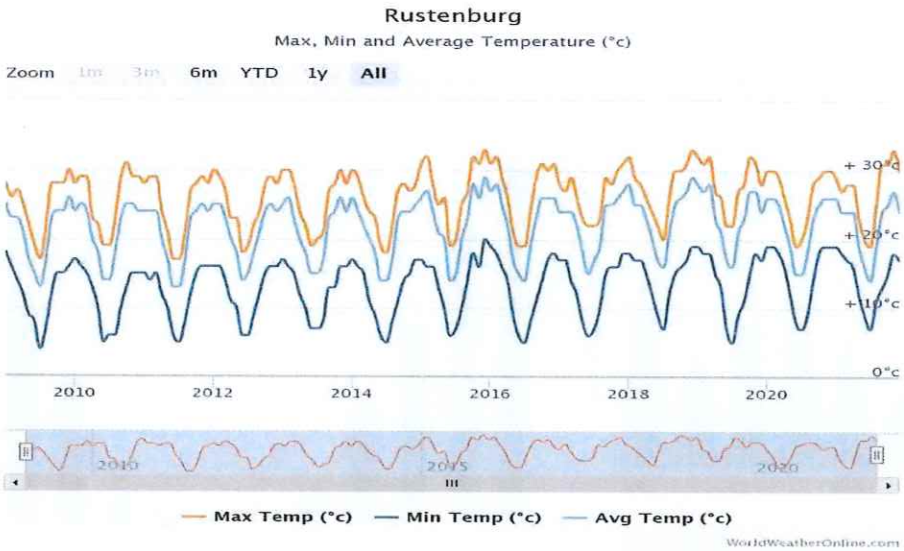
NB: The Rustenburg Climate Change Management Plan and Greenhouse Gas(GHG) Inventory is available: Unit to contact- Integrated Environmental management

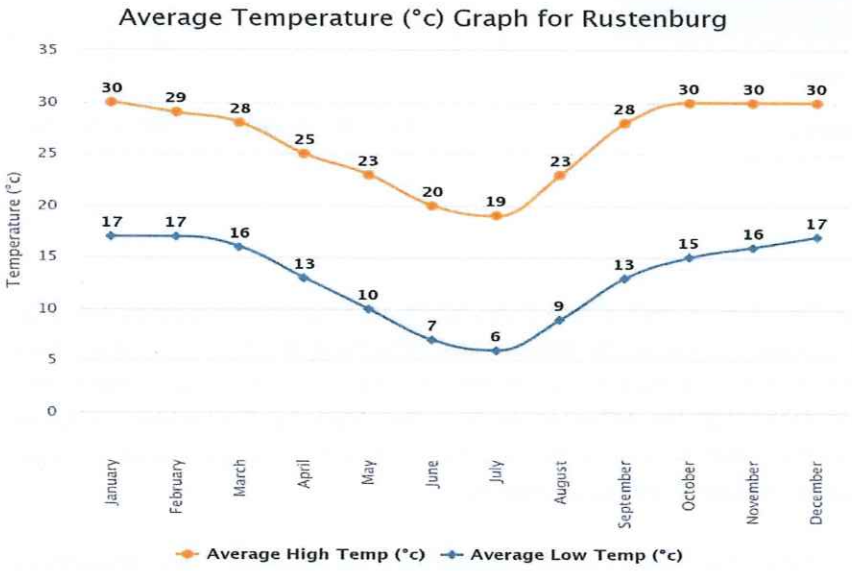
Rustenburg Local Municipality Climatic Conditions.

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 18^{0}C. 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 20^{0}C in June to 30^{0}C in January. The region is the coldest during July when the mercury drops to 1.7^{0}C on average during the night.

Temperature and Rainfall

Average Rustenburg temperatures

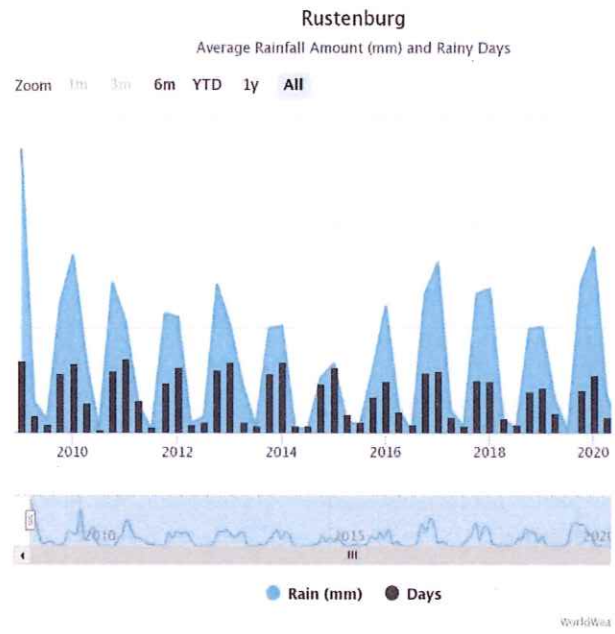


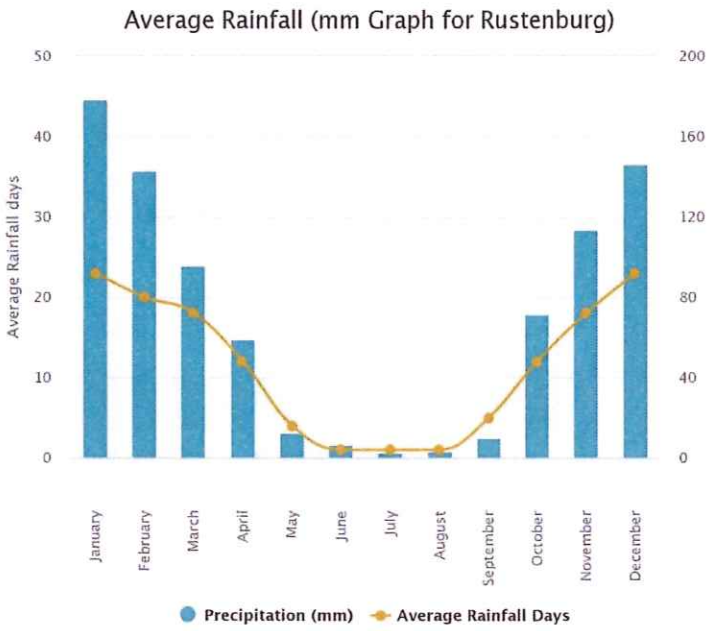


Data source: WorldWeatherOnline 2021

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).

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 (NOx), Carbon monoxide (CO), Ozone (O3), Particulate matter (PM10) and Particulate matter (PM2.5)
- 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 was moved to Tlhabane Community Library and the Unit is in the process of recommissioning the station,.. Currently Boitekong and Marikana Air Quality Monitoring Stations are operational.

3.6.9.1 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:

1. The South African Air Quality Information System (SAAQIS), is an internet based platform, a partnership between the Department of Forestry, Fisheries and Environment (DFFE), 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 development 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.
2. 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:
3.
    - 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.
4. Monthly Air Quality Management Reports

N.B Rustenburg Local Municipality Monthly Air Quality Management reports are available. Contact: Integrated Environmental Management Unit.

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

3.6.5.1 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 three waste collection compactor trucks, two tipper trucks, one front end loader has done through the Municipal Infrastructure Grant. There is however second phase of procuring waste specialised fleet through MIG and the project is awaiting appraisal. Procurement is anticipated to take place in the 2023/24 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.

Waste Management Governance

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."

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).

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.

The RLM's Integrated Waste Management By-law will be reviewed in the 2023/2024 financial and Budget for the promulgation is set aside.

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.

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 and 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.

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
- Farmhouses
- Villages serviced by the Royal 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. With the procurement of new waste fleet, the service is expected to improve.

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 are accepted at the Waterval Landfill Site. Strumosa Waste Drop Off facility also accepts garden waste for non-commercial community member, free of charge. Generators of non-domestic waste including medical waste have their own service providers that collect and transport hazardous waste to Hazardous waste facilities in Gauteng and Klerksdorp.

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.

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.

2.9.4 PUBLIC SAFETY

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)(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: STRATEGIC FOCUS

Strategic objective: To Maintain clean, green, save and healthy municipal environment

1. Vision

Safe Communities and effective disaster management systems

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
- Team work
- Communication
- Consultation

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 Chapter 4: Economic infrastructure Chapter 12 Building safer communities Chapter 13 Building a capable developmental state Chapter 14 Promoting accountability and fighting corruption	**MTSF Priorities** Priority I: Capable, ethical and developmental state Priority 2 Economic transformation & job creation Priority 6: Social cohesion and safe communities	**RLM Priorities** **Public Safety as an enabler of service delivery and economic development** **Integrated bylaw enforcement that enables social emancipation** **Fighting fraud and 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 directs 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:

1. Lobby for an effective Criminal Justice System (including Rustenburg Municipal Court effectiveness)
2. Inclusive collaboration in early intervention to prevent crime
3. Strengthen integrated support services for victims
4. Influence for effective and integrated service delivery
5. Cooperate for the realisation of Safety through Environmental design
6. Massify 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 tires of measurement:

a) 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.

b) 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

INTERGRTION — 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:

1. Improve Public Safety Directorate Proximity and Accessibility. Improve visibility, accessibility and increased engagement with communities
2. Prevent, address and Repress safety related social ills. Implement measures to integrate bylaw enforcement and improve on response time during complaints and other emergencies.
3. Integrate bylaw enforcement services. Integrate and build relations; Improve processes and policies; work towards establishment of a single command and control
4. 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.

4. 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 intergrate 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. 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.
	Under utilisation 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.

EMERGENCY AND DISASTER MANAGEMENT SERVICES

1. **CONSTITUTIONAL MANDATE**

The Constitution ofSouth 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.

2. 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.

3. 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

4. DISASTER MANAGEMENT PLAN

4.1 **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.

4.2 **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.

4.2.1 **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

4.2.2 **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.

4.3 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.

4.4 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.

4.5 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	• Gather Disaster Risk Management information and disseminate to

Technology	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 offs 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.	

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.

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.

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.

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.

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.

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.).

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.

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, small dorpies 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 vandalisation 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.
6.	Bad road conditions	Floods	Delay during emergency responds and mechanical break down	Rehabilitation of roads

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 refurbished Marikana and Phatsima Fire Station, which are currently only operating during day shift due to shortage of manning level.

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. The Municipality is a member in good standing.

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 fire hydrants; 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 Monnakato, Ikageng, Lekgalong Kanana Luka, Phokeng, Lefaragatlhe, Maumong, Barseba, Modikwe, Lekgalong, Bethany, Lekgalong, Mathopestad	Floods	Most residential dwellings built on 15 -20 years flood plain
			storms	Settlement in flat areas
Informal settlements	19,20,21,22,27,28,31,32, 33,34,35, 37,38,39,40,41	Ramochana Freedom park	Floods	No drainage systems
		Lethabong Sondela Popo Molefe Sunrise Park	Fires	Negligence', illegal power connection
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 Conducting Community Base Risk Assessment Early warning systems are to be improved Increase disaster resiliency of infrastructure systems	Enhance level of awareness and capacity of communities to the impacts of hazards Communities are equipped with necessary skills and capability to cope with the impact of disasters Strengthened partnership and coordination among all key role players and stakeholders (Local Disaster Advisory Forum, Inter –Departmental Technical Advisory Forum, Disaster Ward Forum)	Adequate and prompt assessment of needs and damages Integrated and coordinated search and rescue capacity Temporary shelter needs are adequately addressed Basic social provided to affected communities (Social Relief of destress) 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 out break 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 Risk Management Plan Adopted and Approved in 2018.	-Build institutional capacity -Disaster risk identification and analysis -Disaster Risk deduction	- Capacitating the Disaster Risk Management Centre - Intensifying community forums	- Effective staffing of the Centre - Provision of resources for effective performance - Volunteer Brigade - Revitalise the Disaster Management Forums	No funding for equipment and materials. 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 program me 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 2022-2023

CATEGORY OF FIRES	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
Shack on fire /Informal settlement	2	5	9	5	3	4	0	0	4	5	4	4	45
Road cleaning	1	0	1	1	2	4	5	1	1	1	1	1	19
Strike/Riots	0	0	1	2	3	1	3	3	0	0	0	7	20
Electrical fire	2	1	0	2	1	3	1	1	6	2	6	5	30
No Service	7	12	12	11	3	9	0	0	0	0	7	7	68
Transport on fire	1	0	2	1	4	8	3	2	1	1	1	1	25
Body recovery/Rescue	1	3	1	1	3	3	4	4	4	3	4	2	33
Motor vehicle on fire	2	4	4	4	0	0	6	4	1	2	1	3	31
Motor vehicle accidents	5	5	9	7	4	4	7	5	5	7	5	12	75
House fire/Formal settlement	0	0	0	0	3	1	0	2	5	4	5	0	20
Buildings/Commercial	30	26	37	7	6	2	6	9	10	1	10	10	154
Veld/grass fires	1	1	1	3	2	5	0	0	7	5	0	8	33
Special service	52	57	77	44	34	44	35	31	44	31	44	60	553

- The sum of calls responded calculated to five hundred and fifty three (553).
- High rate of call responded to, on monthly basis was during Sept 2022 at 13.9%.
- The high rate of categories of fire and rescue calls attended to was vegetation fires at twenty-seven point eight percent (27.8%), followed by house fires at thirteen point five (13.5%).
- The least of fire and rescue calls attended to, was road cleaning at three point four percent (3.4%).
- The high rate of vegetation fires is associated with causes of fires and inability to make a provision of fire belts during winter season. Education and awareness campaigns are intensified to landowners and community members.

CONCLUSION:

The planning for and the location of fire stations must be informed and influenced by methodical and logical analysis of key factors including the risk and population density. A credible information of historical data (phenomenon of incidents) and the current situation must influence the decision taken in the establishment of fire stations and its manning level.

Disaster risk reduction measures are continuously implemented to minimise vulnerability and disaster risk throughout the jurisdiction of Rustenburg Local Municipality.

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;

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 mosts 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

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 fourty (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 directs 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:

a) 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.

b) 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 behavior.

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 externa/ 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

The traffic operations are often impacted upon by various competing demands for other public safety services. The establishment of the Municipal Police Service is therefore necessitated and traffic department will solely focus on traffic law enforcement

LICENSING AND TESTING

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

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.

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

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 PUBLIC SAFETY 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 their circumstances (Responsibility SAPS & Community Dev)	CREATION OF SHELTERS 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 EXISITING 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 dorpies 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 vandalisation 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.

Crime Prevention Strategy and Plan

Table 0-1: 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 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	-Reduce causes of crime and encourage the involvement of the local communities -Promote a safe and secure environment.	-Establishment of Rustenburg 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 Program me (Traffic Wardens and Fire Brigade Reservist	-Municipality was able to establish the forum. -On-going process -15 CCTV Cameras installed and R4 000,000 was allocated for. -Appointed only 50 Traffic Wardens	-Empathy from the 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

Analysis of the sector plan	Aim of the sector plan	Project/ Programmes	What the Directorate will be able to implement in 5 years	Challenges
				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-facetted 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 safe guarding 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.

PROJECTS

NB. Royal Bafokeng donated a weighbridge to the value of R2m and the weighbridge is functional.

KPI /PROJECTS	TARGET	ACHIEVED/ NOT ACHIEVED	REASON/S FOR NON-ACHIEVEMENT	ACTION/SOLUTION (REMEDIAL MEASURES)	TIMEFRAME (By when)
Number of Fire Houses operationalized by 30 June 2023	2 fire houses	on course	Lack of fire fighters for both Marikana and Phatsima	Awaiting intervention of DTIS and eskom for connection of electricity at Phatsima fire house The current contract of reservist will expire soon and needs to be reviewed	30 June 2023
Number of education and awareness campaigns conducted by 30 June 2023	40 annual	Achieved	N/A	Revise the target up in the next financial year	30 June 2023
Number of road safety campaigns conducted by 30 June 2023	40 annual	Achieved	N/A	Revise the target up in the next financial year	30 June 2023
Collection rate in (Rands) of Licensing and Testing revenue by 30 June 2023	R 26 million annual	Achieved	N/A	Revise the target up in the next financial year	30 June 2023

CHAPTER 3: ALIGNMENT

Table: Alignment of Municipal Strategic Priorities and Objectives to the NDP and Regional Master Plan

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	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/S					
NDP	MASTER PLAN GOALS	STRATEGIC PRIORITY	OBJECTIVES/STRATEGIC THRUSTS	KPI/TARGETS	OUTCOMES
Relations improved					

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	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	% 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

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
proportion of people using better quality public transport; 4. Competitively priced and widely available broadband 5. Integrated spatial planning system, for upgrading all informal settlements by 2030; 7. More people living closure their place of work;			through education /awareness programmes		of household life

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 Rustenburg as a world class destination to stimulate sustainable	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
				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: MUNINCIPAL 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					

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.

Rustenburg Planning Area (PA):

The central region of the Greater Rustenburg Area that includes:

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.

DIRECTORATES	PROJECTS	KEY MILESTONE	OPPORTUNITIES / BENEFITS
LOCAL ECONOMIC DEVELOPMENT	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	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	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	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

DIRECTORATES	PROJECTS	KEY MILESTONE	OPPORTUNITIES / BENEFITS
		irrigation)	a market square on which produce can be sold
DIRECTORATE COMMUNITY SERVICES	Upgrading of recreational facilities	Identified existing parks that needs to be upgraded. Procurement procedure to follow to request interested groups from the community to come forward.	Opportunities will be made available for cooperative for the management and maintenance of parks and open spaces.
PLANNING AND HUMAN SETTLEMENT	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.
	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	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.
	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	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

DIRECTORATES	PROJECTS	KEY MILESTONE	OPPORTUNITIES / BENEFITS
		To assist in the provision of services(security , water , pipelines for irrigation)	
	Provision of Informal Business area	To obtain land for the development of a flea market To do the necessary legal processes (Street closure, surveying and rezoning) Looking for interested parties to do the development	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 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	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	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

DIRECTORATES	PROJECTS	KEY MILESTONE	OPPORTUNITIES / BENEFITS
			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	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;

boarders Rustenburg to the south via R104.

This planning area also forms the capital region of RBN.

Directorates	Project	Key Milestones	Opportunities

Directorates	Project	Key Milestones	Opportunities
	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	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	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.
DIRECTORATE	Development of a Post office	*Identify a site.	

DIRECTORATES	PROJECT	KEY MILESTONES	OPPORTUNITIES
COMMUNITY SERVICES		Develop a Post office.	• 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 node (G) • Urban agriculture (H) • Provide an orphanage (I) • Conserve the natural ridge as part of node (J)
COMMUNITY DEVELOPMENT	Formal sporting facility Orphanage home	*Identify a site. *Survey a portion of the land for O.H *Send to Estate for Lease document.	
DPHS(ESTATE)	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	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

Directorates	Project	Key Milestones	Opportunities
	of heavy and earth moving machinery, • Pharmaceuticals and Chemicals • Catalytic Convertors • Oil and Gas Industry Applications • Fuel Cells (Main Focus for the Platinum Valley SEZ) • Ferrochrome Sector & Platinum Recycling		SEZ projects; Tax Incentive designed to support Greenfield and brown field investments including the incentive for both capital investment and training.
	Complimenting Projects Waste and water Treatment facilities,		

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.
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,

~~Directorates~~	~~Project~~	~~Key Milestones~~	Opportunities
			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 Renovation and extension of the existing library on Erf 3540 Lethabong		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 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.

~~Directorates~~	~~Project~~	~~Key Milestones~~	Opportunities
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. The housing component comprises over 200 dwelling

~~Directorates~~	~~Project~~	~~Key Milestones~~	Opportunities
			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 squire for local produce Sporting facilities. High density residential units. Parks and
	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.	~~Government~~ services node.

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 Boshoek, 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 (See Council Resolution dated 26th March 2013) 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

PLANNING	Institutional development	Land Identified. Land Surveyed Land Rezoned for Residential 2 and Institutional	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.
	High density residential	To develop social housing & social amenities	
	Platinum Theme Park	Land development agreement with RBA. Request for proposals	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

		Detailed designs and Construction.	

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 presentated by implementation of the following: Industrial Park Health Centre Bus Interchange

			Regional Library Cultural Centre Institute for Technical Education Old Age Home and Chidren'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

Directorates	Project	Key Milestones	Opportunities
Directorate LED	High value added agricultural Zones	Capacity development Facilitation of state lease over a period of 5 years.	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

		Transfers of farms to the farmers.	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 4:

PROJECTS AND PROGRAMMES

4.1 CAPITAL PROJECTS AND PROGRAMMES FOR THE MTREF PERIOD

IDP REF. NO.	DEPARTMENT CODE	PROJECT DESCRIPTION	FUNDING SOURCE	PROPOSED 2023-2024	PROPOSED 2024-2025	PROPOSED 2025-2026	WARD NO.
IDP/23/24/01	DTIS: Electrical Eng Services	Replacement of 33 kV Cables (Noord Sub, Munic Sub, etc)	CRR	15 364 996	17 976 421	18 251 360	ALL
IDP/23/24/02	DTIS: Electrical Eng Services	Refurbishment of Aged Rural Network	CRR	8 098 100	8 510 015	8 849 465	ALL
IDP/23/24/03	DTIS: Electrical Eng Services	Refurbishment of vandilized network	CRR	5 361 264	6 807 521	7 682 859	ALL
IDP/23/24/04	DTIS: Mechanical Eng Services	Upgrade of Mpheni House & Civic Centre Chiller Plants	CRR	5 000 000	-	-	42
IDP/23/24/05	RRT: Roads and Stormwater	Upgrading of Middle Road Crossing	CRR	5 000 000	3 404 750	2 088 964	18
IDP/23/24/06	DTIS: Electrical Eng Services	NW373_310 - INTA - Software : Acquisitions Supervisory Ctrl & Data Acquisition (S.C.A.D.A) System	CRR	4 500 000	4 200 000	4 000 000	ALL
IDP/23/24/07	DTIS: Electrical Eng Services	Distribution - Refurbishment of 11kV Substation Equipment	CRR	4 500 000	4 200 000	4 000 000	ALL
IDP/23/24/08	DTIS: Mechanical Eng Services	Transport Assets-Acquisition of New Vehicles	CRR	4 000 000	5 000 000	5 000 000	ALL
IDP/23/24/09	DTIS: Electrical Eng Services	Distribution - Refurbishment of 11KV Substation Buildings	CRR	3 263 544	3 410 403	3 563 872	ALL
IDP/23/24/10	DTIS: Electrical Eng Services	Capex : P.P.E > Upgrading - Electricity Network	CRR	3 263 544	3 410 403	3 563 872	ALL

IDP REF. NO.	DEPARTMENT CODE	PROJECT DESCRIPTION	FUNDING SOURCE	PROPOSED 2023-2024	PROPOSED 2024-2025	PROPOSED 2025-2026	WARD NO.
IDP/23/24/11	DCD: Civil Facilities Develop & Mgt	REVAMP OF MPHENI	CRR	3 000 000	3 905 682	4 171 438	42
IDP/23/24/12	DTIS: Electrical Eng Services	Dinie Estate - Electrification - Bulk line	CRR	2 568 962	2 974 565	2 989 420	35
IDP/23/24/13	DCS: Information Technology	Laptops	CRR	2 500 000	1 800 000	1 000 000	ALL
IDP/23/24/14	RRT: Roads and Stormwater	Upgrading of Kremetart Road Crossing	CRR	2 500 000	1 410 200	871 659	16
IDP/23/24/15	RRT: Roads and Stormwater	Upgrading of Pendoring Road Crossing	CRR	2 200 000	1 571 050	973 747	16
IDP/23/24/16	BTO: SUPPLY CHAIN MANAGEMENT	Office Furniture	CRR	2 000 000	1 300 000	1 000 000	ALL
IDP/23/24/17	DCD: Civil Facilities Develop & Mgt	CAPEX : P.P.E > REVAMP_CIVIC CENTRE	CRR	2 000 000	2 000 000	1 500 000	42
IDP/23/24/18	DTIS: Mechanical Eng Services	Replacement of Pumps	CRR	2 000 000	1 000 000	-	ALL
IDP/23/24/19	DTIS: Electrical Eng Services	Capex: HV Test machine and Equipment (replacement)	CRR	1 975 696	2 373 602	2 575 914	ALL
IDP/23/24/20	DTIS: Electrical Eng Services	Refurbishment of Traffic Light Intersections	CRR	1 790 480	1 286 052	899 424	ALL
IDP/23/24/21	RRT: Roads and Stormwater	Upgrading of Rockcliff Road Crossing	CRR	1 600 000	1 103 350	980 001	17
IDP/23/24/20	RRT: Roads and	Upgrading of Watsonia / Golf Course	CRR	1 580 000	1 196 100	917 425	16

IDP REF. NO.	DEPARTMENT CODE	PROJECT DESCRIPTION	FUNDING SOURCE	PROPOSED 2023-2024	PROPOSED 2024-2025	PROPOSED 2025-2026	WARD NO.
	Stormwater	Crossing					
IDP/23/24/23	RRT: Roads and Stormwater	Upgrading of Phala Road Crossing	CRR	1 550 000	1 054 750	968 714	25
IDP/23/24/24	DPHS: Estates	Land Acquisition	CRR	1 500 000	1 567 500	1 638 038	ALL
IDP/23/24/25	DTIS: Mechanical Eng Services	Replacement of Air cons	CRR	1 500 000	1 000 000	500 000	ALL
IDP/23/24/26	RRT: Roads and Stormwater	Upgrading of Krokodile Road Crossing/Waterivier	CRR	1 500 000	1 002 500	914 113	17
IDP/23/24/27	DTIS: Sanitation Service	Upgrading of Boitekong Ext 8 Pump Station	CRR	1 263 000	1 510 403	1 763 872	Greater Btk wards
IDP/23/24/28	DCD: Sport Facilities	Refurbishment of Olympia Park Stadium	CRR	1 100 000	1 500 000	1 500 000	16
IDP/23/24/29	DTIS: Sanitation Service	Savanna Falls - Sewer connection	CRR	1 087 848	1 136 801	1 187 957	35
IDP/23/24/30	DTIS: Electrical Eng Services	Electrical Tools and Equipment	CRR	1 010 000	1 056 460	1 105 057	ALL
IDP/23/24/31	BTO: Billing	Server	CRR	1 000 000	-	-	ALL
IDP/23/24/32	DPHS: Housing Provision	STOVES	CRR	1 000 000	850 000	700 000	ALL
IDP/23/24/33	DTIS: Electrical Eng Services	Capex : Injection tester - Primary and secondary	CRR	905 418	804 161	775 549	ALL
IDP/23/24/34	DTIS: Electrical Eng Services	Capex : Batteries and Chargers	CRR	887 848	736 801	687 957	ALL
IDP/23/24/35	DCD: Civil Facilities Develop & Mgt	Installation of back-up water supply at various facilities	CRR	800 000	685 500	604 848	ALL

IDP REF. NO.	DEPARTMENT CODE	PROJECT DESCRIPTION	FUNDING SOURCE	PROPOSED 2023-2024	PROPOSED 2024-2025	PROPOSED 2025-2026	WARD NO.
IDP/23/24/36	DTIS: Electrical Eng Services	Capex : Distribution - Replacement of Electricians Tool Boxes	CRR	443 924	368 401	393 979	ALL
IDP/23/24/37	DTIS: Mechanical Eng Services	Tool Boxes	CRR	364 700	150 000	-	ALL
IDP/23/24/38	BTO: SUPPLY CHAIN MANAGEMENT	CAMERAS	CRR	350 000	150 000	-	ALL
IDP/23/24/39	DPS: Emergency & Disaster	REFURBISHMENT OF FIRE STATIONS X 3	CRR	300 000	500 000	-	ALL
IDP/23/24/40	DCD: Dcdunity Halls	Rebuilding of Sunrisepark hall	CRR	250 000	200 000	200 000	22
IDP/23/24/41	DCD: Swimming Pools	Refurbishment of Marais Swimming Pool	CRR	250 000	150 000	-	14
IDP/23/24/42	DPS: Law Enforcement	SECURITY SYSTEMS & CCTV CAMERAS	CRR	250 000	150 000	-	ALL
IDP/23/24/43	OMM: Internal Auditing	Audit software	CRR	250 000	-	-	ALL
IDP/23/24/44	DCD: Integrated Environmental Mgt	Hartridge Smokemeter	CRR	200 000	-	-	ALL
IDP/23/24/45	DPHS: Building Control & Reg	Sliding tracked storage system	CRR	200 000	-	-	ALL
IDP/23/24/46	DPS: Emergency & Disaster	WATER TOWER AT MARIKANA FIRE HOUSE	CRR	200 000	150 000	-	32
IDP/23/24/47	DPS: Licence and Testing	BACK-UP GENERATOR, DLTC MARIKANA AND ROBEGA	CRR	200 000	100 000	-	32/2
IDP/23/24/48	DCD: Civil Facilities	Renovation of Harry Waffle Hall	CRR	150 000		-	18

IDP REF. NO.	DEPARTMENT CODE	PROJECT DESCRIPTION	FUNDING SOURCE	PROPOSED 2023-2024	PROPOSED 2024-2025	PROPOSED 2025-2026	WARD NO.
	Develop & Mgt				-		
IDP/23/24/49	DPS: Emergency & Disaster	UPGRADING OF EMERGENCY COMMUNICATION SYSTEM	CRR	150 000	100 000	-	ALL
IDP/23/24/50	DPS: Traffic Services	SPEED AND RED LIGHT PERMANENT CAMERA	CRR	150 000	100 000	-	42
IDP/23/24/51	DTIS: Electrical Eng Services	Capex : Distribution - Replacement of Hydraulic Hand Tools In Store Room	CRR	117 570	127 360	137 591	ALL
IDP/23/24/52	DCD: Civil Facilities Develop & Mgt	industrial carpet cleaning machines	CRR	110 235	-	-	ALL
IDP/23/24/53	DCD: Civil Facilities Develop & Mgt	Renovation of East End Sport Facility	CRR	100 000	-	-	18
IDP/23/24/54	DCD: Dcdunity Halls	council chamber PA SYSTEM	CRR	100 000	-	-	42
IDP/23/24/55	DCD: Parks And Open Areas	Tractor slashers	CRR	100 000	-	-	ALL
IDP/23/24/56	DCD: Sport Facilities-Tractors slashers	Tractors slashers	CRR	100 000	-	-	ALL
IDP/23/24/57	DCD: Swimming Pools	Motors and Pumps	CRR	100 000	105 000	110 000	ALL
IDP/23/24/58	DCD: Swimming Pools	Ride on Lawn Mower Machines	CRR	100 000	-	-	ALL
IDP/23/24/59	BTO: SUPPLY CHAIN MANAGEMENT	RECORDERS	CRR	80 000	50 000	-	ALL
IDP/23/24/60	DCD: Parks And Open	Chain saws	CRR	50 000		-	ALL

IDP REF. NO.	DEPARTMENT CODE	PROJECT DESCRIPTION	FUNDING SOURCE	PROPOSED 2023-2024	PROPOSED 2024-2025	PROPOSED 2025-2026	WARD NO.
	Areas				-		
IDP/23/24/61	DCD: Parks And Open Areas	Walk behind mowers	CRR	40 000	-	-	ALL
IDP/23/24/62	DPHS: Building Control & Reg	Digital tapes	CRR	24 000	-	-	ALL
IDP/23/24/63	DCD: Swimming Pools	Money safe	CRR	15 000	35 000	-	ALL
IDP/23/24/64	BTO: SUPPLY CHAIN MANAGEMENT	Projector	CRR	5 000	-	-	ALL
IDP/23/24/65	OMM: Integrated Development Plan (I.D.P)	Data Projector	CRR	5 000	-	-	ALL
IDP/23/24/66	OMM: Legal and Valuation Services	Recording Device and Camera	CRR	5 000	-	-	ALL
IDP/23/24/67	OMM: Integrated Development Plan (I.D.P)	Glue Binder machine	CRR	2 000	-	-	ALL
IDP/23/24/68	DPS: Law Enforcement	EQUIPMENT (PORTABLE RADIO, FIREARMS)	CRR	-	200 000	100 000	ALL
IDP/23/24/69	DPS: Law Enforcement	POUND REFURBISHMENT	CRR	-	50 000		ALL
IDP/23/24/70	DPS: Law Enforcement	BLUE LIGHT MANAGERS	CRR	-	20 000	-	ALL
IDP/23/24/71	DPS: Law Enforcement	BIOMETRICS SYSTEM	CRR	-	-	1 500 000	ALL
IDP/23/24/72	DPS: Office of the	STANDBY GENERATOR	CRR		500 000	-	ALL

IDP REF. NO.	DEPARTMENT CODE	PROJECT DESCRIPTION	FUNDING SOURCE	PROPOSED 2023-2024	PROPOSED 2024-2025	PROPOSED 2025-2026	WARD NO.
	Director			-			
IDP/23/24/73	DPS: Traffic Services	PORTABLE RADIO	CRR	-	50 000	-	ALL
IDP/23/24/74	DPS: Traffic Services	BLUE LAMPS FOR MANAGERS	CRR	-	30 000	-	ALL
TOTAL				**103 933 129**	**95 030 752**	**89 667 093**	

MUNICIPAL INFRASTRUCTURE GRANT MTREF PLAN 2023/24 TO 2024/25 FINANCIAL YEAR

Project Title	WARD NO.	Budgeted MIG Funds (2023/24)	Budgeted MIG Funds (2024/25)	Budgeted MIG Funds (2025/26)
Phatsima Roads and Stormwater Drainage Phase 5	**01**	R 25 000 000.00		
Robega Internal Roads & Stormwater	**02**	R 15 000 000.00		
Chaneng Internal Roads & Stormwater	**02**	R 10 000 000.00		
Tlaseng Roads and Stormwater Drainage System	**26**	R 10 000 000.00		
Boitekong Ward 19 Roads and Stormwater Drainage Phase	**19**	R 5 000 000.00		
Marikana Roads & Stormwater Drainage Phase 5	**31/32**	R 3 000 000.00		

Project Title	WARD NO.	Budgeted MIG Funds (2023/24)	Budgeted MIG Funds (2024/25)	Budgeted MIG Funds (2025/26)
Freedom Park Ward 24 Roads and Stormwater Drainage	**24/38**	R 3 000 000.00		
Upgrading of the Western Bulk Sewer Lines	ALL	R 3 000 000.00		
Lethabong Internal Sewer Reticulation, Toilet Structures and Upgrading of WWTW	27/28	R 111 082 750.00	R 75 000 000.00	R 90 761 000.00
Construction of Bospoort Bulk Water Pipeline	ALL	R 5 000 000.00	R 70 000 000.00	R 80 000 000.00
Marikana Waste Transfer Station Construction	31/32	R 500 000.00		
Upgrading & Extension of the Bospoort water Treatment Plant	ALL	R 40 000 000.00	R 16 860 450.00	R 57 000 000.00
Replacement of Tlhabane AC Sewer Bulk Line	9; 10; 11; 13	R 10 000 000.00	R 60 000 000.00	R 40 000 000.00
Refurbishment of Bulk Line & Tlhabane Water AC replacement Phase 2	9; 10; 11; 13	R 15 963 000.00	R 60 000 000.00	R 43 000 000.00
Installation of High Mast Light in Mosenthal/Ikageng Phase 2	44	R 2 000 000.00		
Installation of High Mast Light in Kanana Phase 2	23	R 2 000 000.00		
Installation of High Mast Light in Robega Phase 2	02	R 2 000 000.00		
Upgrading of Rietvlei Cemetery Phase 2	ALL	R 2 000 000.00		
Construction of Tlhabane West Sports Facility	08	R 2 500 000.00		

Project Title	WARD NO.	Budgeted MIG Funds (2023/24)	Budgeted MIG Funds (2024/25)	Budgeted MIG Funds (2025/26)
Boitekong Hawkers Stalls	19; 20; 21	R 2 000 000.00		
Construction of Sports Field in Seraleng		R 8 000 000.00		
PMU Rustenburg	ALL	R14 162 250.00	R14 838 550.00	
TOTAL		**R 291 208 000.00**	**R 296 699 000.00**	**R 310 761 000.00**

ROADS AND TRANSPORT PROJECTS

#	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 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. An updated list of projects from stakeholders is still expected and will be replaced once received.

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

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)
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 -
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	Upgrading and Additions	R -	R -	R 2,000,000	R -	R -

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)
ABM - Bojanala						
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 -
Boitekong CHC Aditional 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 -

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

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

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
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

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)
Upgrading of road from gravel to surfacing standard of road D520 from Makolokwe 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
Kobbie Van Zyl Maintenance	Maintenance and Repairs	R 950,000	R 1,167,887	R 400,000	R 350,000	R 350,000

PROGRAMME	NAME OF NPO	AREA	WARD	BUDGET
Poverty Alleviation and Sustainable livelihoods	Baakanyang Bagodi CNDC	Tlapa Village	29	R870 755.89
	I am a Dreamer CNDC	Freedom Park	24,38	R870 755.89
	Lethabong CNDC	Lethabong	27,28	R870 755.89
HIV/AIDS.	I am a Dreamer	Freedom Park	24,38	R1 116 000.00
	Lethabong OVC	Lethabong	28	R1 834 935.20
	Bakwena Ba Mogopa	Bethane	30	R1 411,480.00
	MAHAAO	Tlhabane West	8	R 5 000 000
Care and Service to older Persons	Saamspan Dienssentrum	Rustenburg Town	14	R 461 245.60
	MTS Ancillary Health Care Services	Tlhabane	11	R1 047 427.33
	Residentia Sering	Rustenburg Town	42	R1 056 336.03
	Ratanang Service Club	Maile-Rooikraal	26	R295 278.55
Care and Services to Persons with Disabilities.	Ntshalleng le Bana Care Centre	Lekgalong Village	44	R1 930 060.00
Child Care and Protection Services	SOS Children 's Home	Tlhabane West	8	R3 840 000.00
	Lighthouse CYCC	Rustenburg East	18	R 720 000.00
	Morester CYCC	Waterval	33	R2 400 000.00
	RATA Social Services NPC	Rustenburg East	18	R 374 857.00
	Charistas Social Care	Rustenburg	14	R 482 075.00

PROGRAMME	NAME OF NPO	AREA	WARD	BUDGET
	SAVF Rustenburg	Rustenburg	15	R 374 857.00
	Child & Family Welfare	Cashan	17	R1 124 000.00
	Ntshalleng le Bana Child & Youth Care Centre	Lekgalong Village	44	R960 000.00
Care and Services to Families	FAMSA Rustenburg	Rustenburg	14	R1 516 200.00
Victim Empowerment Services	Kitso Ke Lesedi Soc Dev & Rehab Centre	Lethabong SAPS	27	R950 000.00
	Phokeng Trauma Centre	Phokeng SAPS	6	R770 000.00
Partial Care	Kgogedi Kidz Community Centre	Bethany	30	R202 740.00
	Lethabong Community Creche	Lethabong	28	R80 784.00

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 -

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 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 -
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

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 - Mosenthal	Infrastructure Transfers - Current	R 1,600,764	R 1,557,409	R 4,328,939	R 1,624,858	R 1,624,858
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
Rustenbug 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

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

SIBANYESTILLWATER RUSTENBURG PLATINUM MINES (SRPM) - 2021 – 2025 SLP) AND SIBANYE RUSTENBURG MINE COMMUNITY DEVELOPMENT TRUST (SRMCDT)																				
SECTOR	KEY PROJECTS	LOCALITY AND WARD NO.	PROJECT FUNDER	VALUE BUDGET (allocation)					TOTAL NO. ESTIMATED JOBS TO BE CREATED										DELIVERY PARTNER/ IMPLEMENTING AGENT
									SHORT TERM (during construction)					LONG TERM (permanent)					
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
				2021	2022	**2023**	**2024**	**2025**											
INFRASTRUCTURE (PRODUCTIVE INFRASTRUCTURE)	Provision of Additional Classrooms (David Brink Primary School)	Rustenburg town Ward 42	Sibanye Stillwater			**R1,6m**	**R4m**	**R4m**											DOE
	Renovation of Tlhabane CHC	Tlhabane Ward 10,11	Sibanye Stillwater			**R500 000**													DOH
	Mfidikwe Community Hall	Mfidikwe Ward 34	Sibanye Stillwater			**R550 000**	**R5,5**	**R5,5**											RBA
	Construction of Tirelong Secondary School	Ikemeleng - Ward 35	Sibanye Stillwater			**R500 000**	**R4,5**												DOE
	School Sanitation Programme	Meriting Ward 12,41 Rankelenyane Ward 29	Sibanye Stillwater			**R1m**	**R2,9**												DOE
	Stormwater Channel	Photsaneng Ward 45	Sibanye Stillwater			**R 800 000**	**R8m**												RBA

SIBANYESTILLWATER RUSTENBURG PLATINUM MINES (SRPM) - 2021 – 2025 SLP) AND SIBANYE RUSTENBURG MINE COMMUNITY DEVELOPMENT TRUST (SRMCDT)																				
SECTOR	KEY PROJECTS	LOCALITY AND WARD NO.	PROJECT FUNDER	VALUE BUDGET (allocation)					TOTAL NO. ESTIMATED JOBS TO BE CREATED										DELIVERY PARTNER/ IMPLEMENTING AGENT
									SHORT TERM (during construction)					LONG TERM (permanent)					
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	High mast lights	Popo Molefe Ward 21, 22	Sibanye Stillwater					**R2m**											RLM
	Support to the District Hospital (Job Shimankana Tabane)	Rustenburg Ward 42	Sibanye Stillwater			**R780 000**	**R5,220m**												DOH
	Provision of mobile water tankers	ALL WARDS	Sibanye Stillwater			**R3m**													RLM
EDUCATION & SKILLS DEVELOPMENT/ (SKILLS DEVELOPMENT AND EDUCATION)	Support to school leadership	Rustenburg local schools	Sibanye Stillwater				**R1,5m**												DOE
	ICT Connectivity Project Inclusive WIFI Access	Rustenburg local schools	Sibanye Stillwater			**R2m**													DOE
ENTERPRISE DEVELOPMENT/ INCOME GENERATION	Support to Agricultural Flagship Project (Sunflower Production)	All wards - RLM	Sibanye Stillwater			**R1m**	**R9m**												Agric Dept

SIBANYESTILLWATER RUSTENBURG PLATINUM MINES (SRPM) - 2021 – 2025 SLP) AND SIBANYE RUSTENBURG MINE COMMUNITY DEVELOPMENT TRUST (SRMCDT)																				
SECTOR	**KEY PROJECTS**	**LOCALITY AND WARD NO.**	**PROJECT FUNDER**	**VALUE BUDGET (allocation)**					**TOTAL NO. ESTIMATED JOBS TO BE CREATED**										**DELIVERY PARTNER/ IMPLEMENTING AGENT**
									SHORT TERM (during construction)					**LONG TERM (permanent)**					
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
(FOOD SECURITY AND ECONOMIC ALTERNATIVES)	High Impact Agricultural Project	King Sabata Dalindyebo and Nyandeni Municipality (Eastern Cape)	Sibanye Stillwater				**R4m**	**R4m**											Agric Dept
ENTERPRISE DEVELOPMENT/ INCOME GENERATION (ENTERPRISE DEVELOPMENT)	Equipping Digital Resource Centers	Boitekong Ward 20 Photsaneng Ward 45	Sibanye Stillwater			**R1m**	**R1m**												RLM & RBA
	Waste Management	All identified ward - RLM	Sibanye Stillwater			**R100 000**	**R2,180m**												RLM
HEALTH & SOCIAL WELFARE	Provision of Emergency Response Vehicles	All wards - RLM	Sibanye Stillwater			**R3,870m**													DOH
CSR	Mphatlhalatsane Center Renovation	Sunrise Park – ward 22	Sibanye Stillwater		**R1m**														RLM DSD
	The renovation of Ikemeleng clinic	Ikemeleng – ward 35	Sibanye Stillwater			**R1,5m**													DOH

SIBANYESTILLWATER RUSTENBURG PLATINUM MINES (SRPM) - 2021 – 2025 SLP) AND SIBANYE RUSTENBURG MINE COMMUNITY DEVELOPMENT TRUST (SRMCDT)																				
SECTOR	KEY PROJECTS	LOCALITY AND WARD NO.	PROJECT FUNDER	VALUE BUDGET (allocation)					TOTAL NO. ESTIMATED JOBS TO BE CREATED										DELIVERY PARTNER/ IMPLEMENTING AGENT
									SHORT TERM (during construction)					LONG TERM (permanent)					
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Swimming skills and reduce child drowning incidents in dams/tailing dams	All identified ward - RLM	Sibanye Stillwater			**R200 000**													RLM
	Provide Broad Based Livelihoods Programme and GBV in partnership with the Pastors (Rustenburg)	All wards - RLM	Sibanye Stillwater			**R3 952 800**													Umsizi
SRMCDT	Construction of a new school ,Tirelong Secondary School	Ikemeleng Ward 35/Ward 33	SRMCDT				**R25m**												DOE
	Provision of equipment to a new Technical School (Tsholofelo College)	Boitekong Ward 20	SRMCDT				**R2m**												DOE
	1.Purchase of 2 Emergency Response Vehicle 2. Procurement of 3 planned patient	All wards - RLM	SRMCDT				**R5m**												DOH

SIBANYESTILLWATER RUSTENBURG PLATINUM MINES (SRPM) - 2021 – 2025 SLP) AND SIBANYE RUSTENBURG MINE COMMUNITY DEVELOPMENT TRUST (SRMCDT)																			
SECTOR	KEY PROJECTS	LOCALITY AND WARD NO.	PROJECT FUNDER	VALUE BUDGET (allocation)					TOTAL NO. ESTIMATED JOBS TO BE CREATED										DELIVERY PARTNER/ IMPLEMENTING AGENT
									SHORT TERM (during construction)					LONG TERM (permanent)					
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	transport																		
	Renovation of Thekwane Clinic	Thekwane Ward 34	SRMCDT				**R7,5m**												DOH
	High Mast Lights	Ikemeleng Ward 35/Ward 33	SRMCDT				**R6m**												RLM
	Construction of a community swimming pool and Training of swimming instructors and lifesavers.		SRMCDT				**R7m**												African Sea Divers
	Establishment of backyard gardens i.e. Broad-based livelihoods Programme	All wards - RLM	SRMCDT				**R3,1m**												DOA

DISTRICT DEVELOPMENT MODEL (DDM)/BOJANALA DISTRICT MUNICIPALITY ONE PLAN

The following are high impact projects within the Bojanala District one plan

NO	PROJECT NAME	PROJECT OBJECTIVE	ESTIMATED EMPLOYMENT OPPORTUNITIES	TOTAL BUDGET REQUIRED	AVAILABLE BUDGET	IMPACT	LOCATION	PROGRESS
01	Waste to energy	Provision of electricity	1000	13 Billion	0	Over 25-30 Years	District	Planning Stage
02	District Fresh produce market	To establish fresh produce market	500	1 billion	0	Over 25-30 Years	District Wide	Planning Phase
03	Revitalization of railway network	Improved transportation	0	0	0	over 25-30 years	District Wide	Planning Phase
04	Development of University of Technology	To promote learning, social and economic development	0	0	0	over 25-30 years	District Wide	Planning Phase
05	Expansion of Rustenburg Rapid Transport system-' Ya Rona' to Bakubung Smart City/Sun City	Promote economic growth and improving quality of life.	0	0	0	over 25-30 years	District Wide	Planning Phase
06	Phokeng Tertiary Hospital & Bakubung Smart City Proposed Medical Tertiary Hospital	To improve the level of health care, reduce patience travel to Gauteng	0	0	0	over 25-30 years	Rustenburg LM	Planning Phase
07	Marikana Renewal Project: Memorial Site, Health, Education and Housing	To provide formal housing and social facilities	0	0	0	over 25-30 years	Marikana	Conceptualization stage

CHAPTER 5. INTEGRATION

Sector Plans 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.

Rustenburg Local Municipality

Table 5-2: 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	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

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
management. 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.)		(Marikana and Phatsima) 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		

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Faster and sustainable inclusive growth. 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	Invest in industrial development zones 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.	Create an enabling environment for investment by streamlining 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.
entrepreneurial skills in the management of SMME's, tourism and capital 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	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.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
supportive of the Employment Equity.		
An efficient, competitive and responsive economic infrastructure network		
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	.	Develop programme for interaction through social development vehicle for municipal infrastructure that will be established in collaboration with other departments, business and mines to

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Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
our bulk water infrastructure Related IDP objective: To ensure provision of quality basic services and investment of funds into infrastructure projects to benefit the community.		assist in mobilising private sector infrastructure funding for municipality and also to support the planning and expenditure of CAPEX and OPEX in municipalities.
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.	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%	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.
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.	Sanitation - 45% to 65%	
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.	Increase housing units built from 220 000 to 600 000 a year Increase construction of social housing	Accreditation for housing provision Review spatial plans to ensure new housing developments are in

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
More efficient land utilisation and release of state-owned land. 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.	units to 80 000 a year Upgrade informal settlements: 400 000 units by 2014 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%	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 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.	Municipal capacity-building grants: Systems improvement Financial management (target: 100% unqualified audits) Municipal infrastructure grant	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

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Improve municipal financial administrative capability. Single coordination window.	Electrification programme Public transport & systems grant Bulk infrastructure & water grants Neighbourhood development partnership grant Increase urban densities Informal settlements upgrades.	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 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

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
		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 financing, Planning and support implemented. Produced simplified IDP A simplified revenue plan to Support the simplified IDP.	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.	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.
Concise Performance contract for municipal manager, senior and middle management developed. Related IDP objective: To promote a culture of accountability, transparency		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

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
and performance excellence through proper implementation of performance management system, other compliance monitoring mechanisms and by ensuring effective internal audit services.		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 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.		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

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
To enhance and optimise all current and potential revenue resources by cultivating a culture of payment for services.		repay where need be adjust account where need be Apply rates & tariffs in accordance with consumer /property categories or usage 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

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
		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 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	To ensure provision of quality basic services and investment of funds into infrastructure projects to benefit the community.	Implementation of projects though 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

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.		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 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	To promote a diverse economic development and job creation for local residents by the development of	Identification of wards poor wards for implementation Deployment of CWP labourer across the municipal ward with

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
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.	entrepreneurial skills in the management of SMME's, tourism and capital projects undertaken within the municipal area.	particular focus or 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) 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.

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

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
		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
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.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
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 a culture of payment for services	Rollout of comprehensive revenue enhancement programme that includes: 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

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Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
		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.
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

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Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
		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		
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	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

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Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
	land under conservation from 6% to 9%).	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 Enhance trade and investment between South Africa and partners.	International cooperation: proposed establishment of the South African Development Partnership Agency Defence: peace-support operations Participate in post-conflict reconstruction and development Border control: upgrade inland ports of entry Trade and Investment South Africa: Support for value – added exports Foreign direct investment promotion.	Our Role of local government is limited in this area.
A development-orientated public service and inclusive citizenship		
Improve government performance	Performance monitoring and evaluation:	Develop performance agreement for all senior management and middle management and other positions that Council identified

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Government-wide performance monitoring and evaluation Conduct comprehensive expenditure review Information campaign on constitutional rights and responsibilities Celebrate cultural diversity.	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	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	18/19	19/20	20/21	21/22
Capital charges to total expenditure	2%	3%	4%	4%
Repairs & maintenance as % of PPE(CV)	1%	2%	1%	2%
Collection rate	77%	78%	73%	75%
Cash/Cost coverage ratio	0 month	1 month	1 month	1 month
Current ratio	0.23	0.57	0.60	0.71
Net operating surplus / (deficit) margin	(9%)	10%	7%	(3%)
Electricity distribution Losses	15%	7%	5%	9.%
Water Distribution Losses	53%	46%	49%	46
Gearing ratio	14%	12%	9%	0.45%

REVENUE GROWTH

Rustenburg is the largest local municipality in the North West Province in terms of revenues, the municipality recorded 6.4 billion in 2021/22. 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 81% of annual operating revenue from locally-collected taxes and service charges, namely property tax income and service charges, while it receives 19% in the form of national government grant transfers.

The main budgeted expenditure items, bulk purchases and employee costs contribute a high 60% 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 municipality 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 80% of the municipality's revenue. This poses 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	2022/23 Adjustment	2023/24	2024/25	2024/25
CPI inflation	4.8%	4.4%	4.5%	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	2022/23 Adjustment	2023/24	2024/25	2025/26
R thousands				
Revenue (including capital transfers and contributions)	7 123 388	7 847 683	8 258 456	7 566 154
Expenditure	6 514 217	7 435 098	7 743 765	7 966 141
Surplus/ (Deficit)	**609 171**	**412 585**	**514 691**	**400 000**

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 tern 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 MTERF:

Description	2022/23 Adjustment	2023/24	2024/25	2025/26
TOTAL	624 613	599 998	623 235	601 674

Funding of the Capital Budget

Table below indicates the funding of capital budget of the MTREF;

Funding for Capital expenditure				
	2022/23 Adjustment	2023/24	2024/25	2025/26
Grants	423 113	496 064	528 205	512 007
Borrowing	0	0	0	0
Internally Generated Funds	192 500	103 933	95 031	89 667
TOTAL	**624 613**	**599 998**	**623 235**	**601 674**

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

In addition to the above, the municipality is currently running a campaign on #MyCityMyResponsibility. This campaign is aimed at educating consumers about the importance iof servicing their municipal debt. In order to encourage the above, the municipality has written off interest that was in the consumers account as at August 2022. In addition to the writing off of interest, the municipality is offering 10 and 15% incentive write off on capital debt on business as well as residential consumers respectively. The project has not yielded the desired results due to service delivery challenges that are currently experienced by the municipality. As the team visit communities with the purpose of the project, the visit become a service delivery session.

The municipality will implement the following as part of improving the finances of the municipality.

- ✓ Disconnection of illegal connections for both water and electricity
- ✓ Ensuring that all households are billed for services consumed.
- ✓ Addressing challenges with illegal occupation of RDP houses
- ✓ Converting businesses and farms/ plots to smart meters
- ✓ Converting sectional titles to bulk water meters to improve reading rate in these areas
- ✓ Explore the possibility of installing prepaid water meters in townships/informal settlements as Eskom approach of having prepaid meters in these areas is working.

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 0.71 as per the audited 2021/22 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 75%. 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

From 2021/22, the municipality's budget has been considered as funded by National Treasury. The municipality will sustain this for the next five years. The municipality will ensure that the municipality pays attention in the following areas below.

Strategic Plan of Sustainability as per table below:

Program		Budget	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
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
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
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
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
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
Contract	To realize value for	R 1 mill	Review contracts	Develop and	Maintain a proper	Maintain a proper

Program		Budget	2023/24	2024/25	2025/26	2026/27
management	money and governance regulator processes		and that those that have lapsed be advertised on time	maintain contract management module and centralize contract management	contract register and ensure that bids are advertised on time	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

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 materialize, 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 maximized:

- ✓ 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 procedure 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 been 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 billio**n 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 its meat 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 has started holding 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
- ✓ 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 been implemented to assess value for money. The outsourcing of the services is minimised to utilise our sfaff 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.

CHAPTER 7: 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 6-3: 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 (KPAs)	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.

CONCEPT	DEFINITION
Performance targets	Quantifiable levels of the indicators or milestones an individual or organization sets to achieve at a given point in time.
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 (KPAs)

KPAs 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 for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006):	Set out how the performance of municipal 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 provides 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

Performance of the Municipality is measured against the performance indicators and targets in its Integrated Development Plan (IDP), Annual Budget and Service Delivery and Budget Implementation Plan (SDBIP).

The municipality reports to Council in terms of the six (6) National Government's Strategic Key Performance Areas for local government, which are:

1. Basic Service Delivery;
2. Local Economic Development;
3. Municipal Institutional Transformation and Development;
4. Municipal Financial Viability and Management,
5. Good Governance and Public Participation, and
6. Spatial Rationale.