



2022-2027 INTERGRATD DEVELOPMENT PLAN



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GLOSSARY

Adjustments budget – Prescribed in section 28 of the MFMA. The formal means by which a municipality may revise its annual budget during the year.

Allocations – Money received from Provincial or National Government or other municipalities.

Capital expenditure – Spending on assets such as land, buildings and machinery. Any capital expenditure must be reflected as an asset on the Municipality's balance sheet.

Cash flow statement – A statement showing when actual cash will be received and spent by the Municipality. Cash payments do not always coincide with budgeted expenditure timings. For example, when an invoice is received by the Municipality it is shown as expenditure in the month it is received, even though it may not be paid in the same period.

DORA – Division of Revenue Act. Annual legislation that shows the total allocations made by national to provincial and local government.

Equitable share – A general grant paid to municipalities. It is predominantly targeted to help with free basic services.

MBRR – Local Government: Municipal Finance Management Act (56/2003): Municipal budget and reporting regulations.

MFMA – Local Government: Municipal Finance Management Act (56/2003). The principle piece of legislation relating to municipal financial management.

MTREF – Medium Term Revenue and Expenditure Framework. A medium term financial plan, usually 3 years, based on a fixed first year and indicative further two years budget allocations. Also includes details of the previous and current years' financial position.

Operating expenditure – Spending on the day to day expenses of the Municipality such as salaries and wages.

Rates – Local Government tax based on the assessed value of a property. To determine the rates payable, the assessed rateable value is multiplied by the rate in the rand.

SDBIP – Service Delivery and Budget Implementation Plan. A detailed plan comprising quarterly performance targets and monthly budget estimates.

Vote – One of the main segments into which a budget.

LIST OF ACCRONYMS

BPDM	Bojanala Platinum District Municipality
CBD	Central Business District
CBO	Community Based Organization
EPWP	Expanded Public Works Programme
FBO	Faith Based Organization
GDP	Growth Domestic Products
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
KPI	Key Performance Indicator
KRLM	Kgetleng Rivier Local Municipality
LED	Local Economic Development
LUMS	Land Use Management System
LUS	Land Use Scheme
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act, No 56 of 2003
MPRA	Municipal Property Rates Act
MSA	Municipal Systems Act
NERSA	National Energy Regulator of South Africa
NGO	Non-Governmental Organization
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management Systems

RDP	Reconstruction and Development Programmes
SCM	Supply Chain Management
SDBIP	Spatial Development Budget Implementation Plan
SDF	Spatial Development Framework
SDI	Spatial Development Initiative
SMME	Small Medium Macro Enterprise
WSA	Water Services Act, No. 108 of 1997
WSDP	Water Sector Development Plans
DLTC	Driver's License Testing Center
MSCOA	Municipal Standard Chartered Of Accounts

FOREWORD BY THE MAYOR



It gives me a great pleasure as the Mayor of Kgetleng Rivier Local municipality to present to Council and the stakeholders as well as the community at large the five year Integrated Development Plan for the fifth administration 2022-2027.

As we enter into the last year of a five year term of council, we have to reflect on the municipality contribution in the country's development as well as economic growth. It is with the very spirit that as council we even deemed it fit to review how we want to do things going forward in order to improve the lives of our people. These changes will be reflected by way of our Vision, Mission and Core Values and more importantly how we stream line our resources so that we can do more with little to reach to each corner of this municipality in implementing our Back to Basics Programme.

The recent year's droughts had become stubborn burden on our shoulders as the municipality is still struggling to make a recovery from its wounds. The effect of Covid 19 has seen our cash flow taking a serious knock, business struggling and thus reducing the tax base, water shortages and all associated challenges, and we are forever grateful to our communities and local partners for the understanding they had during this challenging times and rallying behind the municipality. We would have loved to see more support coming from our sister departments at both other spheres of government, however this is also an area of focus during this financial year in order to leverage more resources that we otherwise do not have, in order to improve service delivery.

In terms of Legislation, the Mayor drives the IDP, Budget and SDBIP. We have gone through very difficult times to ensure that we review our IDP in order to meet the demands and expectations of our communities.

Having reviewed our programmes in spite of our limited capacity to deliver, we also had to do a balancing act through our budgetary process to allocate resources towards the implementation of this IDP. This

painstaking exercise has only confirmed one thing, and that is we need to start to do things differently in order to optimise our resources. That includes making sure that we have a cash-backed budget by collecting what is due to the municipality and using it smartly. Whilst we have seen a poor performance on audit outcomes of the municipality over the past two years, which shows a dire financial discipline, we can still do more to infuse the culture of financial discipline and payment of services across the municipality and within our communities.

As a municipality we have a unique development opportunity given our strategic and spatial location within a very vibrant transit area. The fact that we are bordered by towns with big economic opportunities places us in a unique position to start attract investors that do not want to operate within economically and social congested cities and towns, but would want to establish industries in more open and agrarian land as well.

Our Spatial Development Framework and Local Economic Development Plan which is linked to Land Reform, will become the instruments to unlock the development potential of our municipality.

The municipality held an LED and SMME summits which amongst other things looked at economic opportunities within the municipality. The summit also explore how best we can work with our neighbours and even have a competitive urge over them as a developmental municipality look at mixed type residential typologies, farming opportunities, agro processing by our youth, access to markets, etc. We will look at our hospitality potential given the beauty of our area which has exotic destinations and wild farms, in relation to the already established and existing hospitality linkages with Kgaswane Mountains, Magaliesberg, Cradle of Humankind etc. The Summit also explore the industrialization opportunities to supply our neighbouring mining towns with relevant goods and services and explore the spatial potential of attracting younger couples and people in the gap market to start relocating to our towns by availing land for rental and residential development. Some of the incentives to that we will investigate and consult with communities in order to develop the appropriate and enabling environment to attract investments to our towns will amongst other include, the

- - Tax Incentives (Municipal Tax Rebates);
 - Land Incentives (where Municipal owned land can be made available to the Developer);
 - Bulk Infrastructure (where developer will obtain reduction to bulk services contribution); and
 - Development Rights (where higher land use rights are allocated in specific areas).

This IDP once more gives us an opportunity to think outside the box and leverage on the Positive Radiating Spirit of Tata Nelson Mandela to reach out to the national and provincial departments and SoEs, in order to assist the municipality to stabilise in many fronts including the development of sector plans, policies and by-laws. This plans are important planning tools to leverage resources for economic growth and the creation of an environment to attract investors to our town.

As part of our relentless effort to find lasting solutions to our water challenges due to droughts, we have engage other players to be part of the Pilanesberg Water Scheme. Our investment into the scheme will see water being available to our communities and equally unlocking our economic potential.

I also thank the leadership collective of the municipality including the ward committees for continuing to work tirelessly for their constituencies in this municipality.

Thank you

Mayor

CIlr T.C. JACOBS

MUNICIPAL MANAGER’S OVERVIEW



The IDP is a response to the requirements of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) which enjoins each municipal council, within a prescribed period after the start of its elected term, to adopt a single, inclusive and strategic plan for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality. The IDP is the strategic plan of the municipality and as such it must be adopted by council.

Legislation placed an equally onerous responsibility on council to review its IDP annually. The basis of this document is to review the IDP that was adopted by council during the previous financial year, without detracting from the Main IDP Document.

Whilst we will be doing the review, it is noted that the municipality does not have most of the Sector Plans as part of the core components of the IDP. The available Sector Plans are mostly outdated like the Water Services Development Plan, and in some instances the Sector Plan is completely not available i.e the Environmental Management Plan, Integrated Waste Management Plan, Skills Development Plan, etc. The municipality has been planning over years to either develop or review the plans, but due to both human and financial capacity constraints, it could not. We will be interacting with Salga, the District and Provincial Departments for assistance and support in this regard.

The poor financial situation of the municipality cannot be overemphasised as it has a direct correlation with service delivery challenges. Due to lack of cash-flow, we are unable to meet some of the service delivery targets including the provision of sustainable maintenance on some of the services. It is for this reason that we are focusing on a vigorous credit control and cost recovery drive that will see the municipality improving its cash flow from the very meagre economic resource base.

We are also going to be on a concerted drive to interact with the District, Salga, Provincial and National Government and Entities, in order to strengthen our capacity to deliver services, improve our institutional capacity by reviewing both our sector plans and supporting policies and by-laws, and importantly to create an environment for economic and employment opportunities in the municipality.

The development of this IDP has been driven by the need to make the plan both developmental, inclusive and implementable.

As the administration, we commit to deliver on the objectives, key performance indicators and targets that will be developed in the SDBIP.

Integrated development planning provided us with an opportunity to look at our internal weaknesses and strengths and external opportunities and threats in order to do things differently going forward. We hope to provide services of higher quality, faster to communities by preparing our internal processes as administration.

The following aspects of the administration will receive serious attention

- The review of the organisational structure to drive the integrated development plan and do more with little resources
- Development and adoption of new and progressive policies, including promulgation of the relevant by-laws for each services type
- Implementation of credit control and financial recovery plans in order to have cash-backed budget
- Improvement on reporting, monitoring the implementation of all the infrastructure projects
- Creating a healthy and cordial work environment for all our employees in the municipality by introducing change management practices

I therefore invite all the staff and management to join hands and work as a team in making sure that we realise the above set priority goals for the municipality.

Municipal Manager
Mr R. J Mogale

SECTION A

1. EXECUTIVE SUMMARY

1.1. Introduction and Background

The Integrated Development Plan (IDP) is an instrument that enables all spheres of government to plan in an encompassing manner. The drafting and approval process of the IDP is legislated and time bound as it guides the all annual budgets of Kgetleng Rivier Local Municipality (KRLM). The process plan is drafted in August whereby the Mayor tables before the municipal council a schedule of key deadlines outlining activities that have to be undertaken by the municipality prior to the approval of both the IDP and the annual budget. Contents of the Integrated Development Plan as provided for by the Local Government: Systems Act (Act 32 of 2000).

The revised 2022-2027 IDP has been prepared against the background of the objective of the Kgetleng Rivier Local Municipality (KRLM), which is in line with the government's aim of addressing the triple challenges of poverty, inequality and unemployment in the country.

This elected Council assumed office in November 2021 after being elected democratically in the fifth democratic local government elections. At their inception this IDP document was compiled based on the consultative process with the communities of KRLM.

The IDP serves as a single broad strategic guide for the priority issues of the community and residents of KRLM, which government should implement in this term of Council. It also assists administration to prepare a medium term finance framework and annual budget that seeks to allocate resources to address all these needs.

During the development of the IDP, it is important to be mindful of the need for alignment with all National, Provincial and Local Government imperatives. The IDP is not only a local government programme but the delivery plan of entire government in a particular space.

The 5 year IDP should be seen as a governments plan, not just of the KRLM. Government perspective of IDP is that of addressing all service delivery issues, with a particular interest in addressing job creation, poverty and eradicating the inequalities of the past. The scale of the Challenges is enormous in the KRLM, but all efforts are focused on those previously disadvantaged areas. The objective is therefore of a developmental state and developmental local government where the state actively intervenes in raising the quality of life of citizens through creating an enabling environment through the deployment of resources to realize the objectives it sets for itself.

1.2. Legislative and Policy Framework

The legislation governing the development, implementation and review of the IDP has been conceived in the constitutional spirit of a developmental state. In terms of the provisions of Local Government: Municipal Systems Act of 2000, each council must, within the prescribed period after the start of its elected term, adopts a single, inclusive, strategic plan for the development of the municipality.

Section 25(3) (a) prescribes that a newly elected council, may adopt the IDP of the previous council.

In terms of Section 24, of the Local Government: Municipal Finance Management Act, (Act 56 of 2003) municipal council should at least 30 days before the start of the of a budget year consider approval of the annual budget.

The IDP process must also be informed by the letter and spirit of prevailing legislation, Policies and Strategies including but not limited to the following:

- The Constitution of the Republic of South Africa (Act 108 of 1996)
- National Spatial Development Perspective, 2006
- National Development Plan, 2030
- Water Services Act (Act 108 of 1997)
- Draft North West Provincial Spatial Development Framework, 2004
- White Paper on Local Government, 1998
- Local Government Municipal Systems Act (Act 32 of 2000)
- Local Government Municipal Structures Act (Act 117 of 1998) and its amendments
- Municipal Financial Management Act (Act 56 of 2003)
- Property Rates Act [Local Government Municipal Property Rates Act, Act 6 of 2004]
- SPATIAL PLANNING & LAND USE MANGMENT ACT(SPLUMA) (ACT 16 OF 2013)
- Housing Act (107 of 1997)
- National Environmental Management Act (Act 107 of 1998)

- Environmental Conservation Act (Act 73 of 1989)
- National Heritage Resources Act (Act 25 of 1999)
- Development Facilitation Act (Act 67 of 1995)
- Townships Ordinances Town Planning and Townships Ordinance, 1986 (Act 15 of 1986)
- National House of Traditional Leaders Amendment Act (Act 22 of 2009)
- Intergovernmental Relations Framework Act (Act 13 of 2005)
- Disaster Management Act (Act 57 of 2002)
- Public Finance Management Act (Act 1 of 1999)
- ABET Act (Act 52 of 2000)
- Skills Development Act (Act 97 of 1998)
- **Discrimination Act -Various**
- National Sports and Recreation Act (Act 11 of 1998, amended to Act 18 of 2007)
- Rental Housing Act (Act 50 of 1999)
- National Water Act (Act 36 of 1998)
- Preferential Procurement Policy Framework Act (Act 5 of 2000)
- Skills Development Levies Act (Act 9 of 1999)
- Public Service Amendment Act (Act 30 of 2007)
- Employment Equity Act (Act 55 of 1998)

1.3. Process followed to 2022-2027 Integrated Development Plan

1.3.1. IDP Development Approach

The suggested approach for the IDP development process as specified from the DPLG Guide Pack is as follows:

✓ *Preparing for the IDP development*

- I. Before the process commences, certain arrangements have to be made to ensure that the process will run smoothly. Such a process needs to be properly organized and prepared. It needs a Business plan.
- II. Assigning of the Role and Responsibilities.
- III. Organisational arrangements including confirmation of the IDP steering committee and the procedures and mechanisms for the community participation.
- IV. Design a mechanism and procedure for alignment with the external stakeholders such as other municipalities and sphere of governments.
- V. Design a programme which sets out the envisaged planning activities, a timeframe and resource requirements for the planning process.
- VI. Once the process plan is being developed, it has to be adopted by a municipal council in terms of the Municipal Systems Act, 2000.

✓ *Monitoring*

Monitoring in the context of the IDP Review refers to the gathering and the subsequent organizing of data into sets of information about certain actions/events/situations throughout the year. There are three main bodies of information, which are important as input into the process, viz: implementation management information; information about the achievement of objectives set in the IDP and New Information.

✓ *Evaluation*

The information gathered through the process of monitoring described above is assessed to understand its relevance and implications to the priority issues, objectives, indicators and targets. Irrelevant and incorrect information should be discarded. The relevant information is analysed and synthesized for its relevance to the IDP.

✓ **Council Adoption of IDP**

The IDP has to be adopted and approved by the Municipal council within the prescribed time specified in the Acts.

✓ **Prepare and Adopt Annual Budget**

The Municipal Systems Act, 2000 [chapter 5] and the MFMA requires the Municipal Budget to be informed by the IDP. This means that the annual municipal budget should reflect the objectives, strategies, projects and programmes contained in the IDP.

✓ **Time Frame**

The total amount of time required for the development of the IDP is 9 months. As the IDP should significantly inform the municipal budget, the timing of the IDP should be coordinated closely with the structuring of the annual budgeting process that starts in July each year.

1.3.2. LEGAL CONTENT

Integrated Development Plan

Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000) indicate that: Each Municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which.

- Links integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Complies with the provisions of this Chapter; and
- Is compatible with national and provincial development Plans and planning requirements binding on the municipality in terms of legislation.

The Process Plan

In terms of Chapter 5 of the Municipal Systems Act, 2000, as amended and section 28 (1) requires that: Each municipal council must, within a prescribed period after the start of its elected term, adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan for the development of the entire municipality that:-

- Consults the local community on the Process Plan;
- Gives Public Notice on the process the Municipality intended to follow

In terms of the core components of Integrated Development Plans, Chapter 5 and Section 26) of the Municipal Systems Act (2000) indicates that: An integrated development plan must reflect a;

- a. The Municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;

- b. An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic Municipal 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 development strategies which must be aligned with any national and provincial sectoral 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.

Annual Budget

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalized through the promulgation of the Municipal Finance Management Act (2003). Chapter and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicate that:

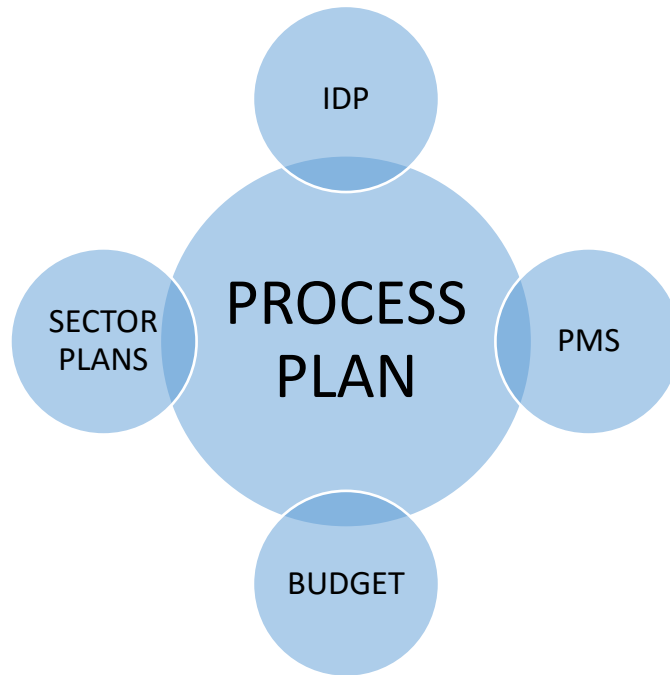
The Mayor of a municipality must-

At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-

- The preparation, tabling and approval of the annual budget;
- The annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act; and The budget related policies.
- The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
- The consultative processes forming part of the processes referred to in above.

1.3.3. MECHANISM FOR ALIGNMENT

Every attempt will be made in this Municipal Plan to align the IDP and Budget preparation process, and the Performance Management System (PMS) review. The linkages of the three processes are summarized in the following diagram:



- ***Alignment with the Adjacent Local Municipalities and the District Municipality.***

The Kgetleng Rivier Local Municipality foresees that it would be necessary for the District to coordinate the Alignment municipalities adjacent, including with the district at the following stages:

- Formalization and adoption of priority issues.
- District level strategic issues.
- Comments on the Draft IDP.

➤ ***Alignment with other Sphere of Government***

Alignment with the other spheres of government will take place at the following stages:

- Finalization of the Strategies.
- Project Planning Process
- Submission and Comments on the draft IDP.

The integration will be the responsibility of the IDP manager who will interact with the district and other spheres of Government. The IDP steering committee will be responsible for gathering information from relevant structures for inclusion in sector plans.

1.3.4. Project Identification

- Projects should be informed by the available sector plans, namely Spatial Development Frameworks, Integrated Waste Management Plan, Disaster Management Plan, WSDP, etc.
- Projects identification or allocation of resources should be in line with identified levels of service backlogs per municipality.
- The IDP unit should submit/present needs analysis reports to the respective directorates to assist and guide in their projects identification.
- The identified projects should also cater for vulnerable people, e.g. the youth, disabled and women. The projects must also address the issue of EPWP in all sectors.

1.3.5. Adoption of IDP

The revised documents will be adopted by the municipal council. The municipality must adopt its IDP before district.

1.3.6. IDP/Budget Activities

PHASES	ACTIVITIES	APPROACH	ROLE PLAYERS	TIME FRAMES	MECHENISMS
PREPARATION PHASE	Review and drafting of process plan.	Consultation with departmental heads.	IDP steering committee	July/ August 2021	Meeting
	Approval of IDP process plan	Council meeting	Councillors	31 August 2021	Meeting
	Establishment of budget steering committee for overview of budget preparation and approval process.	Mayor	Councillor for Finance MM CFO Directors Manager budget	31 August 2021	Meetings
	Consultation on the IDP /Budget process	1 IDP Rep: forum	All Stakeholders	08 Sept 2021	Meeting
ANALYSIS PHASE	IDP context and process	Desktop	IDP Manager	Sept 2021	Office work
	Commence preparations of departmental operational plans and service delivery	Accounting Officer	Head of Departments	1 October 2021	Departmental meeting

	Roll out of community participation.	Needs analysis at ward levels with communities.	IDP Manager Ward Councillors Directors Mayor/Speaker	08-15 October 2021	Community meetings
	Conclude 1 st budget draft & policies for initial council discussion	Accounting officer	IDP Manager Ward Councillors Directors Mayor/Speaker	29 October 2021	
	Commence community and stakeholder consultation process, review inputs, financial model, assess impact on tariffs and charges and consider funding decision etc.	Accounting officer	Directors IDP Manager Budget managers	5 November 2021	Meetings
	Presentation on the status quo report to various stakeholders involved in the IDP process.	2 Rep: forum	All stakeholders	12 November 2021	Meeting
	Development of municipal strategies	Sector committees	Departments and Directors	12-26 November 2021	Meetings

STRATEGIES	Alignment of Strategies with Sector Plans	Sector Committees	Directors and Councillors	02 December 2021	Meeting
	Consolidations of Strategies	IDP	IDP	December 2021	Desktop work
PROJECTS	Project formulation and costing	Cluster meetings	Relevant officials	11-12 January 2022	Meetings
	Mid Term Assessment	Strategic Planning	All stakeholders	January 2022	Meeting
	Finalise detailed operating budgets and capital budget in the prescribe format incorporating national and provincial budget allocation, integrate & align to IDP documents & SDBIP, finalised budget policies including tariff policy.	Mayor	Budget steering committee	31 January 2022	Meeting
	Presentation of Municipal Strategies and Proposed Projects	IDP Rep Forum	All Stakeholders	February 2022	Meeting
	Presentation of municipal priorities to sector departments.	Sector engagements	Sector Departments Municipal Manager IDP Manager	February 2022	Meeting

INTERGRATION	Draft Municipal Plans	Consolidation & confirmation of projects from internal department and sector departments	MM CFO IDP Manager	March 2022	Meetings
	Finalize the draft IDP/Budget for the next three financial years and draft plans including tariffs.	Tabling documents before Portfolio committee.	Budget committee i.e. (CFO IDP Manager MM Directors)	March 2022	Meeting
	Tabling of draft IDP and Budget to Council.	Through council meeting	Municipal Manager Mayor	24 - 31 March 2022	Meeting
	Consultation on the Draft IDP/Budget to various stakeholders.	News paper advert and community meetings	IDP manager Ward Councillors	1 to 18 April 2022 Community meeting 11 to 15 April 2022	Meetings
		3 Rep: forum	All stakeholders	6 May 2022	Meeting

	Coordination of inputs from inputs from community participation and all relevant stakeholders i.e. provincial & national treasury, district mun. And submission to mayor for prioritisation into final budget.	Mayor	Budget steering committee	May 2022	Meeting
APPROVAL	Draft IDP/Budget submitted to council for approval.	Council meeting	MM	18 May 2022	meeting
	The Service Delivery and Budget Implementation Plans and annual performance agreements for section 57 managers, based on the operational plans and IDP issued to the mayor by the Municipal Manager.	Handing them over	MM	26 May 2022	Hand over

2. MUNICIPAL OVERVIEW

The Kgetlengrivier Local Municipality (NW374) is located in the South-eastern part of North West Province and forms part of Bojanala Platinum District Municipality (DC37), bordering Rustenburg Local Municipality on the west Ventersdorp Local Municipality (which falls under the Dr Kenneth Kaunda District Municipality) on the south, Ditsobotla Local municipality on the east, Ramotshere Moiloa Local Municipality (which falls on the Ngaka Modiri Molema District Municipality) on the north east as well as Moses Kotane on the north side. It covers an area of about 39 121.31 ha in size, and according to stats SA 2011, Kgetlengrivier Local Municipality has a population of about 59 500 and 18 673 households. The following table shows the wards and settlements of Kgetlengrivier LM.

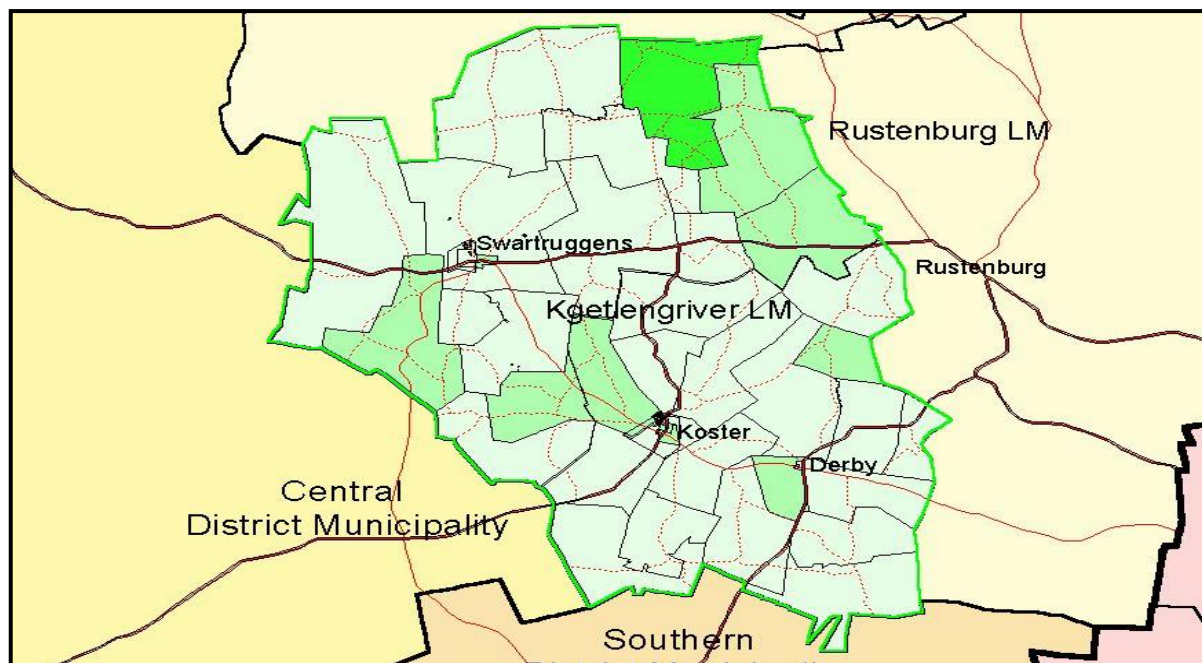
Table1. Illustrates Kgetlengrivier Local Municipality wards and nodes

WARDS	SETTLEMENTS
Ward 1	Borolelo
Ward 2	Part of Borolelo, Swartruggens and Neighboring Farms.
Ward 3	Derby, Redirile and Neighboring Farms
Ward 4	Part of Reagile
Ward 5	Cidrella, ReagileExt 4&8 and Old Reagile
Ward 6	Mazista,Ratsegae,Moedwil and Farms
Ward 7	Koster and Part of Reagile

Kgetlengrivier local municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act, 1998. The formation of the municipality was as a result of the amalgamation of the local councils of Swartruggens, Koster and Derby towns and its townships and farms areas.

The Northern portion of the area is situated on one of the main Spatial Development Initiatives identified by National Government (Department of Trade and Industry in co-operation with the Department of Transport). It forms part of an explicit spatial programme aiming to unlock the inherent and underutilized economic development potential of specific spatial locations in South Africa. Central to this initiative is the Pretoria – Lobatse Platinum corridor (N4), which passes through Swartruggens.

Figure 1: Map of Kgetlengrivier Local Municipality



2.1. POWERS AND FUNCTIONS

Kgetlengrivier Local Municipality derives its powers and functions from schedules 4b and 5b of the South African Constitution, Section 84 of the Structures Act and the authorizations by the Minister and adjustment by the MEC.

Table; 11: Table below contains a list of functions that are performed and those that are not performed by the municipality.

Function	Status
Building Regulations	Performed
Cleansing.	Performed
Electricity	Performed

Fencing and Fences	Performed
Local Amenities	Performed
Facilities for the Accommodation, Care and Burial of Animals	Not performed
Local Tourism	Performed
Sport facilities	Performed
Municipal Parks and Recreation	Performed
Municipal Roads –(Local only)	Performed
Parks and Recreation	Performed
Public Places	Performed
Storm Water	Performed
Refuse Removal, Municipal Public Works	Performed
Street Trading	Performed
Water	Performed
Sanitation	Performed
Street Lighting	Performed
Traffic and Parking	Performed
Billboards and the Display of Advertisements	Performed
Control of Public Nuisance	Performed
Control of Undertakings that sell Liquor to the Public	Not performed
Facilities for the Accommodation, Care and Burial of Animals	Not performed
Licensing and control of undertakings that sell food to the public	Not performed

Licensing of Dogs	Not performed
Trading Regulations	Performed

The municipality also performs Library functions on behalf of provincial department: of Culture, Arts and Traditional Affairs.

SECTION B

3. MUNICIPAL DEMOGRAPHIC AND PROFILE

3.1. STATISTICAL OVERVIEW

The following Statistical Overview Report aims to quantify the economic, demographic and socio-economic environment of Kgetlengrivier 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 Kgetlengrivier 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 Kgetlengrivier 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 Kgetlengrivier Local Municipality.

The third component of the Statistical Overview will investigate issues pertaining to the socio-economic environment of residents in Kgetlengrivier 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.

3.2. 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 Kgetlengrivier Local Municipality and all its neighbouring regions, Bojanala Platinum District Municipality, North-West Province and South Africa as a whole.

3.3. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [NUMBERS PERCENTAGE]

	Kgetleng rivier	Bojanala Platinum	North-West	National Total	Kgetleng rivier as % of district municipality	Kgetleng rivier as % of province	Kgetleng rivier as % of national
2007	43,900	1,350,000	3,260,000	48,400,000	3.2%	1.34%	0.09%
2008	45,600	1,390,000	3,310,000	49,100,000	3.3%	1.38%	0.09%
2009	47,400	1,420,000	3,360,000	49,800,000	3.3%	1.41%	0.10%
2010	49,100	1,460,000	3,430,000	50,700,000	3.4%	1.43%	0.10%
2011	50,800	1,500,000	3,490,000	51,500,000	3.4%	1.46%	0.10%
2012	52,400	1,540,000	3,550,000	52,400,000	3.4%	1.47%	0.10%
2013	53,900	1,580,000	3,610,000	53,200,000	3.4%	1.49%	0.10%
2014	55,400	1,610,000	3,670,000	54,100,000	3.4%	1.51%	0.10%
2015	56,800	1,640,000	3,730,000	54,900,000	3.5%	1.52%	0.10%
2016	58,100	1,670,000	3,790,000	55,700,000	3.5%	1.54%	0.10%
2017	59,500	1,700,000	3,850,000	56,500,000	3.5%	1.55%	0.11%

Average Annual growth

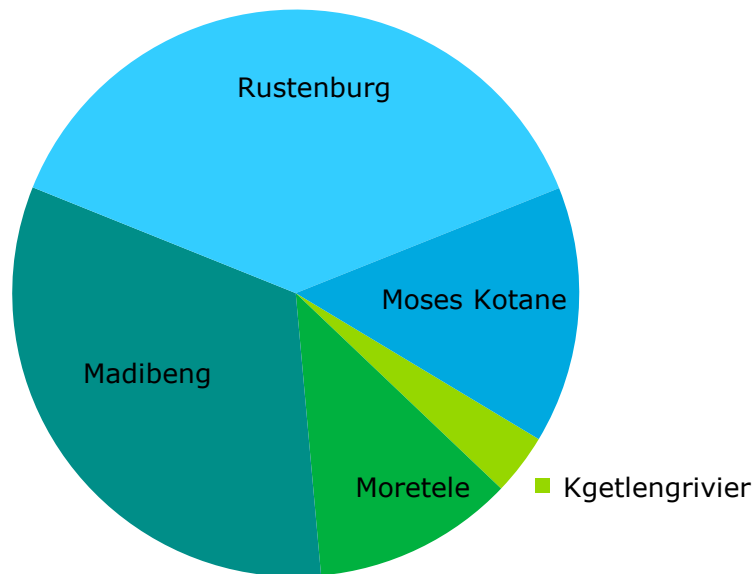
2007-2017	3.09%	2.34%	1.66%	1.56%
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Source: IHS Markit Regional eXplorer version 1417

With 59 500 people, the Kgetlengrivier Local Municipality housed 0.1% of South Africa's total population in 2017. Between 2007 and 2017 the population growth averaged 3.09% per annum which is about double than the growth rate of South Africa as a whole (1.56%). Compared to Bojanala Platinum's average annual growth rate (2.34%), the growth rate in Kgetlengrivier's population at 3.09% was slightly higher than that of the district municipality.

TOTAL POPULATION - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM, 2017 [PERCENTAGE]

Total population
Bojanala Platinum District Municipality, 2017



Source: IHS Markit Regional eXplorer version 1417

When compared to other regions, the Kgetlengrivier Local Municipality accounts for a total population of 59,500, or 3.5% of the total population in the Bojanala Platinum District Municipality, with the Rustenburg being the most populous region in the Bojanala Platinum District Municipality for 2017. The ranking in terms of the size of Kgetlengrivier compared to the other regions remained the same between 2007 and 2017. In terms of its share the Kgetlengrivier Local Municipality was slightly larger in 2017 (3.5%) compared to what it was in 2007 (3.2%). When looking at the average annual growth rate, it is noted that Kgetlengrivier ranked second (relative to its peers in terms of growth) with an average annual growth rate of 3.1% between 2007 and 2017.

3.4. POPULATION PROJECTIONS

Based on the present age-gender structure and the present fertility, mortality and migration rates, Kgetlengrivier population is projected to grow at an average annual rate of 1.8% from 59 500 in 2017 to 64 900 in 2022.

POPULATION PROJECTIONS - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017-2022 [NUMBERS PERCENTAGE]

	Kgetleng rivier	Bojanala Platinum	North-West	National Total	Kgetleng rivier as % of district municipality	Kgetleng rivier as % of province	Kgetleng rivier as % of national
2017	59,500	1,700,000	3,850,000	56,500,000	3.5%	1.55%	0.11%
2018	60,700	1,730,000	3,900,000	57,400,000	3.5%	1.56%	0.11%
2019	61,900	1,760,000	3,960,000	58,100,000	3.5%	1.56%	0.11%
2020	63,000	1,780,000	4,010,000	58,900,000	3.5%	1.57%	0.11%
2021	64,000	1,810,000	4,060,000	59,600,000	3.5%	1.58%	0.11%
2022	64,900	1,830,000	4,110,000	60,400,000	3.6%	1.58%	0.11%

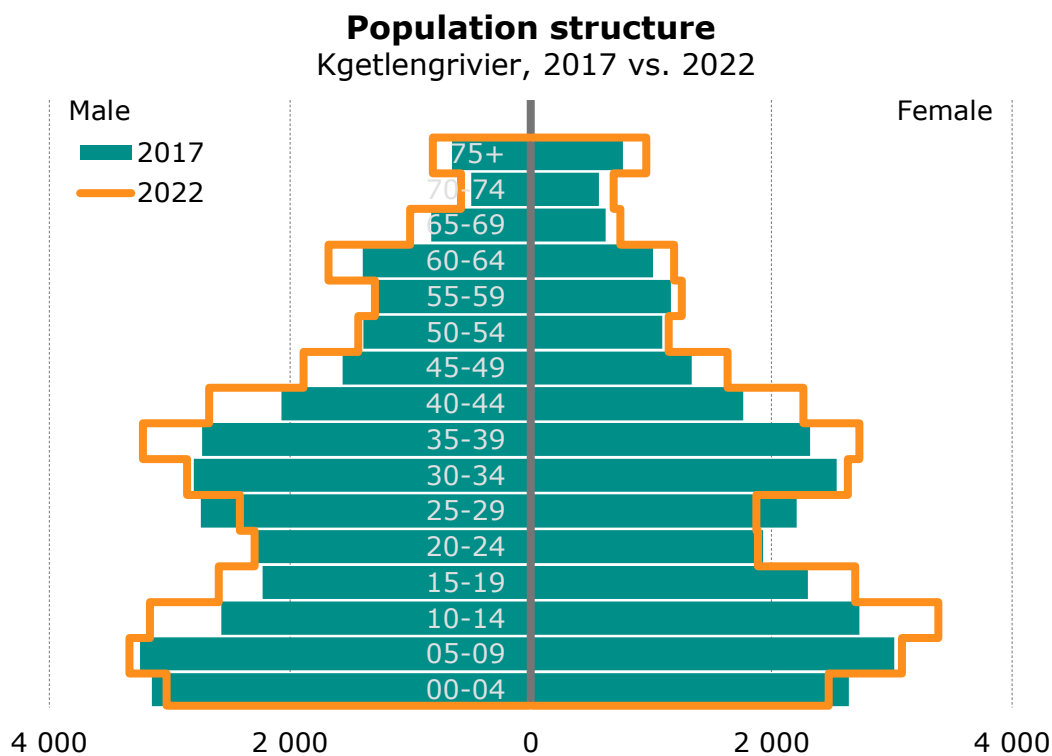
Average Annual growth

2017-2022	1.77%	1.43%	1.32%	1.32%
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Source: IHS Markit Regional eXplorer version 1417

The population projection of Kgetlengrivier Local Municipality shows an estimated average annual growth rate of 1.8% between 2017 and 2022. The average annual growth rate in the population over the projection period for Bojanala Platinum District Municipality, North-West Province and South Africa is 1.4%, 1.3% and 1.3% respectively and is lower than that the average annual growth in the Kgetlengrivier Local Municipality.

POPULATION PYRAMID - KGETLENGRIVIER LOCAL MUNICIPALITY, 2017 VS. 2022
[PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

The population pyramid reflects a projected change in the structure of the population from 2017 and 2022. The differences can be explained as follows:

In 2017, there is a significantly larger share of young working age people between 20 and 34 (24.4%), compared to what is estimated in 2022 (21.5%). This age category of young working age population will decrease over time.

The fertility rate in 2022 is estimated to be slightly higher compared to that experienced in 2017.

The share of children between the ages of 0 to 14 years is projected to be slightly smaller (28.5%) in 2022 when compared to 2017 (29.2%).

In 2017, the female population for the 20 to 34 years age group amounts to 11.2% of the total female population while the male population group for the same age amounts to 13.1% of the total male population. In 2022, the male working age population at 11.7% still exceeds that of the female population working age population at 9.9%, although both are at a lower level compared to 2017.

3.5. POPULATION BY POPULATION GROUP, GENDER AND AGE

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

POPULATION BY GENDER - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2017 [NUMBER].

	Male	Female	Total
Kgetlengrivier	31,400	28,000	59,500
Moretele	94,700	101,000	195,000
Madibeng	294,000	260,000	554,000
Rustenburg	350,000	295,000	645,000
Moses Kotane	124,000	126,000	249,000
Bojanala Platinum	894,000	809,000	1,700,000

Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality's male/female split in population was 112.1 males per 100 females in 2017. The Kgetlengrivier Local Municipality has significantly more males (52.85%) relative to South Africa (48.95%), and what is typically seen in a stable population. This is usually because of physical labour intensive industries such as mining. In total there were 28 000 (47.15%) females and 31 400 (52.85%) males. This distribution holds for Bojanala Platinum as a whole where the female population counted 809 000 which constitutes 47.52% of the total population of 1.7 million.

POPULATION BY POPULATION GROUP, GENDER AND AGE - KGETLENGRIVIER LOCAL MUNICIPALITY, 2017 [NUMBER].

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	2,380	2,780	195	275	46	66	23	24
05-09	2,680	2,820	272	360	51	44	17	17
10-14	2,380	2,180	297	335	31	36	23	16
15-19	1,980	1,780	252	371	50	51	19	24
20-24	1,710	1,990	180	227	26	55	12	4
25-29	1,960	2,420	203	277	35	24	13	18
30-34	2,220	2,490	268	263	32	36	18	6
35-39	1,960	2,320	292	338	43	44	29	31
40-44	1,320	1,510	398	509	34	35	20	13
45-49	887	1,160	364	354	26	23	61	21
50-54	769	1,040	292	307	19	27	12	11
55-59	823	879	327	371	14	37	2	11
60-64	658	945	321	405	9	32	27	13
65-69	343	522	247	287	9	11	24	6
70-74	288	270	242	198	21	18	16	10
75+	317	322	416	294	11	14	21	24
Total	22,700	25,500	4,570	5,170	454	553	337	250

Source: IHS Markit Regional eXplorer version 1417

In 2017, the Kgetlengrivier Local Municipality's population consisted of 80.94% African (48 100), 16.38% White (9 740), 1.69% Coloured (1 010) and 0.99% Asian (588) people.

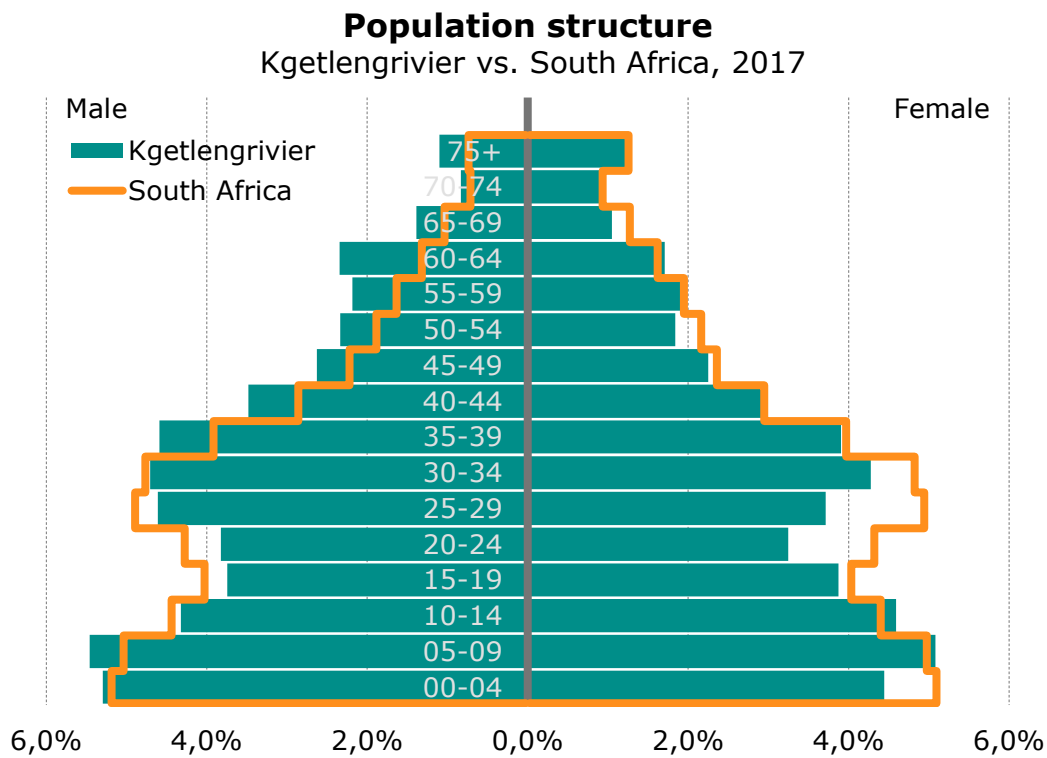
The largest share of population is within the young working age (25-44 years) age category with a total number of 19 200 or 32.3% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 29.2%, followed by the older working age (45-64 years) age category with 10 300 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 3 930 people, as reflected in the population pyramids below.

3.6. 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 80.9% of the Kgetlengrivier 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 Kgetlengrivier population structure of 2017 to that of South Africa.

POPULATION PYRAMID - KGETLENGRIVIER LOCAL MUNICIPALITY VS. SOUTH AFRICA, 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

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

There is a significant smaller share of young working age people - aged 20 to 34 (24.4%) - in Kgetlengrivier, compared to the national picture (28.0%).

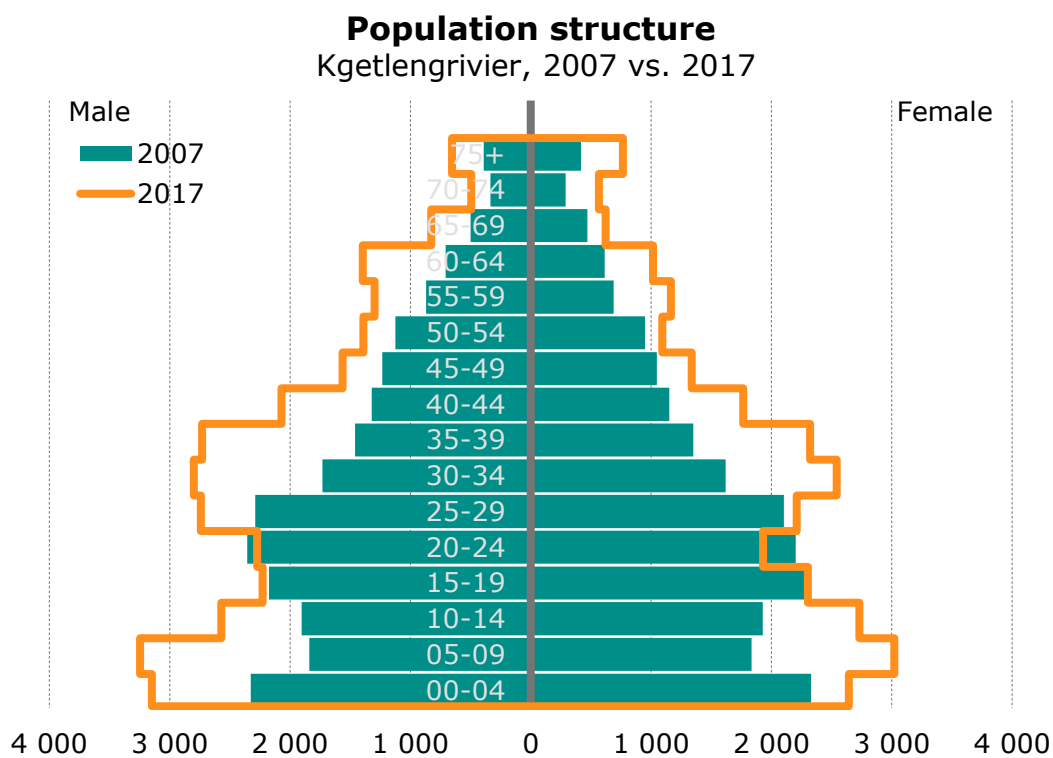
The area seems to be a migrant sending area, with many people leaving the area to find work in the bigger cities.

Fertility in Kgetlengrivier is slightly higher 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 very similar (29.2%) in Kgetlengrivier compared to South Africa (29.1%). Demand for expenditure on schooling as percentage of total budget within Kgetlengrivier Local Municipality will therefore be higher than that of South Africa.

POPULATION PYRAMID - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007 VS. 2017
[PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

When comparing the 2007 population pyramid with the 2017 pyramid for the Kgetlengrivier Local Municipality, some interesting differences are visible:

In 2007, there were a significantly larger share of young working age people - aged 20 to 34 (28.0%) - compared to 2017 (24.4%). Fertility in 2007 was very similar compared to that of 2017. The share of children between the ages of 0 to 14 years is significant smaller in 2007 (27.7%) compared to 2017 (29.2%). Life expectancy is increasing.

In 2017, the female population for the 20 to 34 years age group amounted to 13.5% of the total female population while the male population group for the same age amounted

to 14.5% of the total male population. In 2007 the male working age population at 13.1% still exceeds that of the female population working age population at 11.2%.

3.7. NUMBER OF HOUSEHOLDS BY POPULATION GROUP

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

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2017, the Kgetlengrivier Local Municipality comprised of 17 900 households. This equates to an average annual growth rate of 3.66% in the number of households from 2007 to 2017. With an average annual growth rate of 3.09% in the total population, the average household size in the Kgetlengrivier Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2007 decreased from approximately 3.5 individuals per household to 3.3 persons per household in 2017.

NUMBER OF HOUSEHOLDS - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [NUMBER PERCENTAGE]

	Kgetleng rivier	Bojanala Platinum	North-West	National Total	Kgetleng rivier as % of district municipality	Kgetleng rivier as % of province	Kgetleng rivier as % of national
2007	12,500	398,000	904,000	13,100,000	3.1%	1.38%	0.10%
2008	13,300	420,000	939,000	13,400,000	3.2%	1.41%	0.10%
2009	14,100	444,000	980,000	13,700,000	3.2%	1.44%	0.10%
2010	14,700	461,000	1,000,000	13,900,000	3.2%	1.46%	0.11%
2011	15,100	475,000	1,030,000	14,200,000	3.2%	1.48%	0.11%
2012	15,700	489,000	1,050,000	14,500,000	3.2%	1.50%	0.11%
2013	16,100	501,000	1,070,000	14,700,000	3.2%	1.51%	0.11%
2014	16,600	511,000	1,080,000	15,000,000	3.2%	1.53%	0.11%
2015	17,200	526,000	1,110,000	15,400,000	3.3%	1.55%	0.11%
2016	17,700	539,000	1,130,000	15,700,000	3.3%	1.56%	0.11%
2017	17,900	545,000	1,140,000	16,100,000	3.3%	1.57%	0.11%

Average Annual growth

2007-2017	3.66%	3.18%	2.37%	2.03%
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Source: IHS Markit Regional eXplorer version 1417

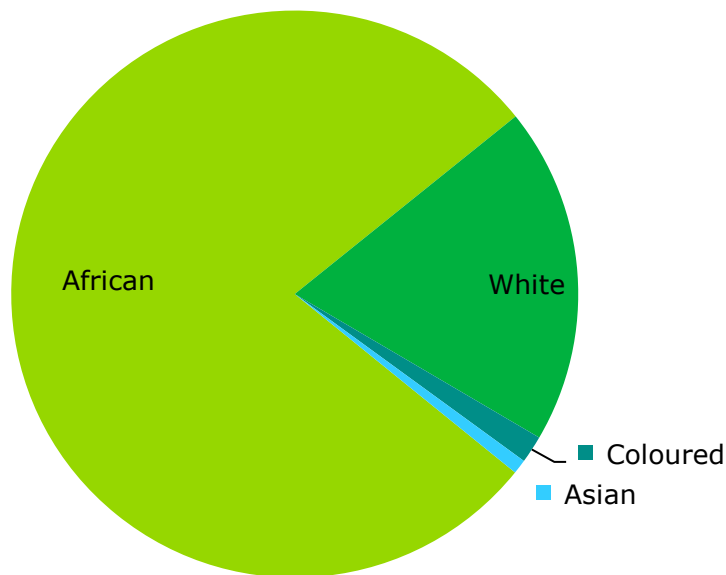
Relative to the district municipality, the Kgetlengrivier Local Municipality had a higher average annual growth rate of 3.66% from 2007 to 2017. In contrast, the province had an average annual growth rate of 2.37% from 2007. The South Africa as a whole had a total of 16.1 million households, with a growth rate of 2.03%, thus growing at a lower rate than the Kgetlengrivier.

The composition of the households by population group consists of 78.4% which is ascribed to the African population group with the largest amount of households by

population group. The White population group had a total composition of 19.2% (ranking second). The Coloured population group had a total composition of 1.6% of the total households. The smallest population group by households is the Asian population group with only 0.8% in 2017.

NUMBER OF HOUSEHOLDS BY POPULATION GROUP - KGETLENGRIVIER LOCAL MUNICIPALITY, 2017 [PERCENTAGE]

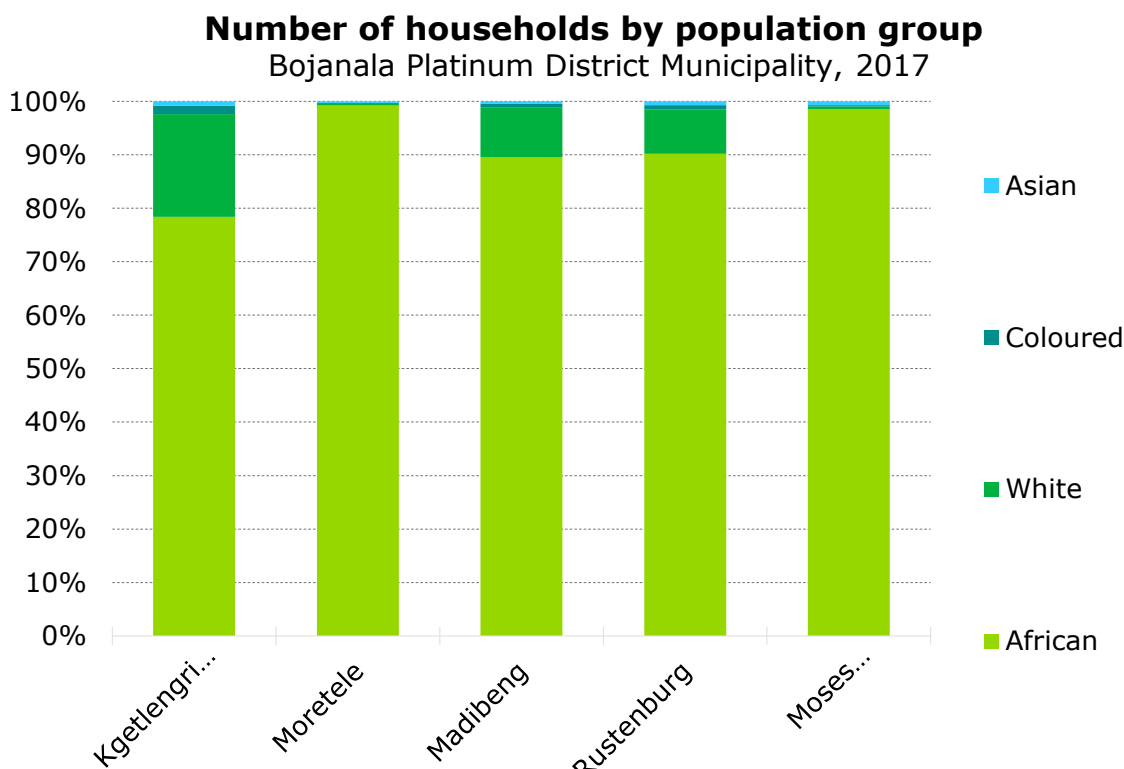
Number of Households by Population group
Kgetlengrivier, 2017



Source: IHS Markit Regional eXplorer version 1417

The growth in the number of African headed households was on average 3.75% per annum between 2007 and 2017, which translates in the number of households increasing by 4 330 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2007 and 2017 at 5.57%. The average annual growth rate in the number of households for all the other population groups has increased with 3.65%.

NUMBER OF HOUSEHOLDS BY POPULATION GROUP - KGETLENGRIVIER LOCAL MUNICIPALITY AND THE REST OF BOJANALA PLATINUM, 2017
[PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

4. HEALTH INDEX

4.1. HIV+ AND AIDS ESTIMATES

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

HIV+ and AIDS estimates are defined as follows:

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. IHS slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as

used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

NUMBER OF HIV+ PEOPLE - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [NUMBER AND PERCENTAGE]

	Kgetlengrivier	Bojanala Platinum	North-West	National Total	Kgetlengrivier as % of district municipality	Kgetlengrivier as % of province	Kgetlengrivier as % of national
2007	5,230	189,000	422,000	5,370,000	2.8%	1.24%	0.10%
2008	5,350	192,000	423,000	5,400,000	2.8%	1.26%	0.10%
2009	5,510	196,000	428,000	5,480,000	2.8%	1.29%	0.10%
2010	5,680	201,000	435,000	5,590,000	2.8%	1.31%	0.10%
2011	5,840	205,000	441,000	5,680,000	2.8%	1.32%	0.10%
2012	5,950	207,000	443,000	5,760,000	2.9%	1.34%	0.10%
2013	6,100	211,000	450,000	5,880,000	2.9%	1.36%	0.10%
2014	6,260	215,000	457,000	6,010,000	2.9%	1.37%	0.10%
2015	6,390	219,000	463,000	6,130,000	2.9%	1.38%	0.10%
2016	6,540	223,000	470,000	6,280,000	2.9%	1.39%	0.10%
2017	6,700	227,000	479,000	6,430,000	2.9%	1.40%	0.10%
Average Annual growth							
2007-2017	2.52%	1.87%	1.29%	1.83%			

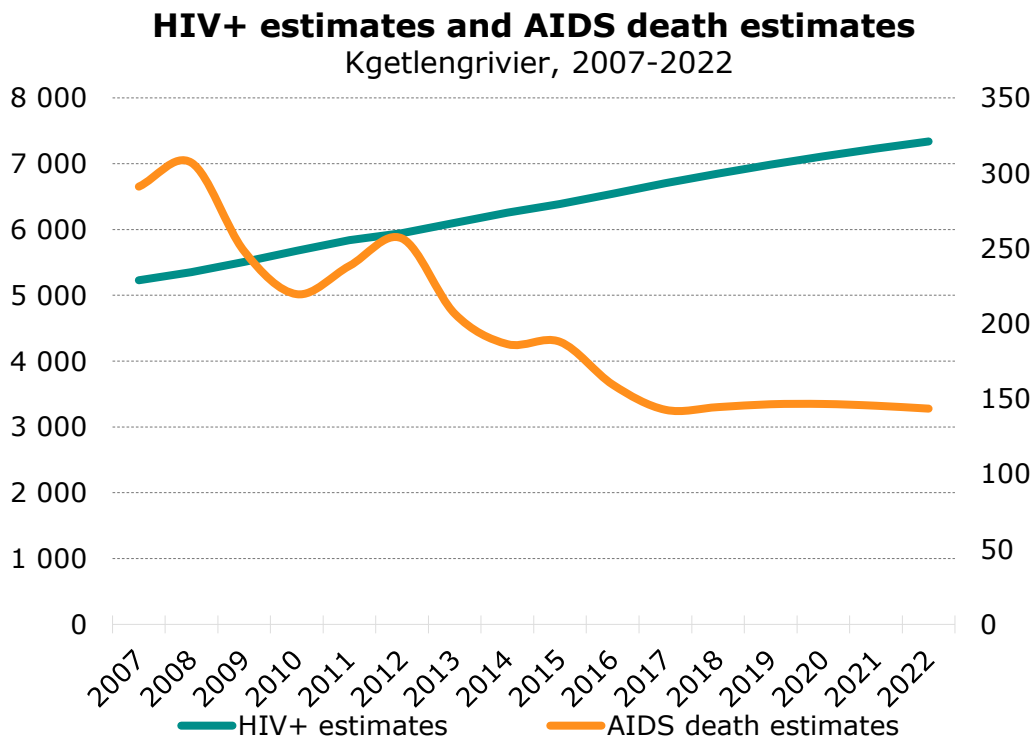
Source: IHS Markit Regional eXplorer version 1417

In 2017, 6 700 people in the Kgetlengrivier Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.52% since 2007, and in 2017 represented 11.27% of the local municipality's total population. The Bojanala Platinum District Municipality had an average annual growth rate of 1.87% from 2007 to 2017 in

the number of people infected with HIV, which is lower than that of the Kgetlengrivier Local Municipality. The number of infections in the North-West Province increased from 422,000 in 2007 to 479,000 in 2017. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2007 to 2017 with an average annual growth rate of 1.83%.

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

AIDS PROFILE AND FORECAST - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2022 [NUMBERS]



Source: IHS Markit Regional eXplorer version 1417

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 291 in 2007 and 143 for 2017. This number denotes an decrease from 2007 to 2017 with a high average annual rate of -6.88% (or -148 people). For the year 2017, they represented 0.24% of the total population of the entire local municipality.

5. ECONOMY INDEX

The economic state of Kgetlengrivier 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 Kgetlengrivier 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.

5.1. 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) - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [R BILLIONS, CURRENT PRICES]

	Kgetlengri vier	Bojan ala Platin um	North-W est	Natio nal Total	Kgetlengri vier as % of district municipali ty	Kgetlengri vier as % of province	Kgetlengri vier as % of national
20 07	2.4	60.9	120.7	2,109. 5	4.0%	2.0%	0.12%
20 08	2.8	72.1	138.8	2,369. 1	3.9%	2.0%	0.12%
20 09	3.0	77.6	147.9	2,507. 7	3.9%	2.0%	0.12%
20 10	3.3	87.6	164.5	2,748. 0	3.8%	2.0%	0.12%
20 11	3.7	98.4	185.8	3,023. 7	3.7%	2.0%	0.12%
20 12	3.4	97.4	191.0	3,253. 9	3.5%	1.8%	0.11%
20 13	4.3	117.7	222.2	3,540. 0	3.6%	1.9%	0.12%
20 14	4.3	119.1	226.5	3,805. 3	3.6%	1.9%	0.11%
20 15	4.5	127.0	243.0	4,051. 4	3.5%	1.8%	0.11%
20 16	4.6	132.8	255.8	4,350. 3	3.5%	1.8%	0.11%
20 17	5.1	143.1	273.2	4,651. 8	3.5%	1.8%	0.11%

Source: IHS Markit Regional eXplorer version 1417

With a GDP of R 5.05 billion in 2017 (up from R 2.45 billion in 2007), the Kgetlengrivier Local Municipality contributed 3.53% to the Bojanala Platinum District Municipality GDP of R 143 billion in 2017 increasing in the share of the Bojanala Platinum from 4.02% in 2007. The Kgetlengrivier Local Municipality contributes 1.85% to the GDP of North-West Province and 0.11% the GDP of South Africa which had a total GDP of R 4.65 trillion in 2017 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2007 when it contributed 0.12% to South Africa, but it is lower than the peak of 0.12% in 2011.

GROSS DOMESTIC PRODUCT (GDP) - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

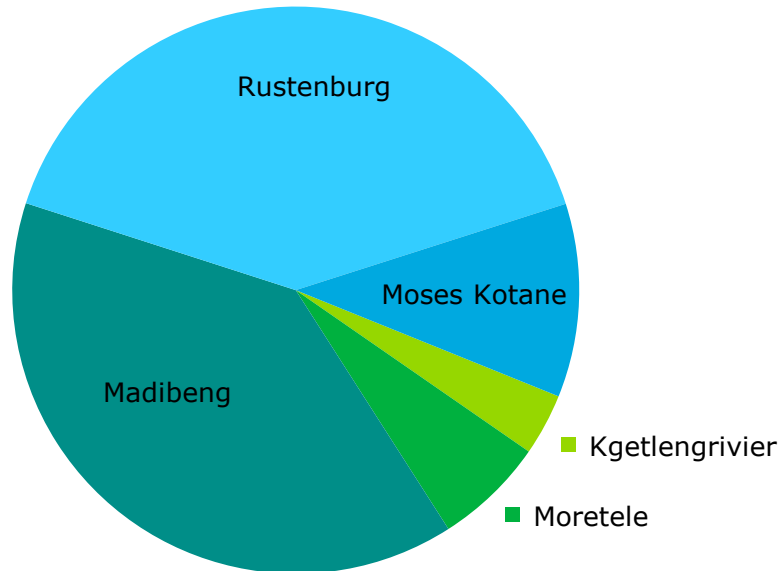
	Kgetlengrivier	Bojanala Platinum	North-West	National Total
2007	1.0%	4.9%	4.4%	5.4%
2008	-5.7%	0.6%	2.2%	3.2%
2009	0.5%	0.2%	-2.3%	-1.5%
2010	4.3%	6.9%	3.9%	3.0%
2011	0.0%	2.3%	3.0%	3.3%
2012	-4.7%	-1.5%	-1.2%	2.2%
2013	4.5%	4.0%	3.2%	2.5%
2014	-9.4%	-5.8%	-3.5%	1.8%
2015	13.8%	9.4%	5.0%	1.3%
2016	-9.7%	-6.2%	-3.7%	0.6%
2017	2.3%	1.8%	1.4%	1.3%
Average Annual growth 2007-2017	-0.65%	1.07%	0.74%	1.76%

Source: IHS Markit Regional eXplorer version 1417

In 2017, the Kgetlengrivier Local Municipality achieved an annual growth rate of 2.31% which is a significantly higher GDP growth than the North-West Province's 1.40%, but is higher than that of South Africa, where the 2017 GDP growth rate was 1.32%. Contrary to the short-term growth rate of 2017, the longer-term average growth rate for Kgetlengrivier (-0.65%) is significant lower than that of South Africa (1.76%). The economic growth in Kgetlengrivier peaked in 2015 at 13.80%.

GROSS DOMESTIC PRODUCT (GDP) - KGETLENGRIVIER LOCAL MUNICIPALITY
AND THE REST OF BOJANALA PLATINUM, 2017 [PERCENTAGE]

Gross Domestic Product (GDP)
Bojanala Platinum District Municipality, 2017



Source: IHS Markit Regional eXplorer version 1417

The Kgetlengrivier Local Municipality had a total GDP of R 5.05 billion and in terms of total contribution towards Bojanala Platinum District Municipality the Kgetlengrivier Local Municipality ranked lowest relative to all the regional economies to total Bojanala Platinum District Municipality GDP. This ranking in terms of size compared to other regions of Kgetlengrivier remained the same since 2007. In terms of its share, it was in 2017 (3.5%) slightly smaller compared to what it was in 2007 (4.0%). For the period 2007 to 2017, the average annual growth rate of -0.7% of Kgetlengrivier was the fourth relative to its peers in terms of growth in constant 2010 prices.

GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2007 TO 2017, SHARE AND GROWTH

	2017 (Current prices)	Share of district municipality	of 2007 (Constant prices)	2017 (Constant prices)	Average Annual growth
Kgetlengrivier	5.05	3.53%	3.31	3.10	-0.65%
Moretele	9.02	6.30%	5.04	5.76	1.33%
Madibeng	55.85	39.02%	25.56	36.70	3.68%
Rustenburg	57.41	40.11%	37.78	35.18	-0.71%
Moses Kotane	15.80	11.04%	9.74	9.82	0.08%

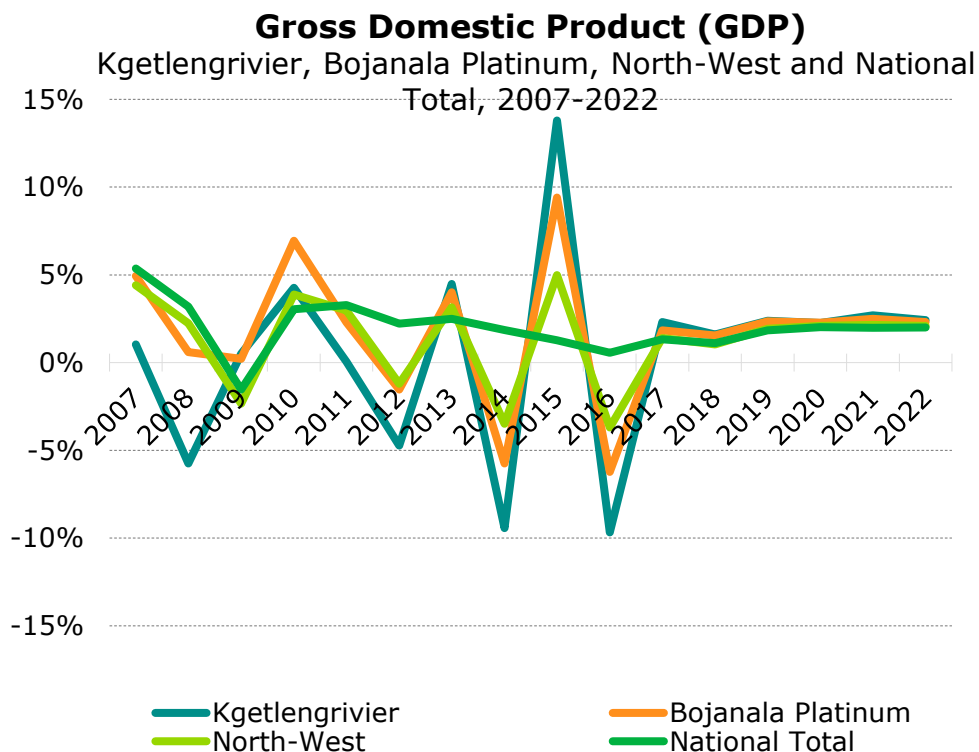
Source: IHS Markit Regional eXplorer version 1417

Madibeng had the highest average annual economic growth, averaging 3.68% between 2007 and 2017, when compared to the rest of the regions within Bojanala Platinum District Municipality. The Moretele Local Municipality had the second highest average annual growth rate of 1.33%. Rustenburg Local Municipality had the lowest average annual growth rate of -0.71% between 2007 and 2017.

5.2. ECONOMIC GROWTH FORECAST

It is expected that Kgetlengrivier Local Municipality will grow at an average annual rate of 2.27% from 2017 to 2022. The average annual growth rate in the GDP of Bojanala Platinum District Municipality and North-West Province is expected to be 2.20% and 1.86% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.79%, which is lower than that of the Kgetlengrivier Local Municipality.

GROSS DOMESTIC PRODUCT (GDP) - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2022 [AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]



Source: IHS Markit Regional eXplorer version 1417

In 2022, Kgetlengrivier's forecasted GDP will be an estimated R 3.47 billion (constant 2010 prices) or 3.4% of the total GDP of Bojanala Platinum District Municipality. The ranking in terms of size of the Kgetlengrivier Local Municipality will remain the same between 2017 and 2022, with a contribution to the Bojanala Platinum District Municipality GDP of 3.4% in 2022 compared to the 3.4% in 2017. At a 2.27% average annual GDP growth rate between 2017 and 2022, Kgetlengrivier ranked the second compared to the other regional economies.

GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2007 TO 2022, SHARE AND GROWTH

	2022 (Current prices)	Share of district municipality	of 2007 (Constant prices)	2022 (Constant prices)	Average Annual growth
Kgetlengrivier	6.40	3.39%	3.31	3.47	0.31%
Moretele	12.54	6.65%	5.04	6.26	1.46%
Madibeng	75.88	40.23%	25.56	40.84	3.17%
Rustenburg	73.07	38.74%	37.78	39.54	0.31%
Moses Kotane	20.73	10.99%	9.74	10.83	0.71%

Source: IHS Markit Regional eXplorer version 1417

5.3. GROSS VALUE ADDED BY REGION (GVA-R)

The Kgetlengrivier 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 Kgetlengrivier Local Municipality.

GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - KGETLENGRIVIER LOCAL MUNICIPALITY, 2017 [R BILLIONS, CURRENT PRICES]

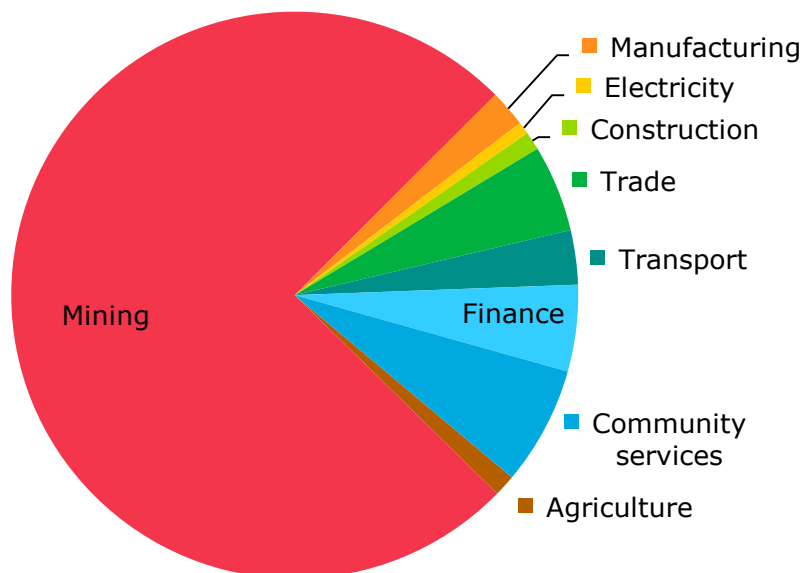
	Kgetleng rivier	Bojanala Platinum	North-West	National Total	Kgetleng rivier as % of district municipality	Kgetleng rivier as % of province	Kgetleng rivier as % of national
Agriculture	0.1	1.6	7.3	106.4	3.8%	0.80%	0.06%
Mining	3.6	66.3	79.2	334.7	5.4%	4.54%	1.08%
Manufacturing	0.1	7.4	13.0	551.6	1.4%	0.77%	0.02%
Electricity	0.0	3.3	8.5	155.2	1.0%	0.40%	0.02%
Construction	0.1	2.3	6.0	163.3	2.2%	0.84%	0.03%
Trade	0.2	12.2	28.6	626.8	1.9%	0.83%	0.04%
Transport	0.1	6.5	16.0	411.5	2.3%	0.93%	0.04%
Finance	0.2	13.5	32.0	840.7	1.8%	0.74%	0.03%
Community services	0.3	16.9	52.5	981.6	1.9%	0.62%	0.03%
Total Industries	4.8	130.0	243.1	4,171.7	3.7%	1.97%	0.11%

Source: IHS Markit Regional eXplorer version 1417

In 2017, the mining sector is the largest within Kgetlengrivier Local Municipality accounting for R 3.6 billion or 75.2% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Kgetlengrivier Local Municipality is the community services sector at 6.8%, followed by the trade sector with 4.9%. The sector that contributes the least to the economy of Kgetlengrivier Local Municipality is the electricity sector with a contribution of R 33.5 million or 0.70% of the total GVA.

GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - KGETLENGRIVIER LOCAL MUNICIPALITY, 2017 [PERCENTAGE COMPOSITION]

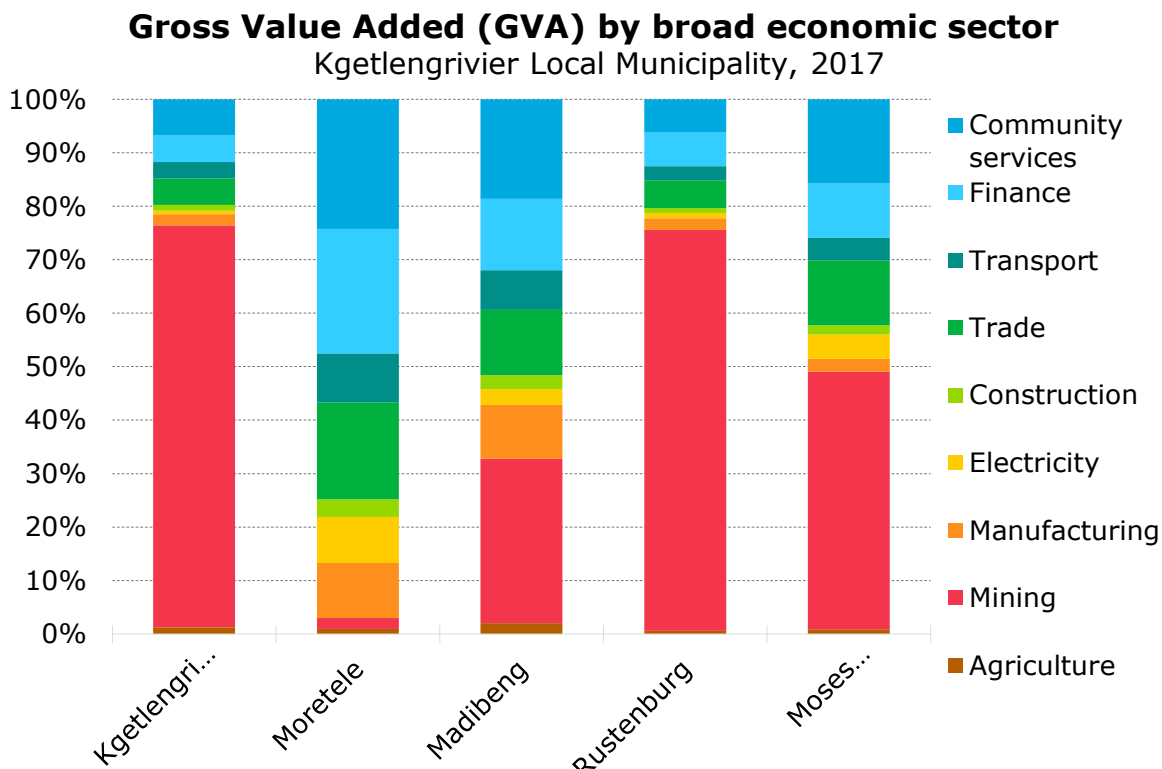
Gross Value Added (GVA) by broad economic sector
Kgetlengrivier Local Municipality, 2017



Source: IHS Markit Regional eXplorer version 1417

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 53.90%, relative to the other regions within Bojanala Platinum District Municipality. The Madibeng contributed R 49.1 billion or 37.77% 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 14.4 billion or 11.09%.

GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE, 2017
[PERCENTAGE COMPOSITION]



Source: IHS Markit Regional eXplorer version 1417

5.4. HISTORICAL ECONOMIC GROWTH

For the period 2017 and 2007, the GVA in the finance sector had the highest average annual growth rate in Kgetlengrivier at 1.18%. The industry with the second highest average annual growth rate is the agriculture sector averaging at 0.78% per year. The manufacturing sector had an average annual growth rate of -2.35%, while the electricity sector had the lowest average annual growth of -2.53%. Overall a positive growth existed for all the industries in 2017 with an annual growth rate of 2.37% since 2016.

GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - KGETLENGRIVIER
LOCAL MUNICIPALITY, 2007, 2012 AND 2017 [R MILLIONS, 2010
CONSTANT PRICES]

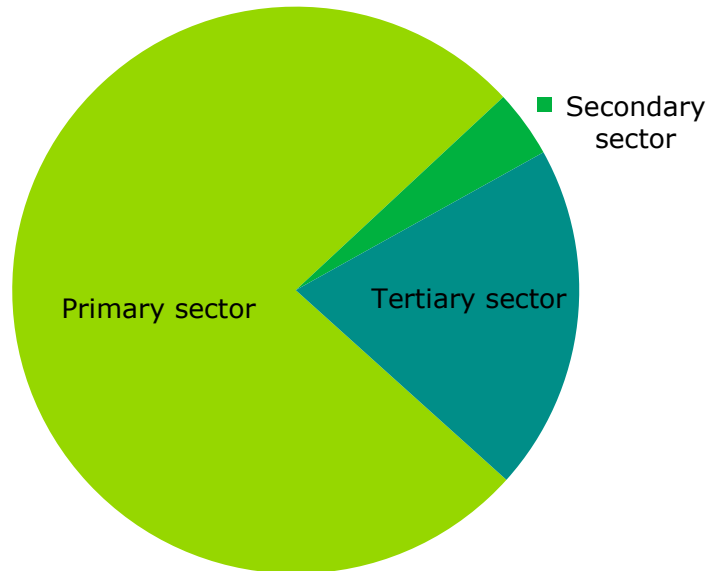
	2007	2012	2017	Average Annual growth
Agriculture	32.7	34.0	35.3	0.78%
Mining	2,359.2	2,200.9	2,176.8	-0.80%
Manufacturing	91.4	76.4	72.1	-2.35%
Electricity	16.8	14.5	13.0	-2.53%
Construction	38.9	37.4	38.3	-0.14%
Trade	169.7	154.6	156.8	-0.79%
Transport	87.8	82.2	85.5	-0.27%
Finance	149.3	157.0	167.9	1.18%
Community services	208.8	209.4	219.4	0.50%
Total Industries	3,154.7	2,966.3	2,965.1	-0.62%

Source: IHS Markit Regional eXplorer version 1417

The primary sector contributes the most to the Gross Value Added within the Kgetlengrivier Local Municipality at 76.4%. This is significantly higher than the national economy (10.6%). The tertiary sector contributed a total of 19.7% (ranking second), while the secondary sector contributed the least at 3.8%.

GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR -
KGETLENGRIVIER LOCAL MUNICIPALITY, 2017 [PERCENTAGE]

Gross Value Added (GVA) by aggregate sector
Kgetlengrivier Local Municipality, 2017



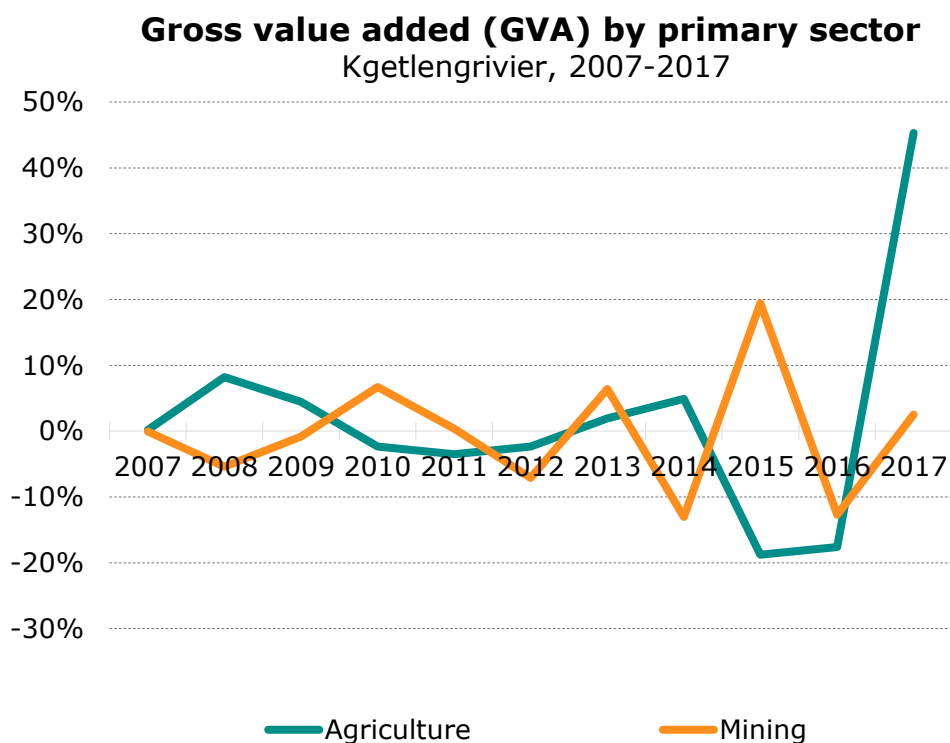
Source: IHS Markit Regional eXplorer version 1417

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

5.4.1. 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 Kgetlengrivier Local Municipality from 2007 to 2017.

GROSS VALUE ADDED (GVA) BY PRIMARY SECTOR - KGETLENGRIVIER, 2007-2017 [ANNUAL PERCENTAGE CHANGE]



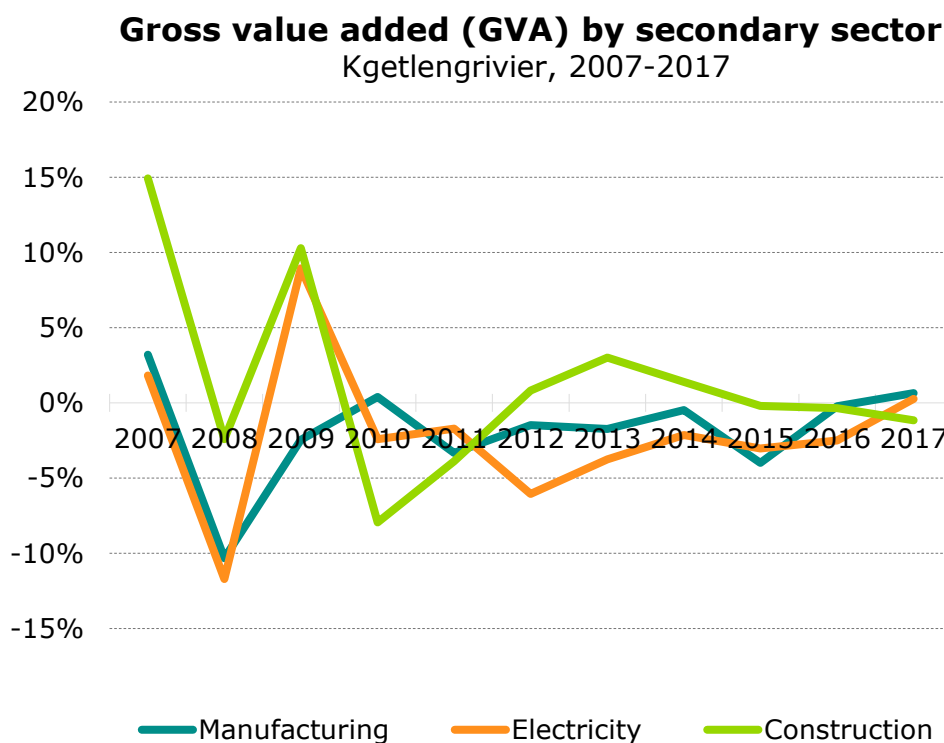
Source: IHS Markit Regional eXplorer version 1417

Between 2007 and 2017, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 45.3%. The mining sector reached its highest point of growth of 19.4% in 2015. The agricultural sector experienced the lowest growth for the period during 2015 at -18.8%, while the mining sector reaching its lowest point of growth in 2014 at -13.1%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

5.4.2. 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 Kgetlengrivier Local Municipality from 2007 to 2017.

GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - KGETLENGRIVIER, 2007-2017 [ANNUAL PERCENTAGE CHANGE]



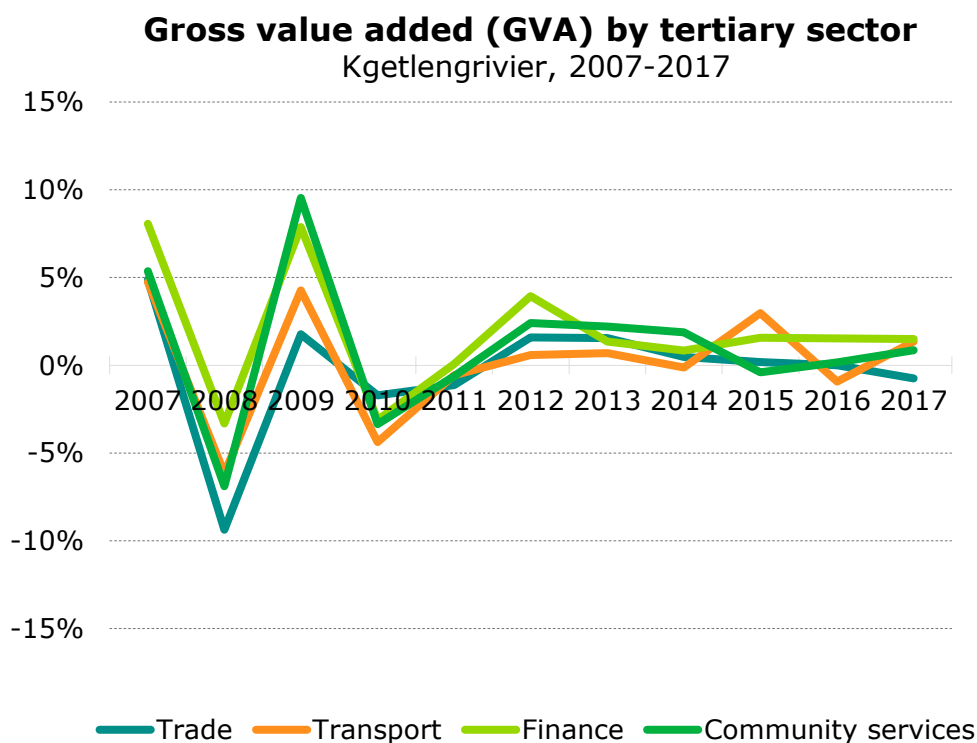
Source: IHS Markit Regional eXplorer version 1417

Between 2007 and 2017, the manufacturing sector experienced the highest positive growth in 2007 with a growth rate of 3.2%. It is evident for the construction sector that the highest positive growth rate also existed in 2007 and it experienced a growth rate of 14.9% which is higher than that of the manufacturing sector. The manufacturing sector experienced its lowest growth in 2010 of -10.3%, while construction sector reached its lowest point of growth in 2010 a with -7.9% growth rate. The electricity sector experienced the highest growth in 2009 at 9.0%, while it recorded the lowest growth of -11.7% in 2008.

5.4.3. 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 Kgetlengrivier Local Municipality from 2007 to 2017.

GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - KGETLENGRIVIER, 2007-2017 [ANNUAL PERCENTAGE CHANGE]



Source: IHS Markit Regional eXplorer version 1417

The trade sector experienced the highest positive growth in 2007 with a growth rate of 4.9%. It is evident for the transport sector that the highest positive growth rate also existed in 2007 at 4.7% which is lower than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2007 when it grew by 8.1% and recorded the lowest growth rate in 2008 at -3.3%. The Trade sector also had the lowest growth rate in 2008 at -9.4%. The community services sector, which largely consists of government, experienced its highest positive growth in 2009 with 9.5% and the lowest growth rate in 2008 with -6.9%.

5.5. 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).

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.

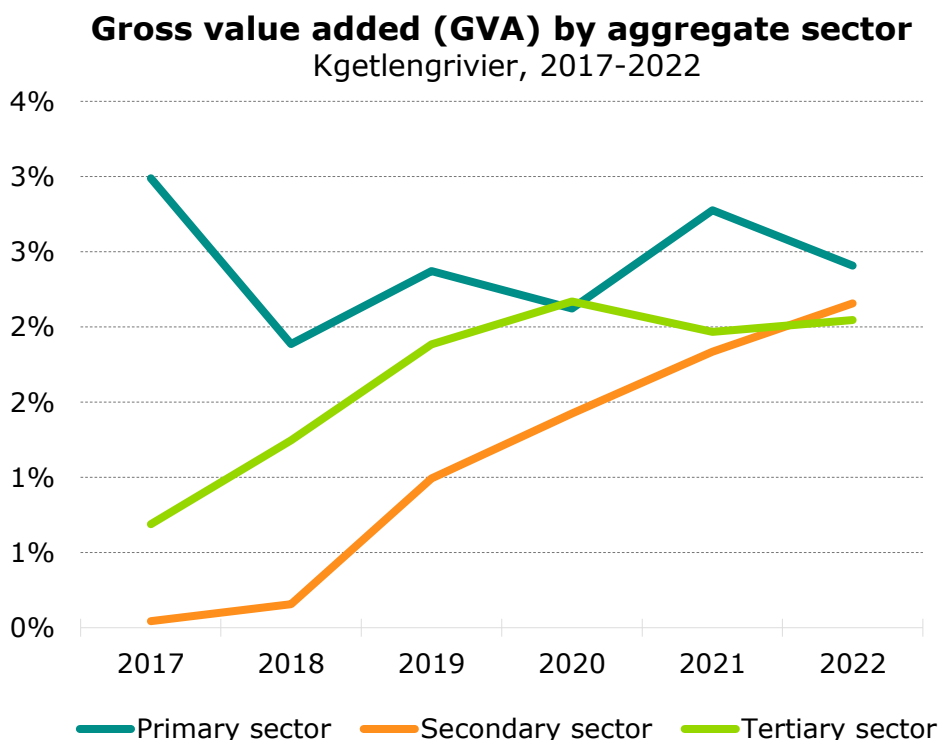
GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - KGETLENGRIVIER LOCAL MUNICIPALITY, 2017-2022 [R MILLIONS, CONSTANT 2010 PRICES]

	2017	2018	2019	2020	2021	2022	Average Annual growth
Agriculture	35.3	34.2	35.0	35.8	36.6	37.5	1.20%
Mining	2,176.8	2,219.7	2,272.3	2,320.5	2,385.1	2,442.5	2.33%
Manufacturing	72.1	72.2	72.9	73.7	74.8	76.1	1.09%
Electricity	13.0	13.2	13.5	13.9	14.2	14.6	2.33%
Construction	38.3	38.2	38.4	39.0	39.9	41.1	1.37%
Trade	156.8	158.7	162.6	167.1	171.3	175.3	2.26%
Transport	85.5	87.3	89.9	92.9	95.6	98.8	2.93%
Finance	167.9	170.3	175.2	180.9	186.2	191.5	2.67%
Community services	219.4	221.1	221.8	222.7	223.4	224.9	0.49%
Total Industries	2,965.1	3,014.9	3,081.6	3,146.4	3,227.2	3,302.1	2.18%

Source: IHS Markit Regional eXplorer version 1417

The transport sector is expected to grow fastest at an average of 2.93% annually from R 85.5 million in Kgetlengrivier Local Municipality to R 98.8 million in 2022. The mining sector is estimated to be the largest sector within the Kgetlengrivier Local Municipality in 2022, with a total share of 74.0% of the total GVA (as measured in current prices), growing at an average annual rate of 2.3%. The sector that is estimated to grow the slowest is the community services sector with an average annual growth rate of 0.49%.

GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - KGETLENGRIVIER LOCAL MUNICIPALITY, 2017-2022 [ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]



Source: IHS Markit Regional eXplorer version 1417

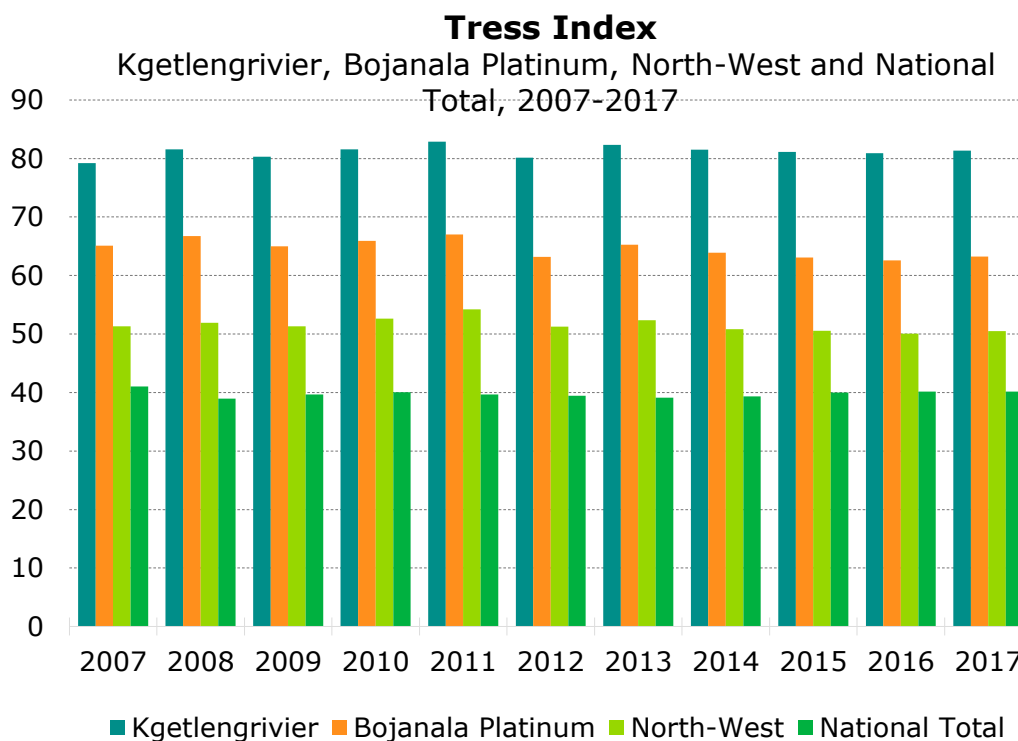
The Primary sector is expected to grow at an average annual rate of 2.31% between 2017 and 2022, with the Secondary sector growing at 1.31% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.86% for the same period.

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.

5.6. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [NUMBER]



Source: IHS Markit Regional eXplorer version 1417

In 2017, Kgetlengrivier's Tress Index was estimated at 81.3 which are higher than the 63.2 of the district municipality and higher than the 63.2 of the province. This implies that - on average - Kgetlengrivier Local Municipality is less diversified in terms of its economic activity spread than the province's economy as a whole.

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

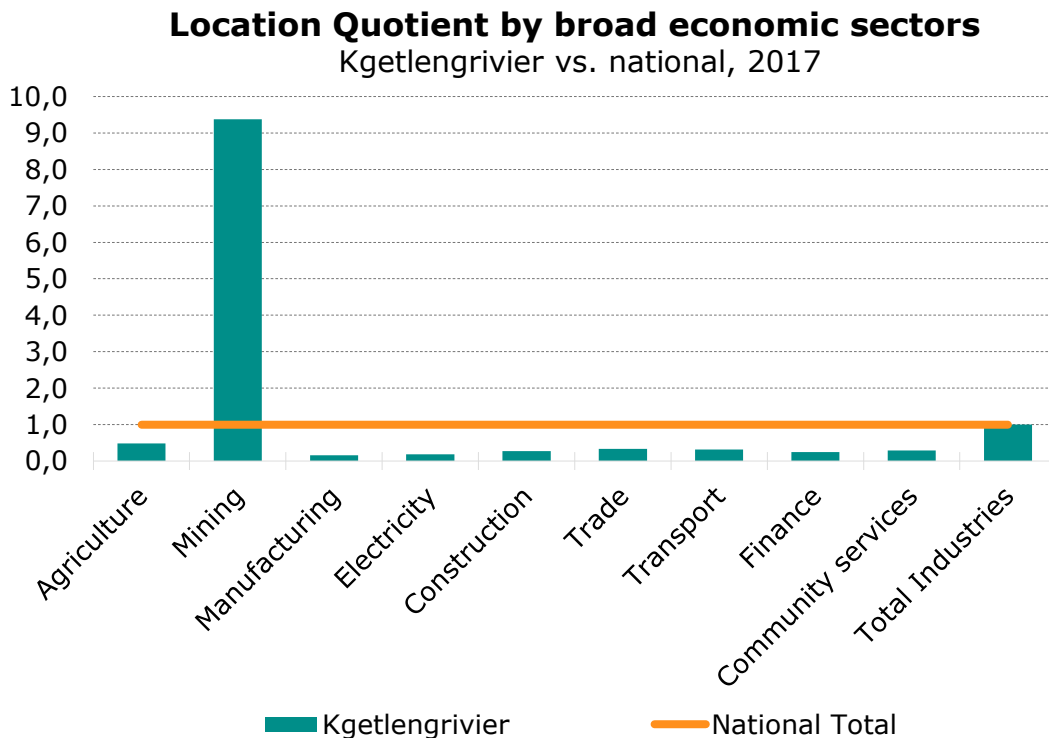
The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries.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

5.7. 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 - KGETLENGRIVIER LOCAL MUNICIPALITY AND SOUTH AFRICA, 2017 [NUMBER]



Source: IHS Markit Regional eXplorer version 1417

For 2017 Kgetlengrivier Local Municipality has a very large comparative advantage in the mining sector. The Kgetlengrivier Local Municipality has a comparative disadvantage when it comes to the manufacturing and electricity sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. The entire Kgetlengrivier Local Municipality-economy is centred around the mines in the area, with an LQ of 9.37. 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 0.159.

6. SOCIAL INDEX

6.1. 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 KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007 AND 2017 [NUMBER]

	Kgetlengriver		Bojanala Platinum		North-West		National Total	
	2007	2017	2007	2017	2007	2017	2007	2017
15-19	4,470	4,530	133,000	117,000	353,000	296,000	5,240,000	4,560,000
20-24	4,560	4,210	152,000	145,000	352,000	301,000	5,350,000	4,860,000
25-29	4,390	4,950	145,000	185,000	311,000	352,000	4,720,000	5,560,000
30-34	3,350	5,340	113,000	185,000	245,000	353,000	3,690,000	5,420,000
35-39	2,810	5,050	89,800	149,000	199,000	305,000	2,970,000	4,460,000
40-44	2,470	3,840	81,100	105,000	183,000	228,000	2,610,000	3,280,000
45-49	2,280	2,900	75,200	81,500	170,000	178,000	2,320,000	2,590,000
50-54	2,070	2,480	59,600	73,200	140,000	162,000	1,920,000	2,290,000
55-59	1,560	2,460	45,000	66,400	109,000	151,000	1,560,000	2,030,000
60-64	1,320	2,410	35,300	52,000	87,900	123,000	1,210,000	1,660,000
Total	29,293	38,176	929,310	1,159,094	2,151,355	2,449,076	31,597,274	36,711,715

Source: IHS Markit Regional eXplorer version 1417

The working age population in Kgetlengrivier in 2017 was 38 200, increasing at an average annual rate of 2.68% since 2007. For the same period the working age population for Bojanala Platinum District Municipality increased at 2.23% annually, while that of North-West Province increased at 1.30% annually. South Africa's working age population has increased annually by 1.51% from 31.6 million in 2007 to 36.7 million in 2017.

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.

6.2. 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) - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [NUMBER, PERCENTAGE]

	Kgetleng rivier	Bojanala Platinum	North-West	National Total	Kgetleng rivier as % of district municipality	Kgetleng rivier as % of province	Kgetleng rivier as % of national
2007	17,100	560,000	1,140,000	18,000,000	3.1%	1.50%	0.10%
2008	17,600	574,000	1,160,000	18,400,000	3.1%	1.52%	0.10%
2009	17,300	570,000	1,130,000	18,300,000	3.0%	1.54%	0.09%
2010	16,600	553,000	1,070,000	18,100,000	3.0%	1.55%	0.09%
2011	16,400	550,000	1,050,000	18,300,000	3.0%	1.56%	0.09%
2012	16,600	564,000	1,060,000	18,700,000	3.0%	1.56%	0.09%
2013	17,400	588,000	1,120,000	19,300,000	3.0%	1.56%	0.09%
2014	18,400	619,000	1,180,000	20,100,000	3.0%	1.56%	0.09%
2015	19,200	643,000	1,230,000	20,800,000	3.0%	1.56%	0.09%
2016	19,600	655,000	1,250,000	21,300,000	3.0%	1.56%	0.09%
2017	20,000	670,000	1,280,000	21,800,000	3.0%	1.56%	0.09%

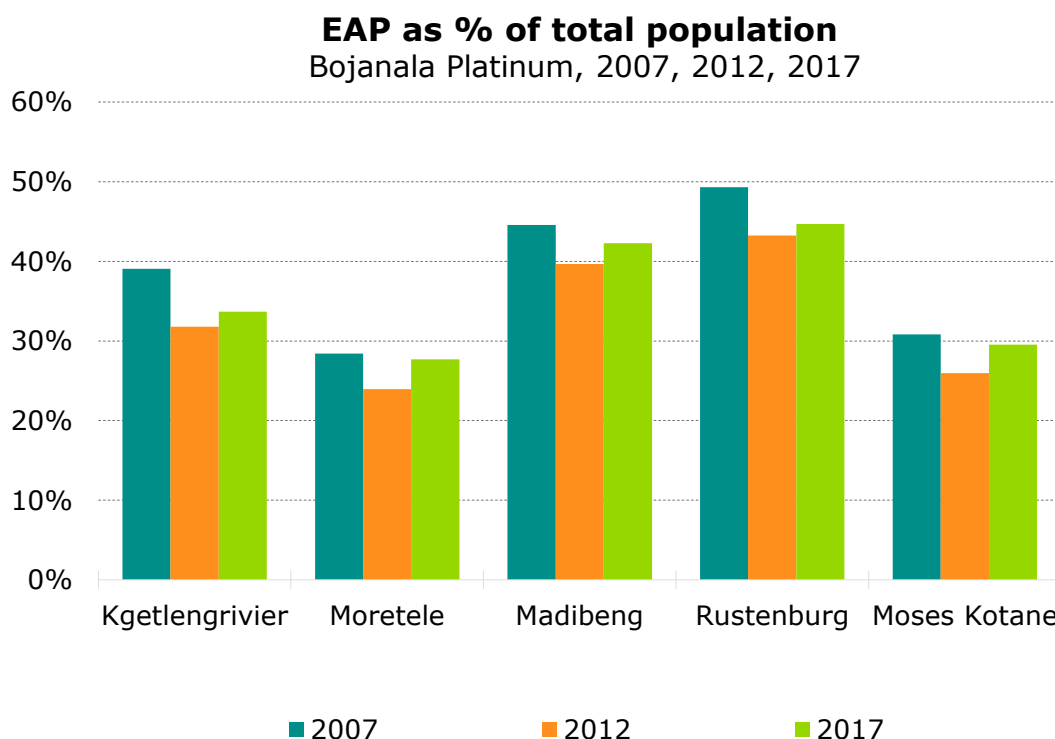
Average Annual growth

2007-2017	1.58%	1.81%	1.17%	1.95%
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Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality's EAP was 20 000 in 2017, which is 33.70% of its total population of 59 500, and roughly 2.99% of the total EAP of the Bojanala Platinum District Municipality. From 2007 to 2017, the average annual increase in the EAP in the Kgetlengrivier Local Municipality was 1.58%, which is 0.235 percentage points lower than the growth in the EAP of Bojanala Platinum's for the same period.

EAP AS % OF TOTAL POPULATION - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM, 2007, 2012, 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

In 2007, 39.1% of the total population in Kgetlengrivier Local Municipality were classified as economically active which decreased to 33.7% in 2017. 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 27.7% people classified as economically active population in 2017.

6.3. 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 Kgetlengrivier, Bojanala Platinum, North-West and National Total as a whole.

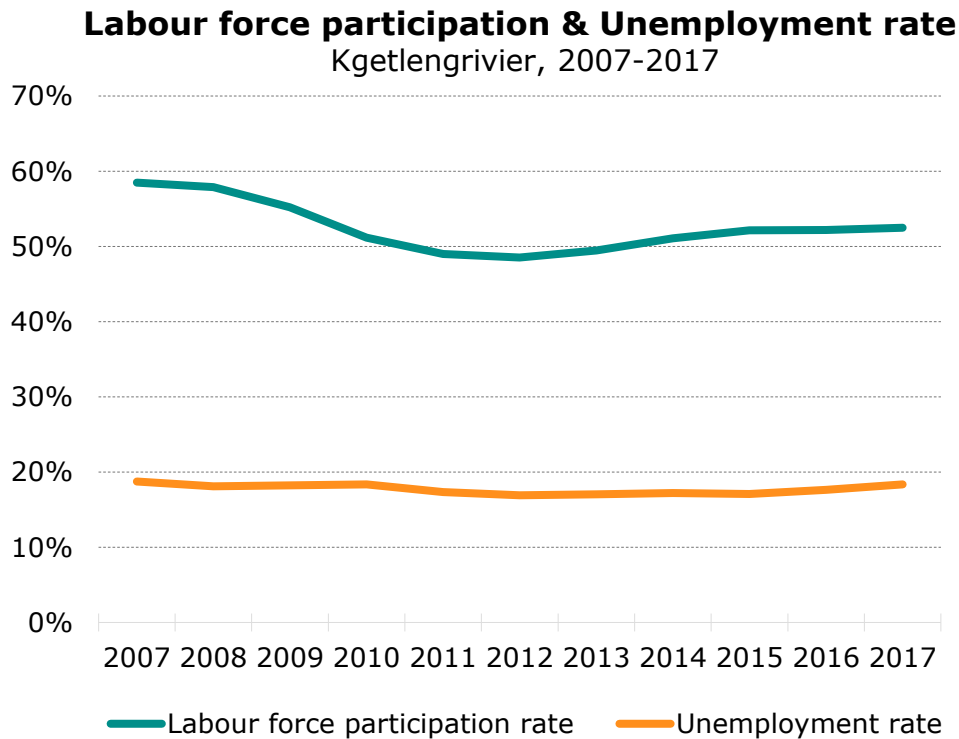
THE LABOUR FORCE PARTICIPATION RATE - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [PERCENTAGE]

	Kgetlengrivier	Bojanala Platinum	North-West	National Total
2007	58.5%	60.2%	53.1%	57.0%
2008	57.9%	60.2%	53.1%	57.4%
2009	55.2%	58.2%	51.1%	56.2%
2010	51.2%	55.0%	47.9%	54.5%
2011	49.0%	53.3%	46.3%	54.3%
2012	48.6%	53.4%	46.3%	54.7%
2013	49.5%	54.5%	47.8%	55.7%
2014	51.1%	56.2%	50.0%	57.1%
2015	52.2%	57.3%	51.3%	58.1%
2016	52.2%	57.4%	51.8%	58.9%
2017	52.5%	57.8%	52.5%	59.5%

Source: IHS Markit Regional eXplorer version 1417

The Kgetlengrivier Local Municipality's labour force participation rate decreased from 58.49% to 52.49% which is a decrease of -6 percentage points. The Bojanala Platinum District Municipality decreased from 60.25% to 57.81%, North-West Province decreased from 53.14% to 52.45% and South Africa increased from 56.99% to 59.49% from 2007 to 2017. The Kgetlengrivier Local Municipality labour force participation rate exhibited a lower percentage point change compared to the North-West Province from 2007 to 2017. The Kgetlengrivier Local Municipality had a lower labour force participation rate when compared to South Africa in 2017.

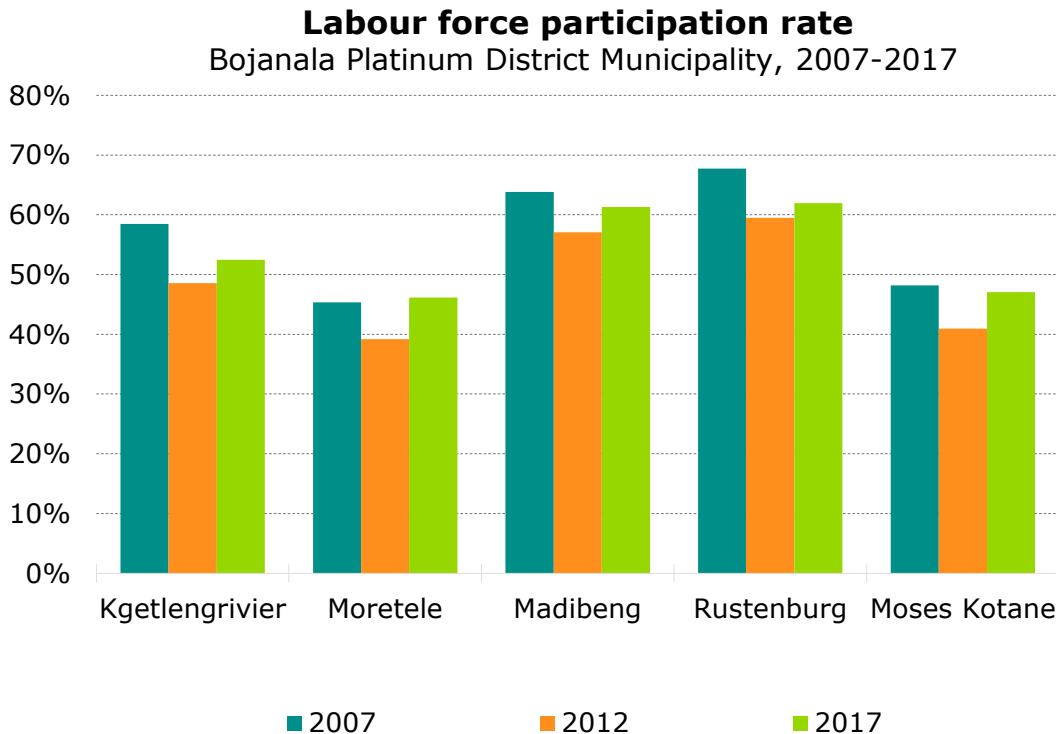
THE LABOUR FORCE PARTICIPATION RATE - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

In 2017 the labour force participation rate for Kgetlengrivier was at 52.5% which is significant lower when compared to the 58.5% in 2007. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2007, the unemployment rate for Kgetlengrivier was 18.7% and decreased overtime to 18.4% in 2017. The gap between the labour force participation rate and the unemployment rate increased which indicates a positive outlook for the employment within Kgetlengrivier Local Municipality.

THE LABOUR FORCE PARTICIPATION RATE - KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE, 2007, 2012 AND 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

Rustenburg Local Municipality had the highest labour force participation rate with 61.9% in 2017 decreasing from 67.7% in 2007. Moretele Local Municipality had the lowest labour force participation rate of 46.1% in 2017, this increased from 45.3% in 2007.

6.4. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST
AND NATIONAL TOTAL, 2007-2017 [NUMBERS]

	Kgetlengrivier	Bojanala Platinum	North-West	National Total
2007	17,000	387,000	782,000	13,500,000
2008	17,500	397,000	794,000	14,100,000
2009	17,200	389,000	767,000	14,000,000
2010	16,500	373,000	722,000	13,600,000
2011	16,600	376,000	714,000	13,800,000
2012	16,900	387,000	727,000	14,000,000
2013	17,500	399,000	757,000	14,500,000
2014	18,400	419,000	799,000	15,100,000
2015	19,100	436,000	827,000	15,500,000
2016	19,200	437,000	840,000	15,700,000
2017	19,700	447,000	859,000	15,900,000
Average Annual growth				
2007-2017	1.51%	1.47%	0.93%	1.62%

Source: IHS Markit Regional eXplorer version 1417

In 2017, Kgetlengrivier employed 19 700 people which is 4.41% of the total employment in Bojanala Platinum District Municipality (447 000), 2.30% of total employment in North-West Province (859 000), and 0.12% of the total employment of 15.9 million in South Africa. Employment within Kgetlengrivier increased annually at an average rate of 1.51% from 2007 to 2017.

TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM, 2017 [NUMBERS]

	Kgetlengrivier	Moretele	Madibeng	Rustenburg	Moses Kotane	Total Bojanala Platinum
Agriculture	1,960	785	5,410	6,140	1,440	15,730
Mining	3,780	2,630	22,900	78,100	15,300	122,735
Manufacturing	1,480	2,430	10,800	14,700	3,800	33,212
Electricity	29	77	310	442	285	1,144
Construction	1,240	1,600	8,590	13,500	2,500	27,422
Trade	4,200	4,800	25,900	36,300	9,330	80,474
Transport	573	905	4,600	5,620	1,440	13,137
Finance	1,530	3,100	15,800	18,100	3,140	41,682
Community services	2,950	4,540	27,800	32,200	9,620	77,164
Households	1,970	1,800	10,200	17,500	3,140	34,689
Total	19,700	22,700	132,000	223,000	50,000	447,389

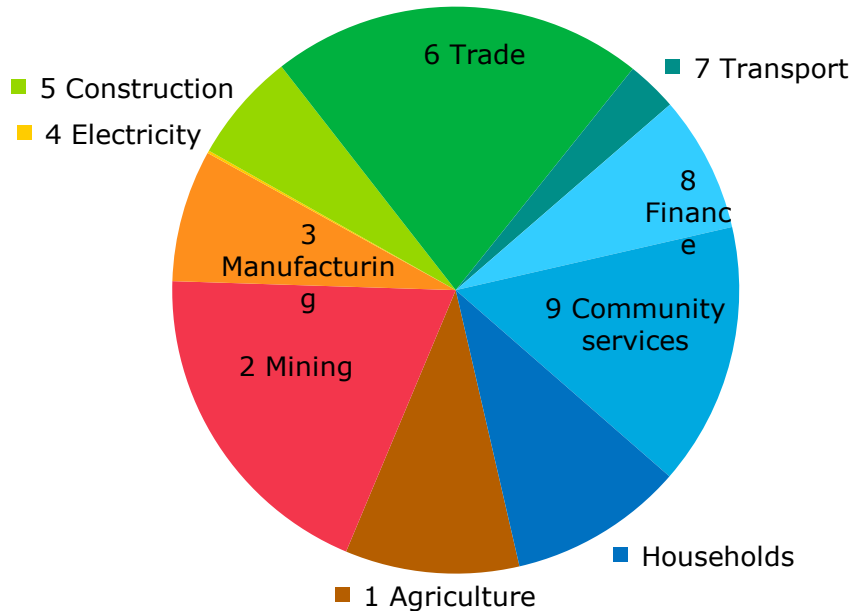
Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality employs a total number of 19 700 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within Bojanala Platinum District Municipality is Rustenburg local municipality with a total number of 223 000. Kgetlengrivier Local Municipality also employed the lowest number of people within Bojanala Platinum District Municipality.

In Kgetlengrivier Local Municipality the economic sectors that recorded the largest number of employment in 2017 were the trade sector with a total of 4 200 employed people or 21.3% of total employment in the local municipality. The mining sector with a total of 3 780 (19.2%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 29.2 (0.1%) is the sector that employs the least number of people in Kgetlengrivier Local Municipality, followed by the transport sector with 573 (2.9%) people employed.

TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - KGETLENGRIVIER LOCAL MUNICIPALITY, 2017 [PERCENTAGE]

Total Employment Composition Kgetlengrivier, 2017



Source: IHS Markit Regional eXplorer version 1417

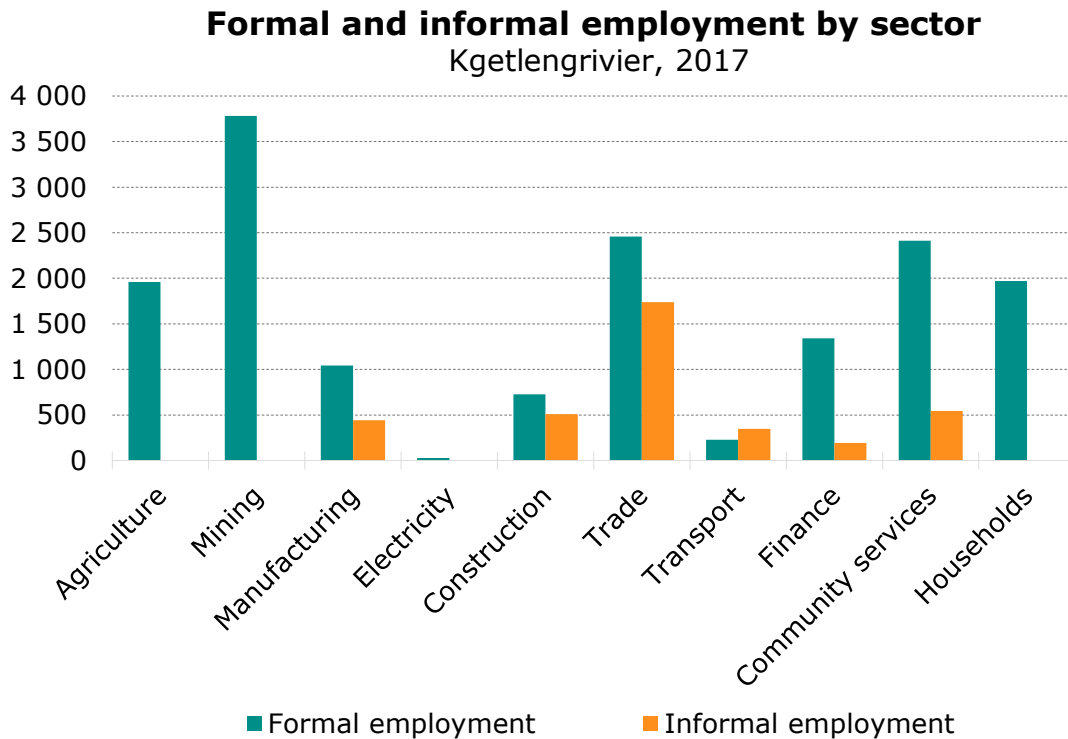
6.5. FORMAL AND INFORMAL EMPLOYMENT

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 Kgetlengrivier Local Municipality counted 16 000 in 2017, which is about 80.89% of total employment, while the number of people employed in the informal sector counted 3 770 or 19.11% of the total employment. Informal employment in Kgetlengrivier increased from 3 200 in 2007 to an estimated 3 770 in 2017.

FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR -
KGETLENGRIVIER LOCAL MUNICIPALITY, 2017 [NUMBERS]



Source: IHS Markit Regional eXplorer version 1417

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 2017 the Trade sector recorded the highest number of informally employed, with a total of 1 740 employees or 46.12% 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 191 and only contributes 5.07% to total informal employment.

FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR -
KGETLENGRIVIER LOCAL MUNICIPALITY, 2017 [NUMBERS]

	Formal employment	Informal employment
Agriculture	1,960	N/A
Mining	3,780	N/A
Manufacturing	1,040	441
Electricity	29	N/A
Construction	728	509
Trade	2,460	1,740
Transport	227	346
Finance	1,340	191
Community services	2,410	542
Households	1,970	N/A

Source: IHS Markit Regional eXplorer version 1417

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.

6.6. 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) - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [NUMBER PERCENTAGE]

	Kgetlengrivier	Bojanala Platinum	North-West	National Total	Kgetlengrivier as % of district municipality	Kgetlengrivier as % of province	Kgetlengrivier as % of national
2007	3,210	138,000	296,000	4,460,000	2.3%	1.08%	0.07%
2008	3,180	141,000	297,000	4,350,000	2.3%	1.07%	0.07%
2009	3,160	145,000	298,000	4,370,000	2.2%	1.06%	0.07%
2010	3,050	146,000	292,000	4,490,000	2.1%	1.04%	0.07%
2011	2,840	142,000	280,000	4,570,000	2.0%	1.01%	0.06%
2012	2,810	138,000	281,000	4,690,000	2.0%	1.00%	0.06%
2013	2,970	147,000	296,000	4,850,000	2.0%	1.00%	0.06%
2014	3,170	156,000	315,000	5,060,000	2.0%	1.01%	0.06%
2015	3,270	161,000	328,000	5,290,000	2.0%	1.00%	0.06%
2016	3,450	171,000	341,000	5,630,000	2.0%	1.01%	0.06%
2017	3,680	184,000	365,000	5,940,000	2.0%	1.01%	0.06%

Average Annual growth

2007-2017	1.39%	2.87%	2.10%	2.91%
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Source: IHS Markit Regional eXplorer version 1417

In 2017, there were a total number of 3 680 people unemployed in Kgetlengrivier, which is an increase of 474 from 3 210 in 2007. The total number of unemployed people within Kgetlengrivier constitutes 2.01% of the total number of unemployed people in Bojanala Platinum District Municipality. The Kgetlengrivier Local Municipality experienced an average annual increase of 1.39% in the number of unemployed people, which is better than that of the Bojanala Platinum District Municipality which had an average annual increase in unemployment of 2.87%.

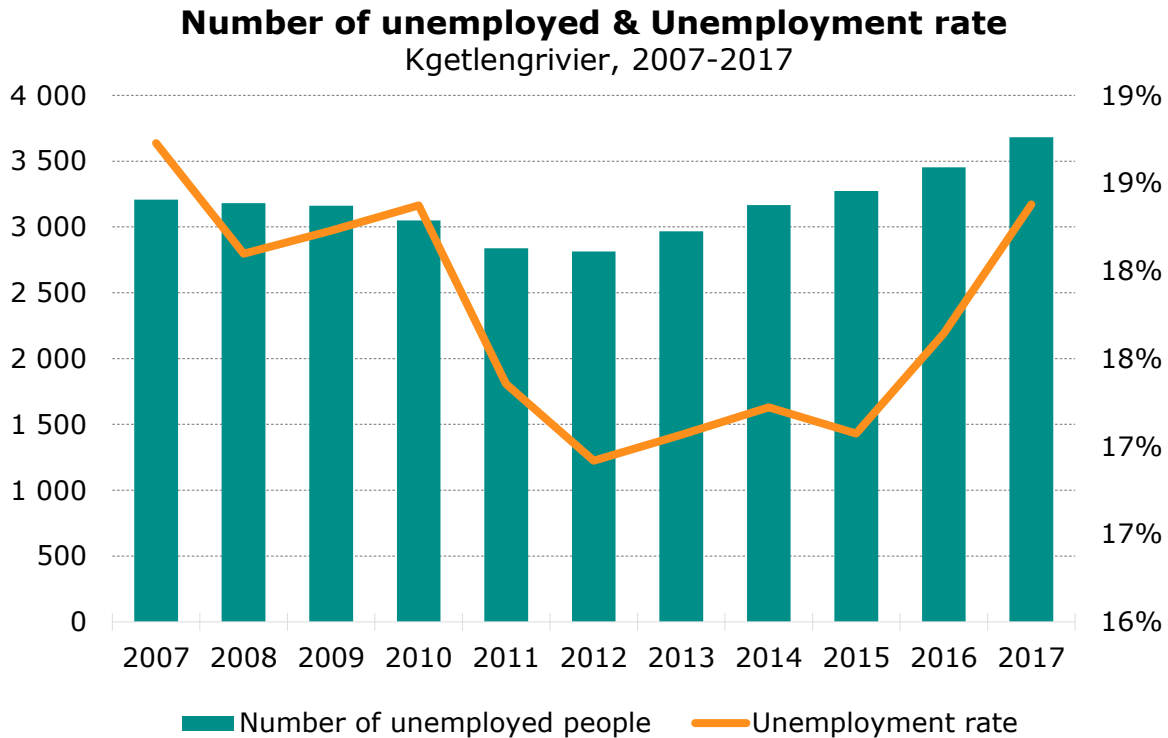
UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [PERCENTAGE]

	Kgetlengrivier	Bojanala Platinum	North-West	National Total
2007	18.7%	24.7%	25.9%	24.8%
2008	18.1%	24.6%	25.7%	23.6%
2009	18.2%	25.4%	26.4%	23.8%
2010	18.4%	26.3%	27.2%	24.8%
2011	17.4%	25.9%	26.7%	24.9%
2012	16.9%	24.5%	26.4%	25.0%
2013	17.1%	25.0%	26.6%	25.1%
2014	17.2%	25.1%	26.6%	25.1%
2015	17.1%	25.0%	26.8%	25.5%
2016	17.6%	26.1%	27.2%	26.4%
2017	18.4%	27.4%	28.4%	27.2%

Source: IHS Markit Regional eXplorer version 1417

In 2017, the unemployment rate in Kgetlengrivier Local Municipality (based on the official definition of unemployment) was 18.38%, which is a decrease of -0.35 percentage points. The unemployment rate in Kgetlengrivier Local Municipality is lower than that of Bojanala Platinum. Comparing to the North-West Province it can be seen that the unemployment rate for Kgetlengrivier Local Municipality was lower than that of North-West which was 28.40%. The unemployment rate for South Africa was 27.21% in 2017, which is a increase of -2.44 percentage points from 24.77% in 2007.

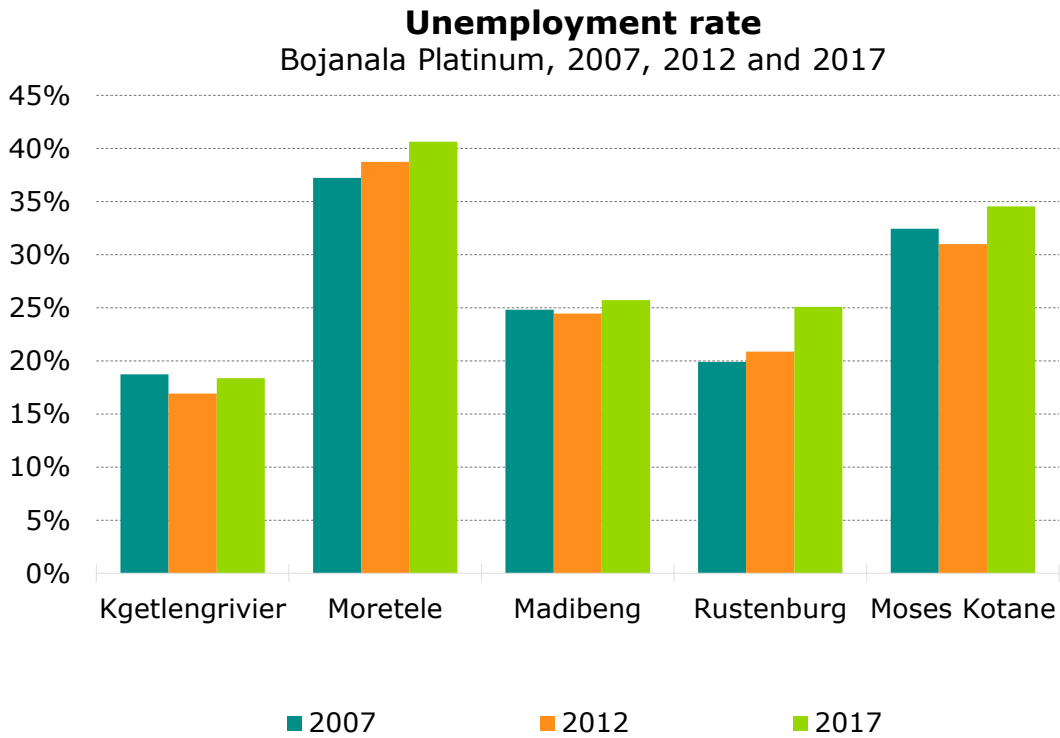
UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL DEFINITION) -
 KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER
 PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

When comparing unemployment rates among regions within Bojanala Platinum District Municipality, Moretele Local Municipality has indicated the highest unemployment rate of 40.6%, which has increased from 37.2% in 2007. It can be seen that the Kgetlengrivier Local Municipality had the lowest unemployment rate of 18.4% in 2017, this decreased from 18.7% in 2007.

UNEMPLOYMENT RATE - KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE, 2007, 2012 AND 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

7. MULTI-DIMENSIONAL POVERTY INDEX

7.1. 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.

7.2. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [NUMBER PERCENTAGE]

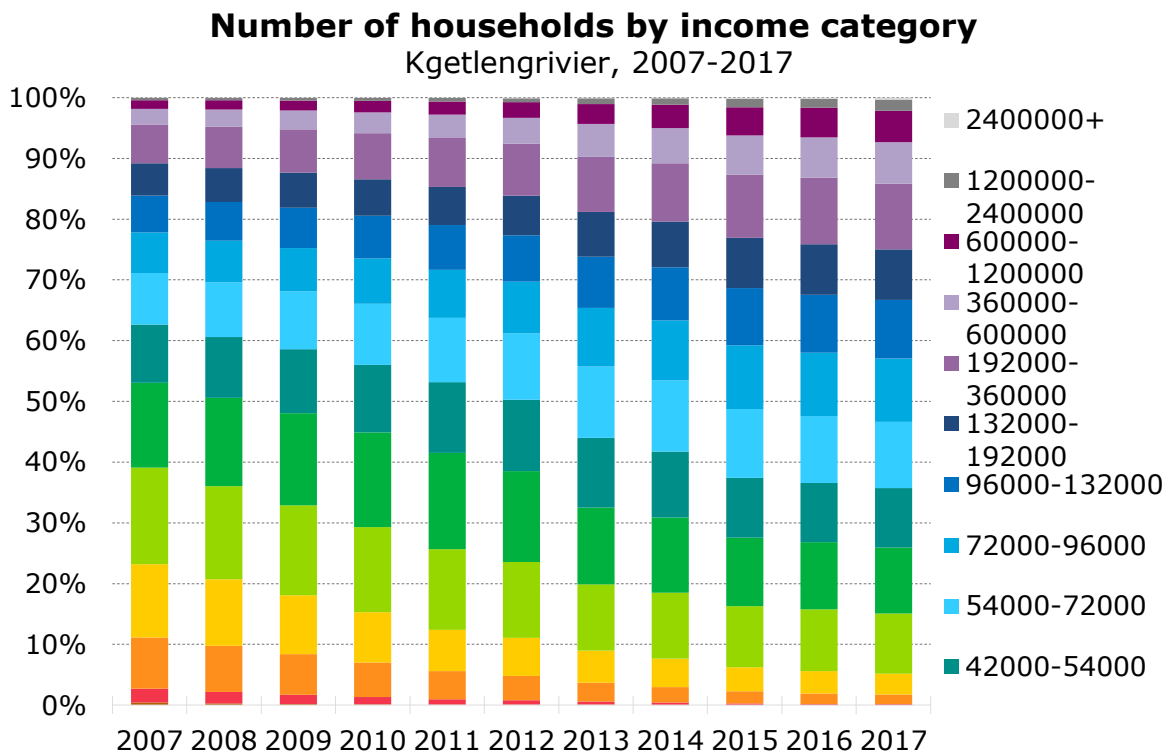
	Kgetleng rivier	Bojana nala Plati num	North- West	Nation al Total	Kgetleng rivier as % of district municip ality	Kgetleng rivier as % of province	Kgetleng rivier as % of national
0-2400	1	64	125	1,650	2.3%	1.15%	0.09%
2400-6000	28	1,110	2,240	32,500	2.5%	1.24%	0.09%
6000-12000	273	10,700	22,000	315,000	2.6%	1.24%	0.09%
12000-18000	579	21,500	45,000	626,000	2.7%	1.29%	0.09%
18000-30000	1,680	52,500	120,000	1,730,000	3.2%	1.39%	0.10%
30000-42000	1,840	59,100	130,000	1,750,000	3.1%	1.41%	0.11%
42000-54000	1,660	49,500	112,000	1,550,000	3.4%	1.49%	0.11%
54000-72000	1,860	58,700	126,000	1,670,000	3.2%	1.48%	0.11%
72000-96000	1,770	55,700	116,000	1,520,000	3.2%	1.52%	0.12%
96000-132000	1,640	59,400	114,000	1,430,000	2.8%	1.43%	0.11%
132000-192000	1,420	50,600	99,400	1,370,000	2.8%	1.43%	0.10%
192000-360000	1,830	62,600	121,000	1,760,000	2.9%	1.51%	0.10%
360000-600000	1,160	36,700	70,100	1,160,000	3.2%	1.66%	0.10%
600000-1200000	882	25,200	46,300	840,000	3.5%	1.90%	0.10%
1200000-2400000	308	8,650	15,200	266,000	3.6%	2.03%	0.12%
2400000+	56	1,390	2,260	42,000	4.1%	2.49%	0.13%
Total	17,000	553,000	1,140,000	16,100,000	3.1%	1.49%	0.11%

Source: IHS Markit Regional eXplorer version 1417

It was estimated that in 2017 15.08% of all the households in the Kgetlengrivier Local Municipality, were living on R30,000 or less per annum. In comparison with 2007's 39.11%, the number is about half. The 54000-72000 income category has the highest

number of households with a total number of 1 860, followed by the 30000-42000 income category with 1 840 households. Only 1.4 households fall within the 0-2400 income category.

HOUSEHOLDS BY INCOME BRACKET - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

For the period 2007 to 2017 the number of households earning more than R30,000 per annum has increased from 60.89% to 84.92%. It can be seen that the number of households with income equal to or lower than R6,000 per year has decreased by a significant amount.

7.3. 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.

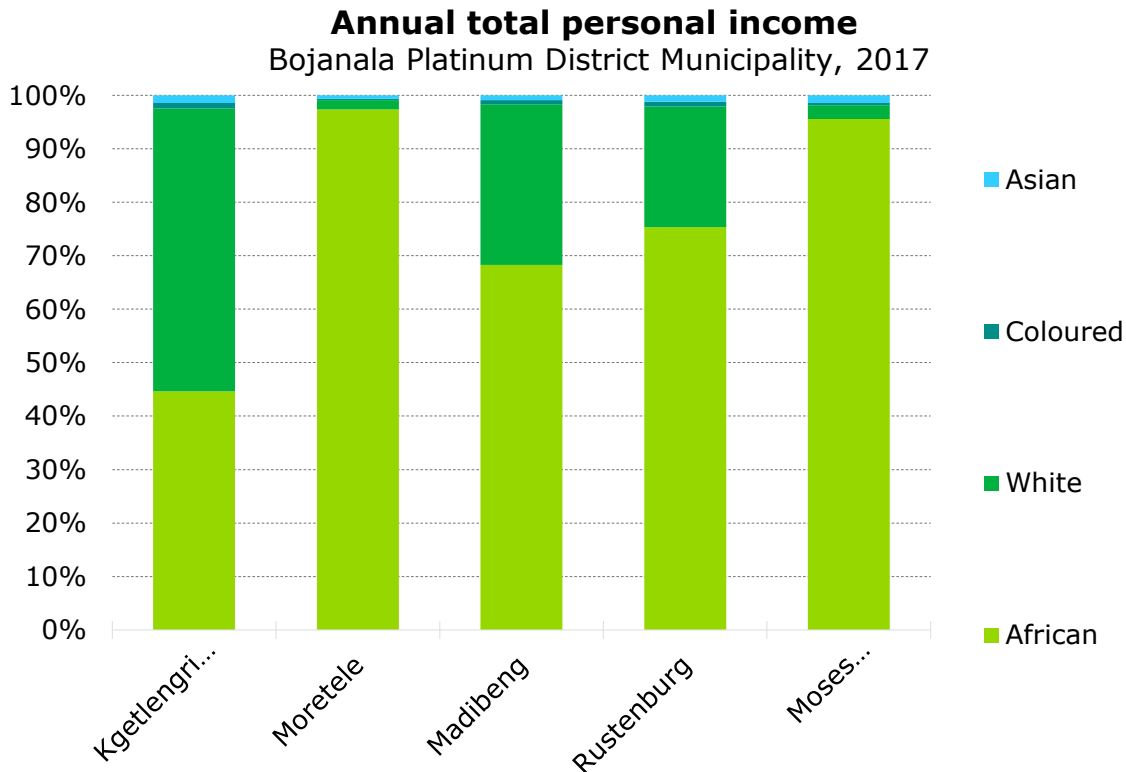
ANNUAL TOTAL PERSONAL INCOME - KGETLENGRIVIER, BOJANALA PLATINUM,
NORTH-WEST AND NATIONAL TOTAL[CURRENT PRICES, R BILLIONS]

	Kgetlengrivier	Bojanala Platinum	North-West	National Total
2007	1.2	35.0	76.5	1,432.2
2008	1.3	40.1	86.1	1,587.9
2009	1.4	44.1	93.2	1,695.1
2010	1.6	48.9	101.7	1,843.3
2011	1.7	54.6	112.4	2,033.0
2012	1.9	60.8	125.0	2,226.5
2013	2.3	70.1	141.5	2,412.1
2014	2.5	75.8	151.4	2,590.6
2015	2.9	86.6	167.5	2,778.6
2016	3.2	91.0	175.7	3,009.7
2017	3.5	107.2	203.9	3,237.3
Average Annual growth				
2007-2017	11.64%	11.84%	10.31%	8.50%

Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality recorded an average annual growth rate of 11.64% (from R 1.15 billion to R 3.47 billion) from 2007 to 2017, which is less than Bojanala Platinum's (11.84%), but more than North-West Province's (10.31%) average annual growth rates. South Africa had an average annual growth rate of 8.50% (from R 1.43 trillion to R 3.24 trillion) which is less than the growth rate in Kgetlengrivier Local Municipality.

ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM [CURRENT PRICES, R BILLIONS]



Source: IHS Markit Regional eXplorer version 1417

The total personal income of Kgetlengrivier Local Municipality amounted to approximately R 3.47 billion in 2017. The African population group earned R 1.55 billion, or 52.87% of total personal income, while the White population group earned R 1.83 billion, or 44.66% of the total personal income. The Asian and the Coloured population groups only had a share of 1.40% and 1.07% of total personal income respectively.

ANNUAL TOTAL PERSONAL INCOME - KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE[CURRENT PRICES, R BILLIONS]

	Kgetlengrivier	Moretele	Madibeng	Rustenburg	Moses Kotane
2007	1.15	2.33	10.97	16.38	4.17
2008	1.32	2.60	12.79	18.74	4.64
2009	1.43	2.80	14.28	20.64	5.00
2010	1.57	2.99	15.98	22.96	5.37
2011	1.74	3.22	17.99	25.85	5.84
2012	1.93	3.65	19.90	28.70	6.61
2013	2.30	4.10	22.82	33.15	7.71
2014	2.52	4.52	24.78	35.52	8.49
2015	2.94	5.12	27.96	40.71	9.91
2016	3.18	5.69	30.20	41.21	10.73
2017	3.47	6.43	35.11	50.00	12.17
Average Annual growth					
2007-2017	11.64%	10.68%	12.33%	11.80%	11.32%

Source: IHS Markit Regional eXplorer version 1417

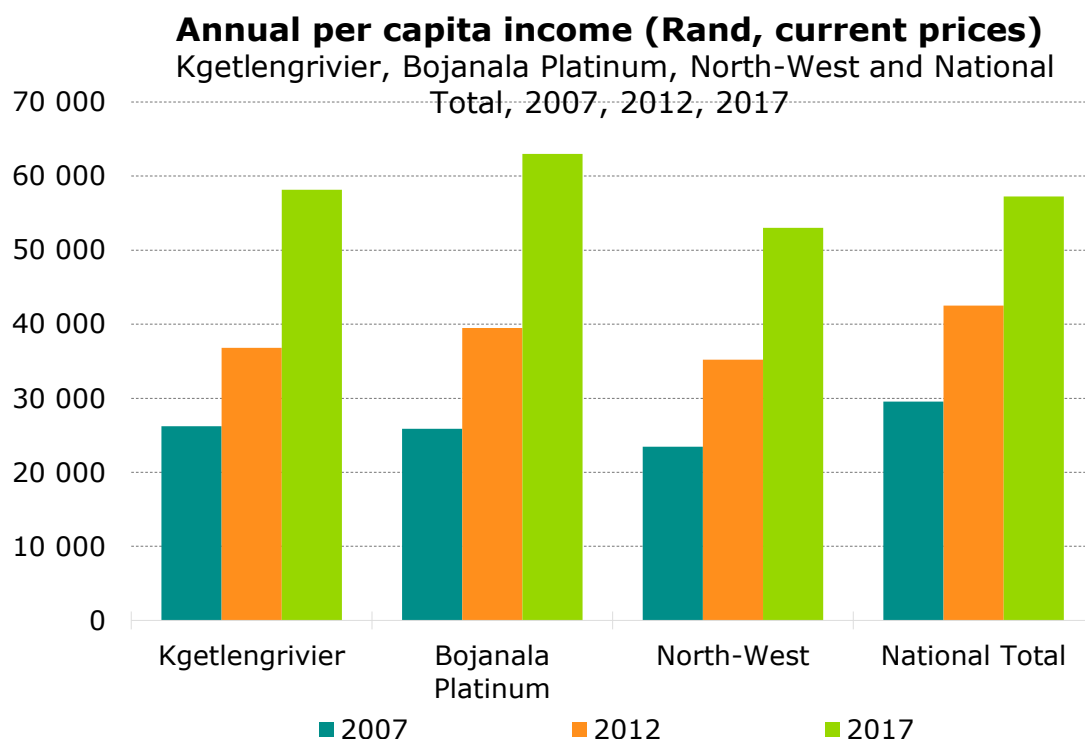
When looking at the annual total personal income for the regions within Bojanala Platinum District Municipality it can be seen that the Rustenburg Local Municipality had the highest total personal income with R 50 billion which increased from R 16.4 billion recorded in 2007. It can be seen that the Kgetlengrivier Local Municipality had the lowest total personal income of R 3.47 billion in 2017, this increased from R 1.15 billion in 2007.

7.4. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [RAND, CURRENT PRICES]



Source: IHS Markit Regional eXplorer version 1417

Although the per capita income in Kgetlengrivier Local Municipality is R 58,200 which is higher than the North-West (R 53,000), it is less than that of the Bojanala Platinum District Municipality (R 63,000). The per capita income for Kgetlengrivier Local Municipality (R 58,200) is higher than that of the South Africa as a whole which is R 57,200.

PER CAPITA INCOME BY POPULATION GROUP - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2017 [RAND, CURRENT PRICES]

	African	White	Coloured
Kgetlengrivier	32,000	189,000	36,600
Moretele	32,300	N/A	N/A
Madibeng	48,400	214,000	54,700
Rustenburg	65,000	210,000	76,800
Moses Kotane	47,400	217,000	N/A

Source: IHS Markit Regional eXplorer version 1417

Rustenburg Local Municipality has the highest per capita income with a total of R 77,500. Local Municipality of Madibeng had the second highest per capita income at R 63,600,

whereas Moretele Local Municipality had the lowest per capita income at R 32,900. In Kgetlengrivier Local Municipality, the White population group has the highest per capita income, with R 189,000, relative to the other population groups. The population group with the second highest per capita income within Kgetlengrivier Local Municipality is the Coloured population group (R 36,600). Some of the population groups - where there are less than 1,000 people living in the area were excluded from the analysis.

7.5. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [NUMBER]

	Kgetlengrivier	Bojanala Platinum	North-West	National Total
Population	59,656	1,700,898	3,845,627	56,548,694
Population - share of national total	0.1%	3.0%	6.8%	100.0%
Income	3,469	107,179	203,913	3,237,318
Income - share of national total	0.1%	3.3%	6.3%	100.0%
Retail	653,958	24,770,114	48,134,456	1,005,961,000
Retail - share of national total	0.1%	2.5%	4.8%	100.0%
Index	0.00	0.03	0.06	1.00

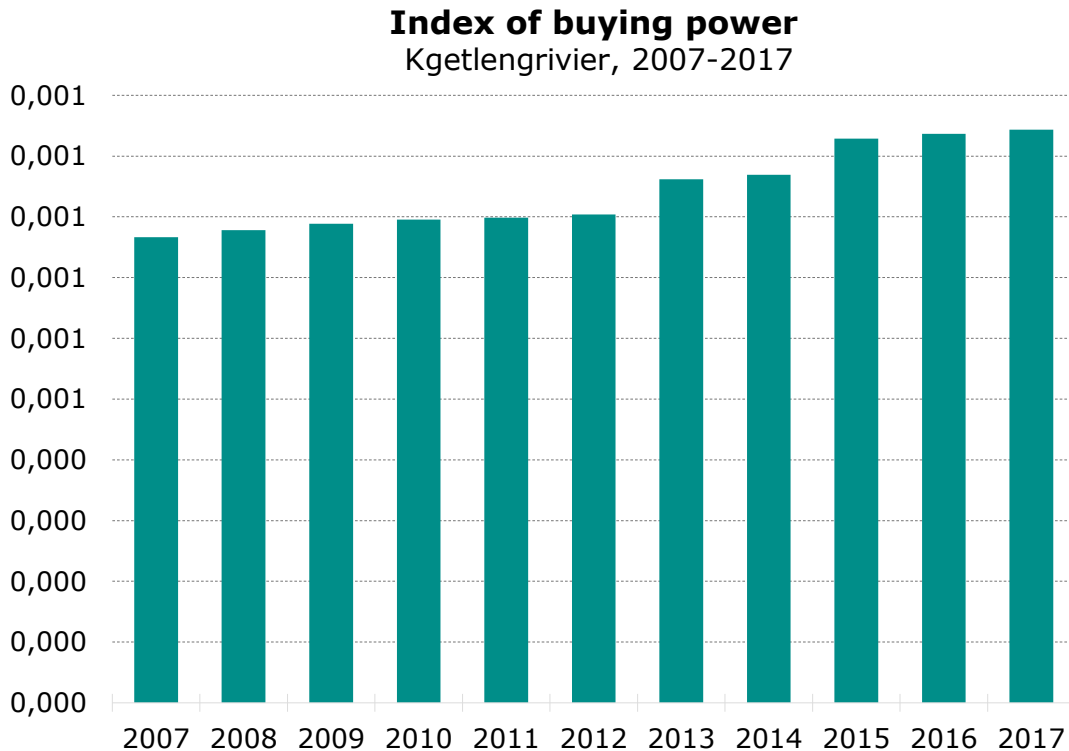
Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality has a 0.1% share of the national population, 0.1% share of the total national income and a 0.1% share in the total national retail, this all equates to an IBP index value of 0.00094 relative to South Africa as a whole. Bojanala Platinum has an IBP of 0.03, were North-West Province has an IBP index value of 0.059 and South Africa a value of 1 relative to South Africa as a whole. .

The considerable low index of buying power of the Kgetlengrivier 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 KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017
[INDEX VALUE]



Source: IHS Markit Regional eXplorer version 1417

Between 2007 and 2017, the index of buying power within Kgetlengrivier Local Municipality increased to its highest level in 2017 (0.0009434) from its lowest in 2007 (0.0007666). It can be seen that the IBP experienced a positive average annual growth between 2007 and 2017. Although the buying power within Kgetlengrivier Local Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 2.10%.

8. 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.

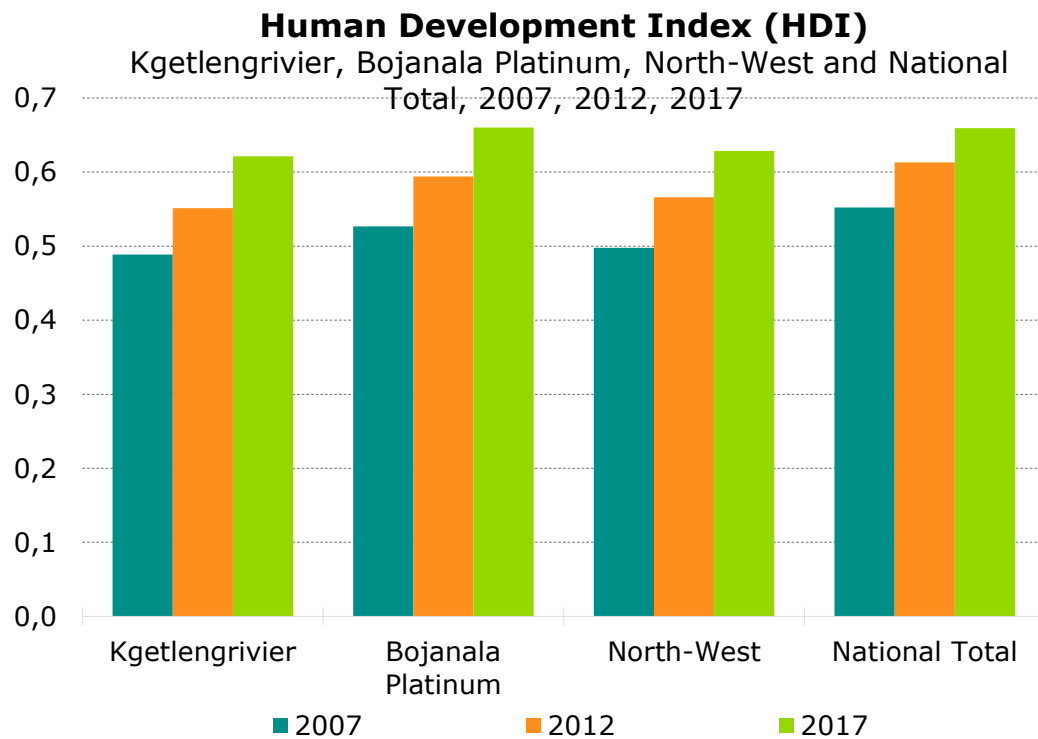
Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such 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.

8.1. 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.

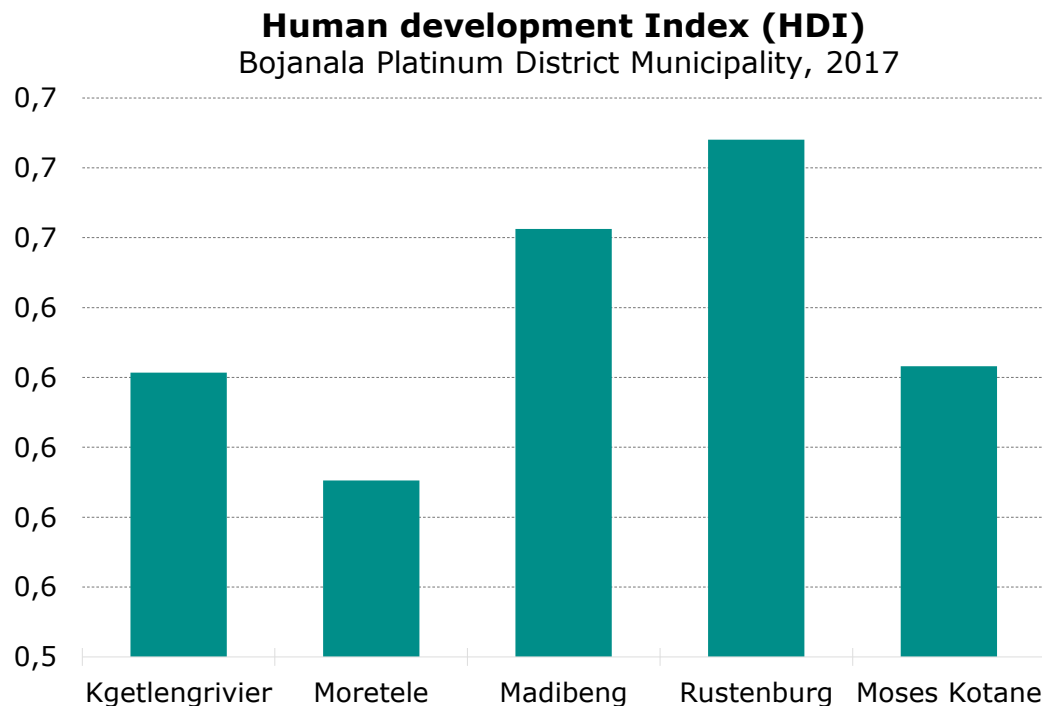
HUMAN DEVELOPMENT INDEX (HDI) - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007, 2012, 2017 [NUMBER]



Source: IHS Markit Regional eXplorer version 1417

In 2017 Kgetlengrivier Local Municipality had an HDI of 0.621 compared to the Bojanala Platinum with a HDI of 0.66, 0.629 of North-West and 0.659 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2017 when compared to Kgetlengrivier Local Municipality which translates to worse human development for Kgetlengrivier Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.79% and this increase is lower than that of Kgetlengrivier Local Municipality (2.43%).

HUMAN DEVELOPMENT INDEX (HDI) - KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE, 2017 [NUMBER]



Source: IHS Markit Regional eXplorer version 1417

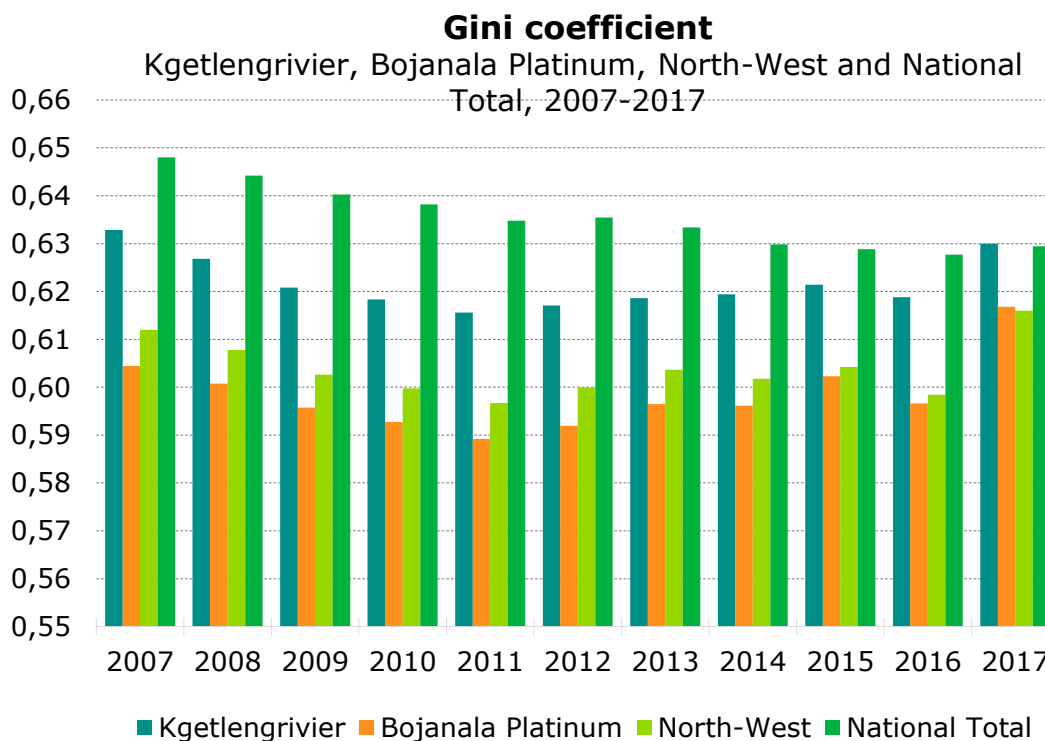
In terms of the HDI for each the regions within the Bojanala Platinum District Municipality, Rustenburg Local Municipality has the highest HDI, with an index value of 0.688. The lowest can be observed in the Moretele Local Municipality with an index value of 0.591.

8.2. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [NUMBER]



Source: IHS Markit Regional eXplorer version 1417

In 2017, the Gini coefficient in Kgetlengrivier Local Municipality was at 0.63, which reflects a marginal decrease in the number over the ten-year period from 2007 to 2017. The Bojanala Platinum District Municipality and the North-West Province had a Gini coefficient of 0.617 and 0.616 respectively. When Kgetlengrivier Local Municipality is contrasted against the entire South Africa, it can be seen that Kgetlengrivier has a more unequal income distribution with a higher Gini coefficient compared to the South African coefficient of 0.629 in 2017. Over the past decade there were times that it was different though. Kgetlengrivier Local Municipality had the highest Gini Coefficient when comparing to Bojanala Platinum District Municipality, North-West Province and South Africa as a whole.

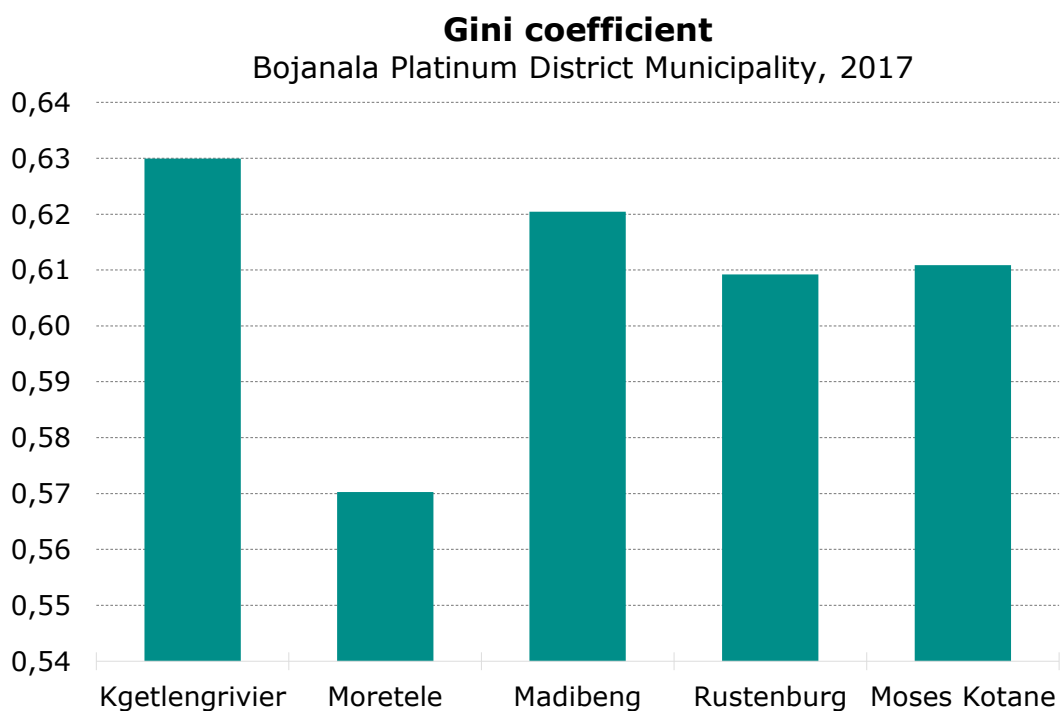
GINI COEFFICIENT BY POPULATION GROUP - KGETLENGRIVIER, 2007, 2017 [NUMBER]

	African	White
2007	0.50	0.50
2017	0.56	0.48
Average Annual growth		
2007-2017	0.97%	-0.44%

Source: IHS Markit Regional eXplorer version 1417

When segmenting the Kgetlengrivier 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 0.97%. The Gini coefficient for the White population group decreased the most with an average annual growth rate of -0.44%.

GINI COEFFICIENT - KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE, 2017 [NUMBER]



Source: IHS Markit Regional eXplorer version 1417

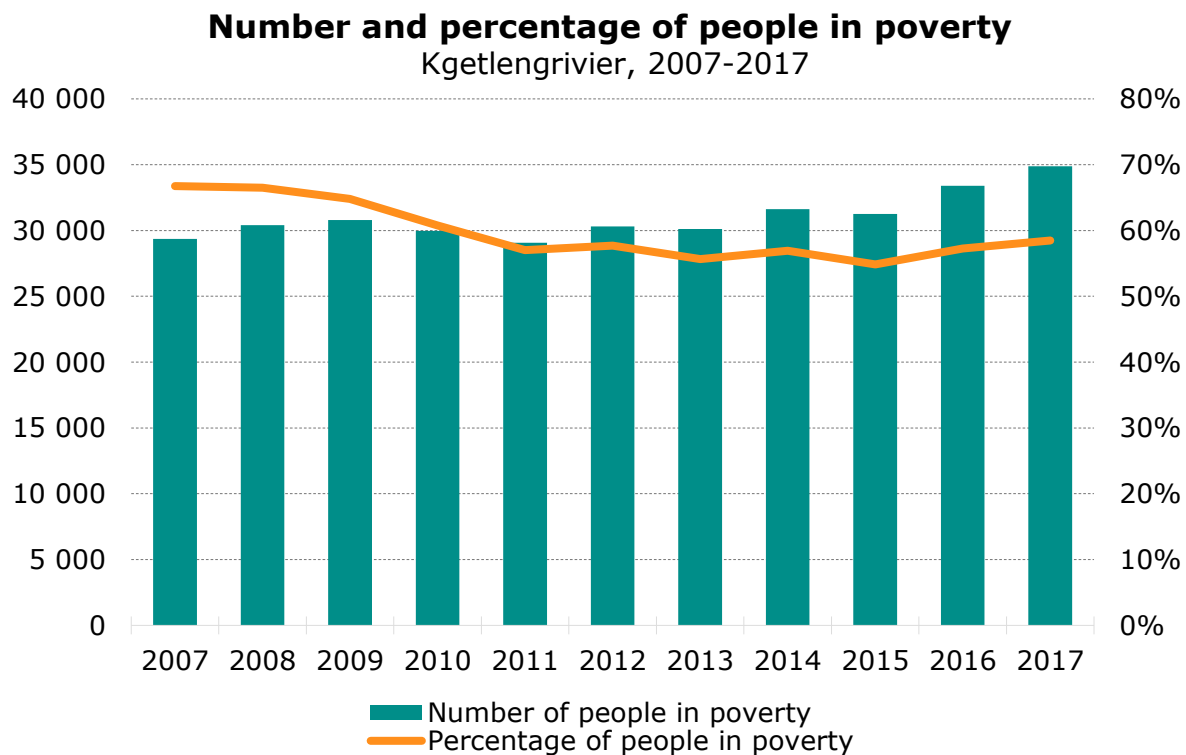
In terms of the Gini coefficient for each of the regions within the Bojanala Platinum District Municipality, Kgetlengrivier Local Municipality has the highest Gini coefficient, with an

index value of 0.63. The lowest Gini coefficient can be observed in the Moretele Local Municipality with an index value of 0.57.

8.3. 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 - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

In 2017, there were 34 900 people living in poverty, using the upper poverty line definition, across Kgetlengrivier Local Municipality - this is 18.83% higher than the 29 400 in 2007. The percentage of people living in poverty has decreased from 66.75% in 2007 to 58.47% in 2017, which indicates a decrease of 8.28 percentage points.

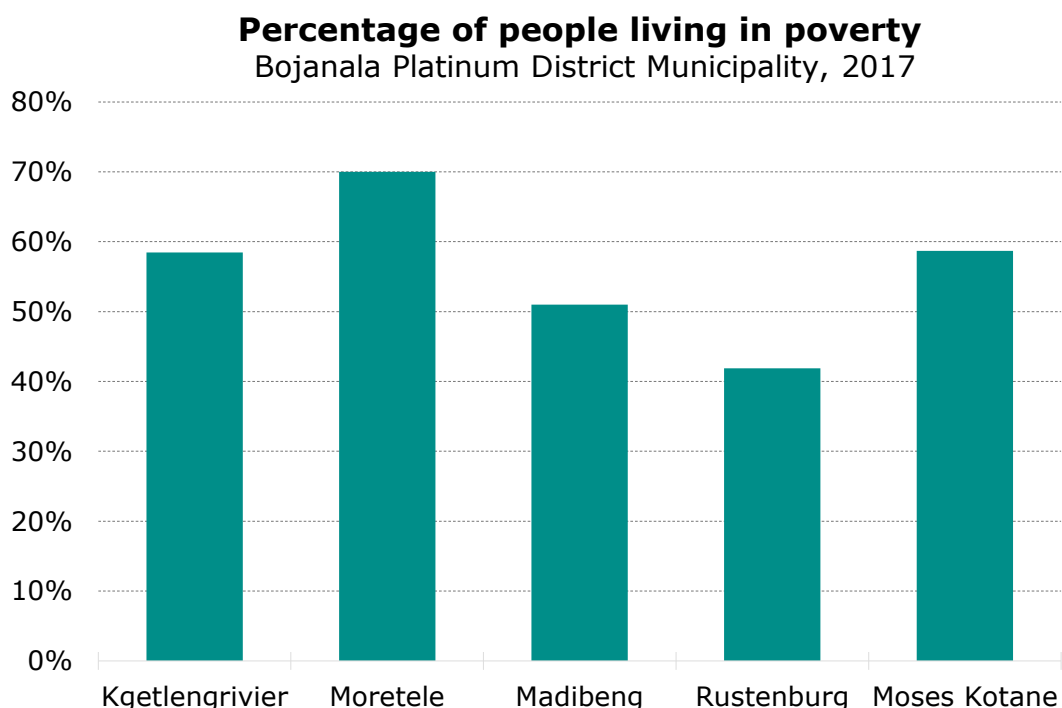
PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP -
KGETLENGRIVIER, 2007-2017 [PERCENTAGE]

	African	White	Coloured
2007	80.6%	3.2%	74.7%
2008	80.4%	3.6%	73.1%
2009	78.3%	4.0%	69.8%
2010	73.5%	3.3%	65.5%
2011	69.1%	2.4%	61.3%
2012	69.9%	2.1%	63.7%
2013	67.4%	1.8%	61.6%
2014	68.8%	1.8%	63.4%
2015	66.1%	2.1%	60.7%
2016	68.7%	2.9%	62.6%
2017	69.9%	3.7%	62.4%

Source: IHS Markit Regional eXplorer version 1417

In 2017, the population group with the highest percentage of people living in poverty was the White population group with a total of 3.2% people living in poverty, using the upper poverty line definition. The proportion of the White population group, living in poverty, decreased by -0.448 percentage points, as can be seen by the change from 3.24% in 2007 to 3.69% in 2017. In 2017 69.89% of the African population group lived in poverty, as compared to the 80.61% in 2007.

PERCENTAGE OF PEOPLE LIVING IN POVERTY - KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE, 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

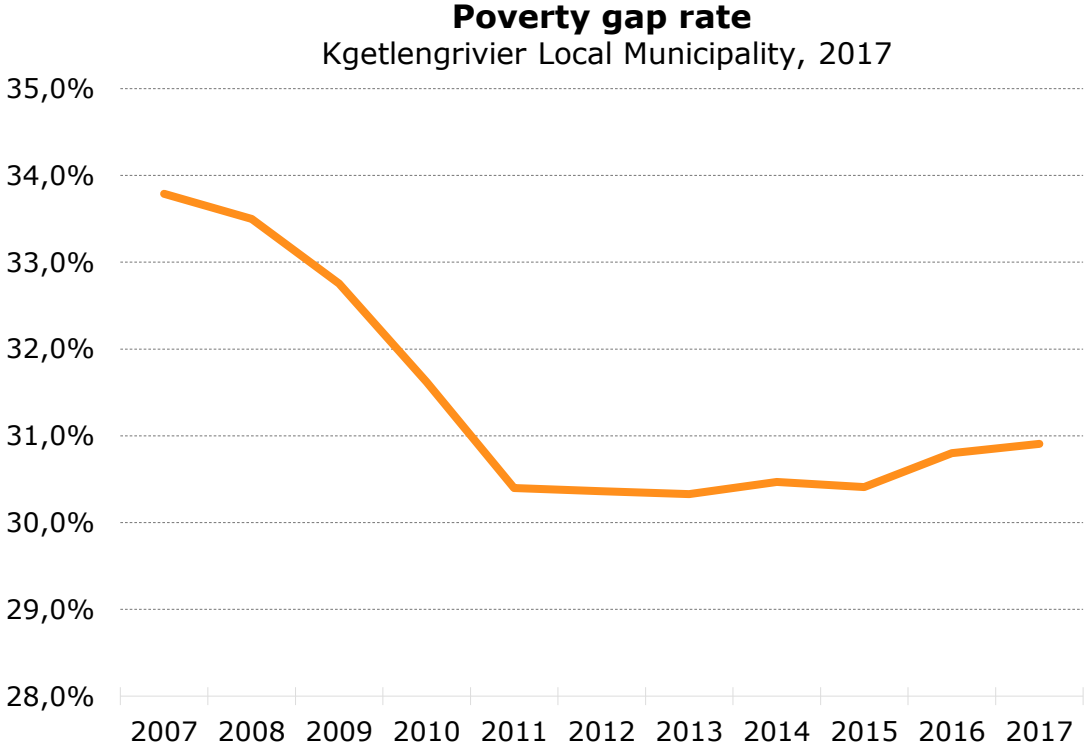
In terms of the percentage of people living in poverty for each of the regions within the Bojanala Platinum District Municipality, Moretele Local Municipality has the highest percentage of people living in poverty, with a total of 70.0%. The lowest percentage of people living in poverty can be observed in the Rustenburg Local Municipality with a total of 41.9% living in poverty, using the upper poverty line definition.

8.3.1. 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 Kgetlengrivier Local Municipality amounted to 30.9% in 2017 - the rate needed to bring all poor households up to the poverty line and out of poverty.

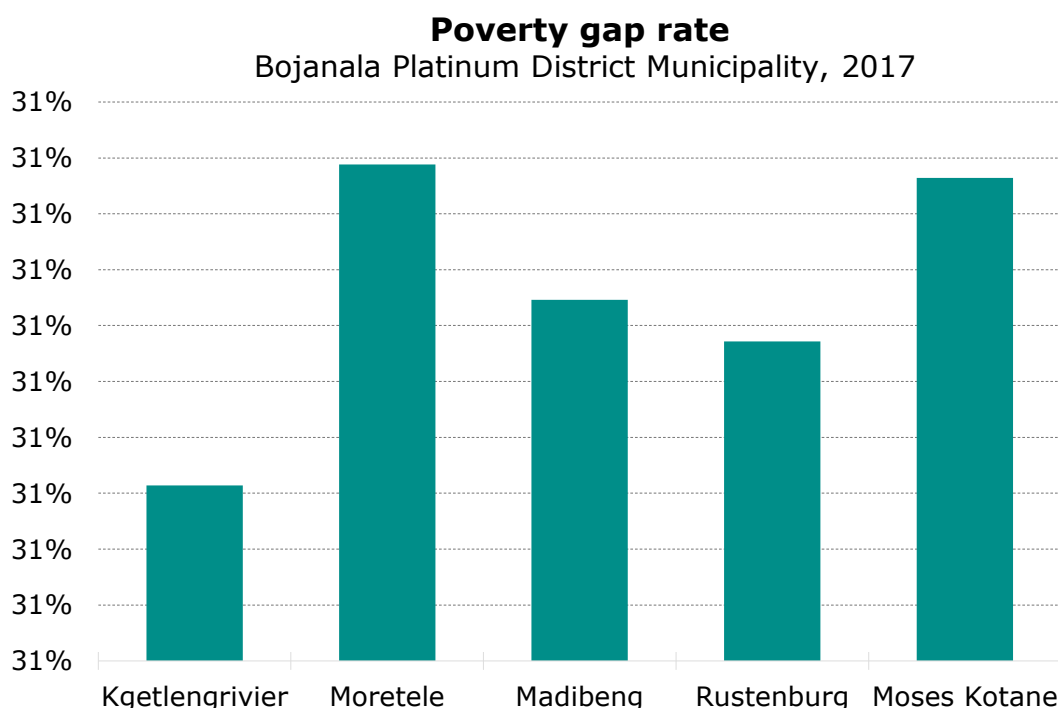
POVERTY GAP RATE BY POPULATION GROUP - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

In 2017, the poverty gap rate was 30.9% and in 2007 the poverty gap rate was 33.8%, it can be seen that the poverty gap rate decreased from 2007 to 2017, which means that there were improvements in terms of the depth of the poverty within Kgetlengrivier Local Municipality.

POVERTY GAP RATE - KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE, 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

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 31.2%. The lowest poverty gap rate can be observed in the Kgetlengrivier Local Municipality with a total of 30.9%.

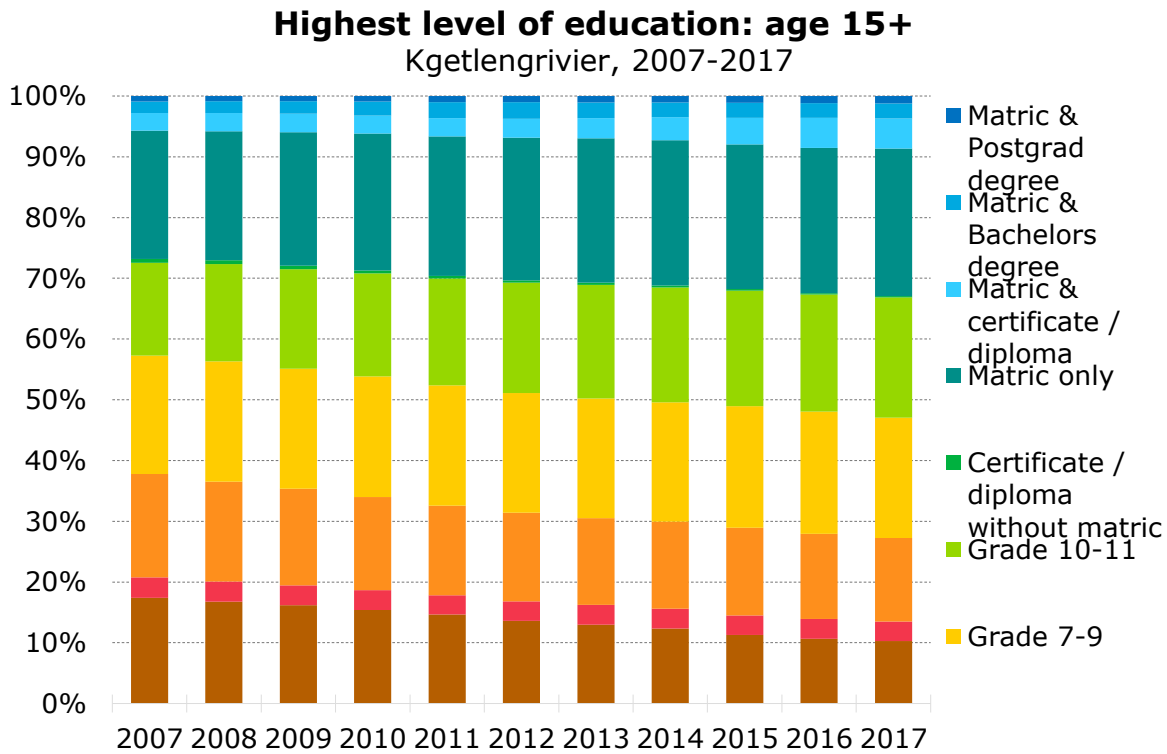
9. SKILLS AUDIT

9.1. 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+ - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

Within Kgetlengrivier Local Municipality, the number of people without any schooling decreased from 2007 to 2017 with an average annual rate of -1.98%, while the number of people within the 'matric only' category, increased from 5,760 to 9,140. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 8.84%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 6.26%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

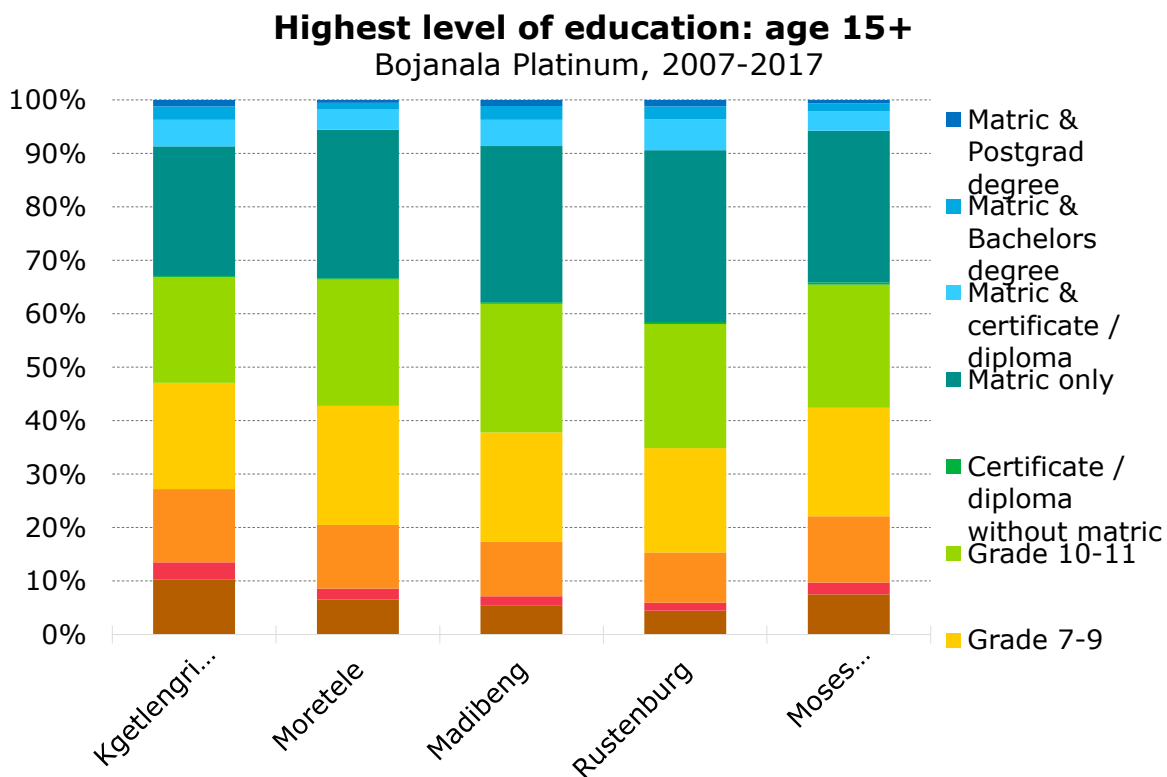
HIGHEST LEVEL OF EDUCATION: AGE 15+ - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [NUMBERS]

	Kgetleng rivier	Bojanala Platinum	North-West	National Total	Kgetleng rivier as % of district municipality	Kgetleng rivier as % of province	Kgetleng rivier as % of national
No schooling	3,890	64,000	211,000	2,280,000	6.1%	1.84%	0.17%
Grade 0-2	1,200	20,000	56,900	687,000	6.0%	2.12%	0.18%
Grade 3-6	5,170	119,000	274,000	3,110,000	4.3%	1.89%	0.17%
Grade 7-9	7,480	230,000	463,000	6,040,000	3.3%	1.62%	0.12%
Grade 10-11	7,460	266,000	525,000	8,370,000	2.8%	1.42%	0.09%
Certificate / diploma without matric	76	3,720	8,100	192,000	2.0%	0.94%	0.04%
Matric only	9,140	340,000	647,000	10,400,000	2.7%	1.41%	0.09%
Matric certificate / diploma	1,880	56,200	111,000	2,140,000	3.3%	1.69%	0.09%
Matric Bachelors degree	941	25,200	63,000	1,530,000	3.7%	1.49%	0.06%
Matric Postgraduate degree	454	11,800	30,600	753,000	3.8%	1.48%	0.06%

Source: IHS Markit Regional eXplorer version 1417

The number of people without any schooling in Kgetlengrivier Local Municipality accounts for 6.08% of the number of people without schooling in the district municipality, 1.84% of the province and 0.17% of the national. In 2017, the number of people in Kgetlengrivier Local Municipality with a matric only was 9,140 which is a share of 2.69% 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 3.73% of the district municipality, 1.49% of the province and 0.06% of the national.

HIGHEST LEVEL OF EDUCATION: AGE 15+, KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE 2017 [PERCENTAGE]



9.2. 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.

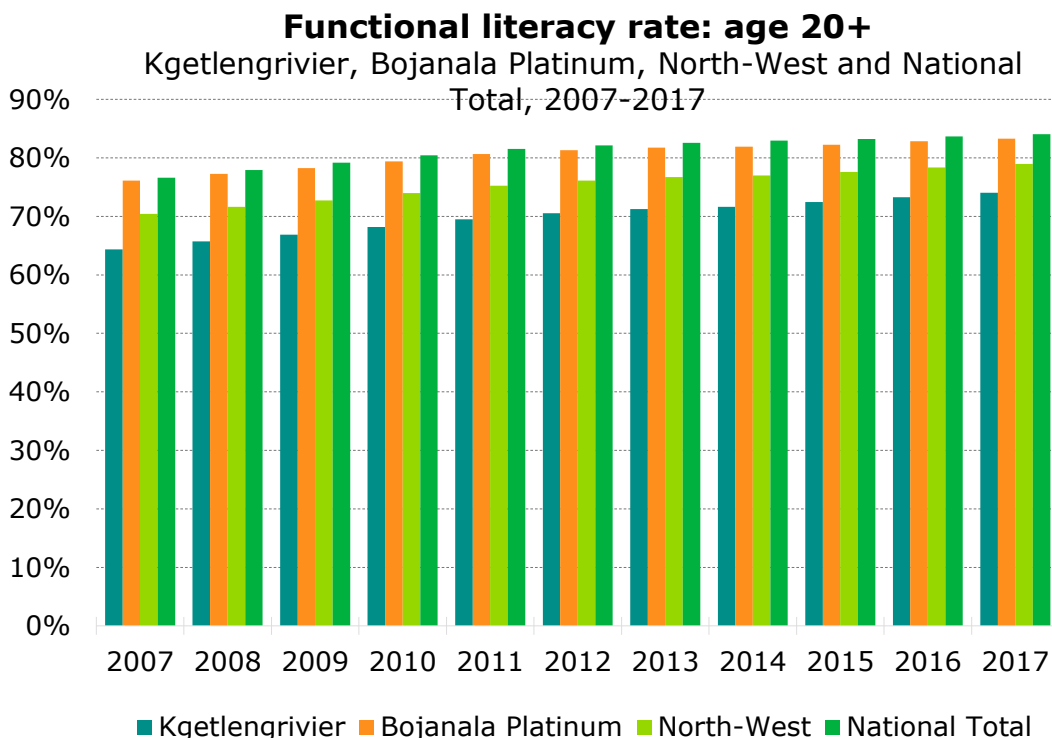
FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER -
 KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER
 PERCENTAGE]

	Illiterate	Literate	%
2007	11,337	20,455	64.3%
2008	11,330	21,707	65.7%
2009	11,355	22,924	66.9%
2010	11,299	24,192	68.2%
2011	11,158	25,425	69.5%
2012	11,090	26,514	70.5%
2013	11,118	27,508	71.2%
2014	11,236	28,370	71.6%
2015	11,168	29,352	72.4%
2016	11,061	30,349	73.3%
2017	10,969	31,253	74.0%
Average Annual growth			
2007-2017	-0.33%	4.33%	1.41%

Source: IHS Markit Regional eXplorer version 1417

A total of 31 200 individuals in Kgetlengrivier Local Municipality were considered functionally literate in 2017, while 11 000 people were considered to be illiterate. Expressed as a rate, this amounts to 74.02% of the population, which is an increase of 0.097 percentage points since 2007 (64.34%). The number of illiterate individuals decreased on average by -0.33% annually from 2007 to 2017, with the number of functional literate people increasing at 4.33% annually.

FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER -
 KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND
 NATIONAL TOTAL, 2007-2017 [PERCENTAGE]

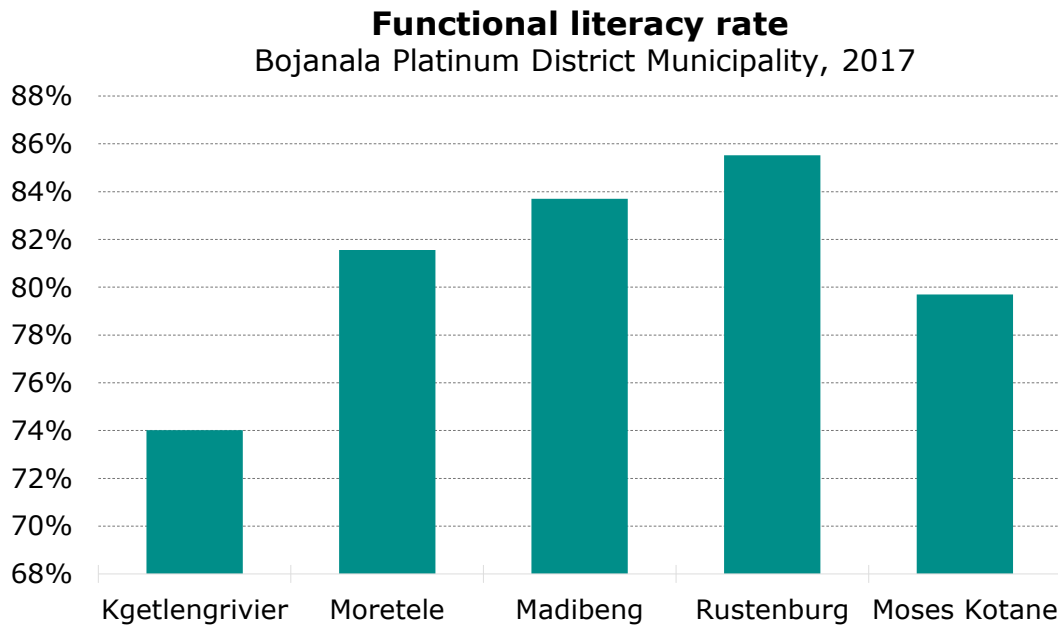


Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality's functional literacy rate of 74.02% in 2017 is lower than that of Bojanala Platinum at 83.29%, and is lower than the province rate of 78.98%. When comparing to National Total as whole, which has a functional literacy rate of 84.07%, it can be seen that the functional literacy rate is higher than that of the Kgetlengrivier 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 - KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE, 2017 [PERCENTAGE]



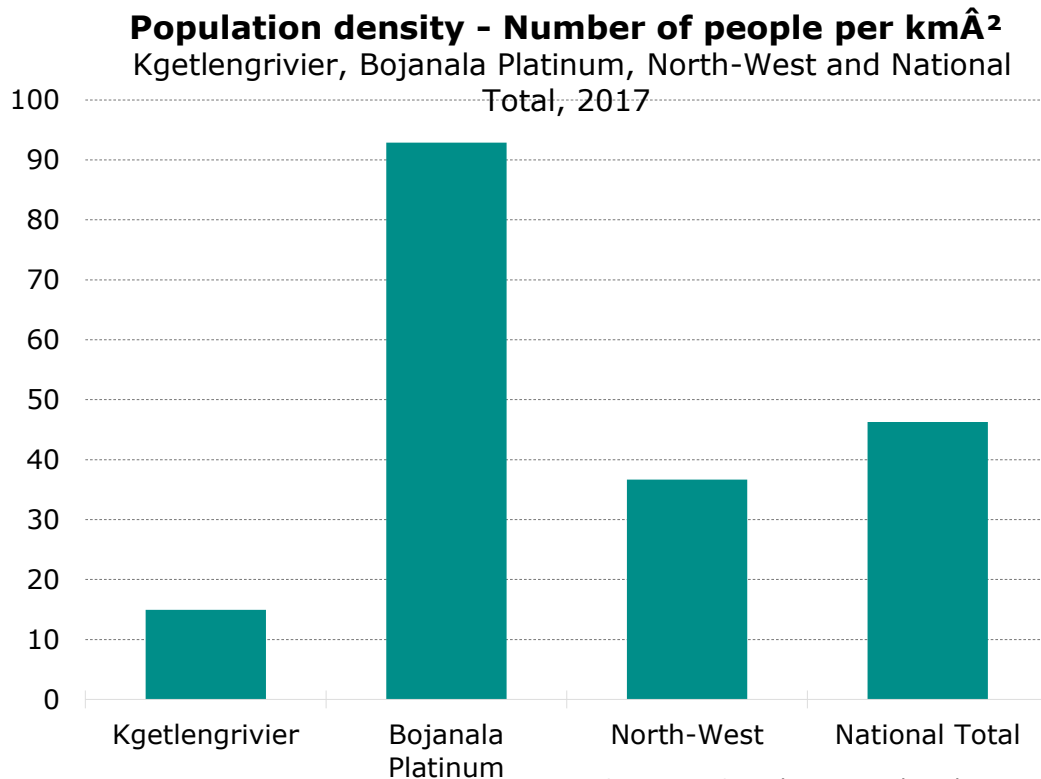
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Source: IHS Markit Regional eXplorer version 1417

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 85.5%. The lowest literacy rate can be observed in the Kgetlengrivier Local Municipality with a total of 74.0%.

9.3. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [NUMBER OF PEOPLE PER KM²]



In 2017, with an average of 15 people per square kilometre, Kgetlengrivier Local Municipality had a lower population density than Bojanala Platinum (92.9 people per square kilometre). Compared to North-West Province (36.7 per square kilometre) it can be seen that there are less people living per square kilometre in Kgetlengrivier Local Municipality than in North-West Province.

POPULATION DENSITY - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM, 2007-2017 [NUMBER OF PEOPLE PER KM]

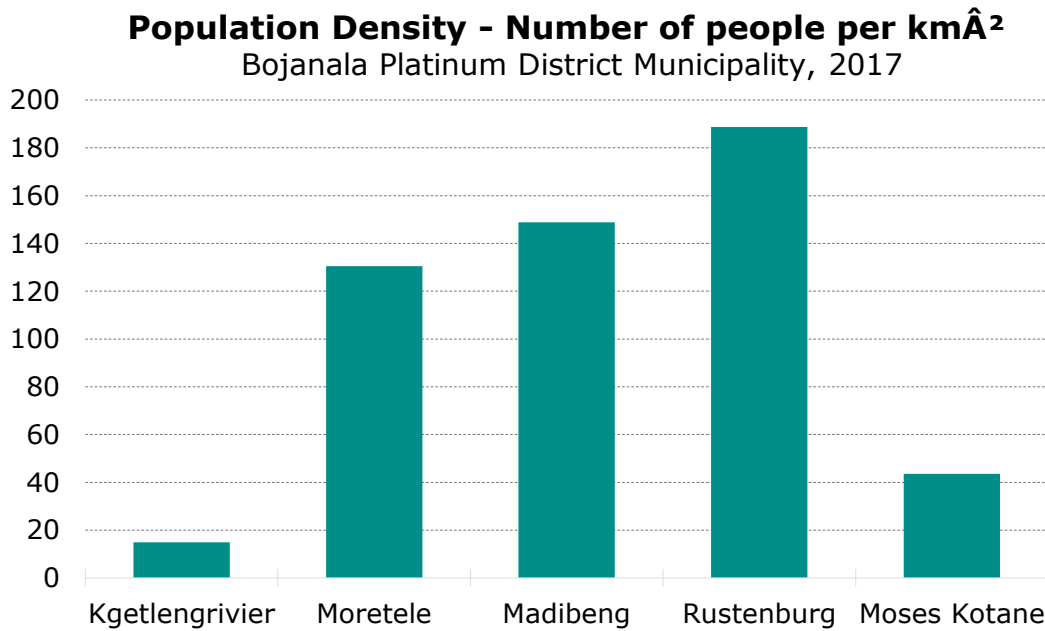
	Kgetlengrivier	Moretele	Madibeng	Rustenburg	Moses Kotane
2007	11.04	123.74	109.21	139.85	41.60
2008	11.47	123.77	113.80	144.50	41.61
2009	11.92	123.91	118.57	149.43	41.66
2010	12.36	124.47	123.28	154.97	41.86
2011	12.78	125.06	127.62	160.58	42.05
2012	13.18	125.62	131.66	165.97	42.23
2013	13.56	126.40	135.56	171.16	42.46
2014	13.94	127.29	139.22	176.02	42.71
2015	14.29	128.21	142.60	180.51	42.97
2016	14.64	129.27	145.80	184.77	43.26
2017	14.97	130.41	148.81	188.79	43.57
Average Annual growth					
2007-2017	3.09%	0.53%	3.14%	3.05%	0.46%

Source: IHS Markit Regional eXplorer version 1417

In 2017, Kgetlengrivier Local Municipality had a population density of 15 per square kilometre and it ranked highest amongst its peers. The region with the highest population density per square kilometre was the Rustenburg with a total population density of 189 per square kilometre per annum. In terms of growth, Kgetlengrivier Local Municipality had an average annual growth in its population density of 3.09% per square kilometre per annum. The region with the highest growth rate in the population density per square kilometre was Madibeng with an average annual growth rate of 3.14% per square kilometre.. The region with the lowest average annual growth rate was the Moses Kotane with an average annual growth rate of 0.46% 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 - KGETLENGRIVIER, MORETELE, MADIBENG, RUSTENBURG AND MOSES KOTANE, 2017 [PERCENTAGE]



■
Source: IHS Markit Regional eXplorer version 1417

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 189 people per square kilometre. The lowest population density can be observed in the Kgetlengrivier Local Municipality with a total of 15 people per square kilometre.

10. INDEX

10.1. 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.

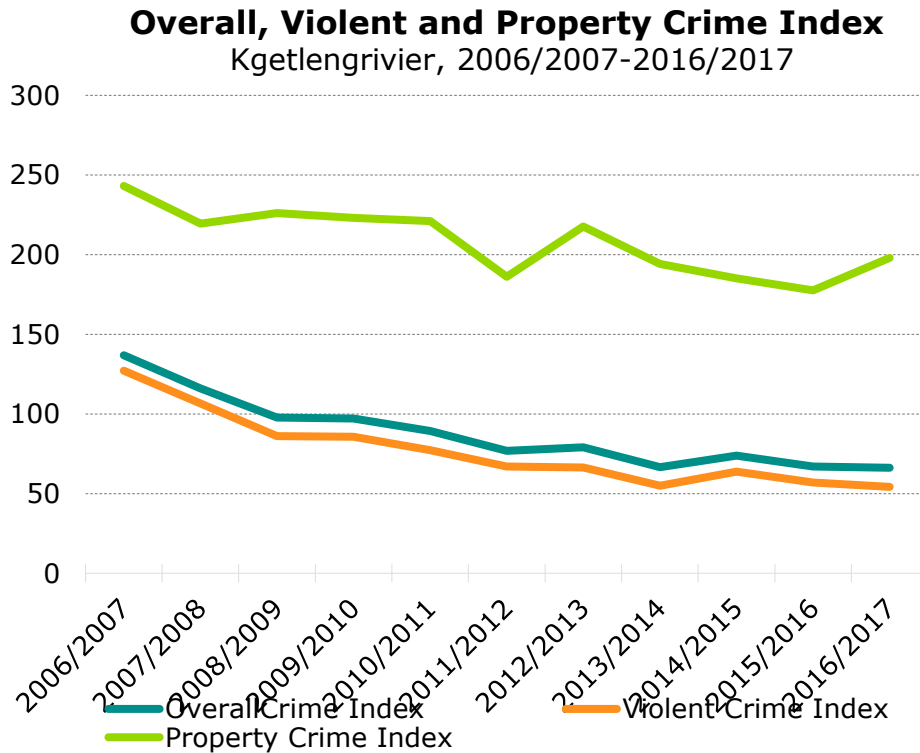
10.2. IHS COMPOSITE CRIME INDEX

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.

10.3. 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) - KGETLENGRIVIER LOCAL MUNICIPALITY, 2006/2007-2016/2017 [INDEX VALUE]



Source: IHS Markit Regional eXplorer version 1417

For the period 2006/2007 to 2016/2017 overall crime has decrease at an average annual rate of 7.00% within the Kgetlengrivier Local Municipality. Violent crime decreased by 8.17% since 2006/2007, while property crimes decreased by 2.04% between the 2006/2007 and 2016/2017 financial years.

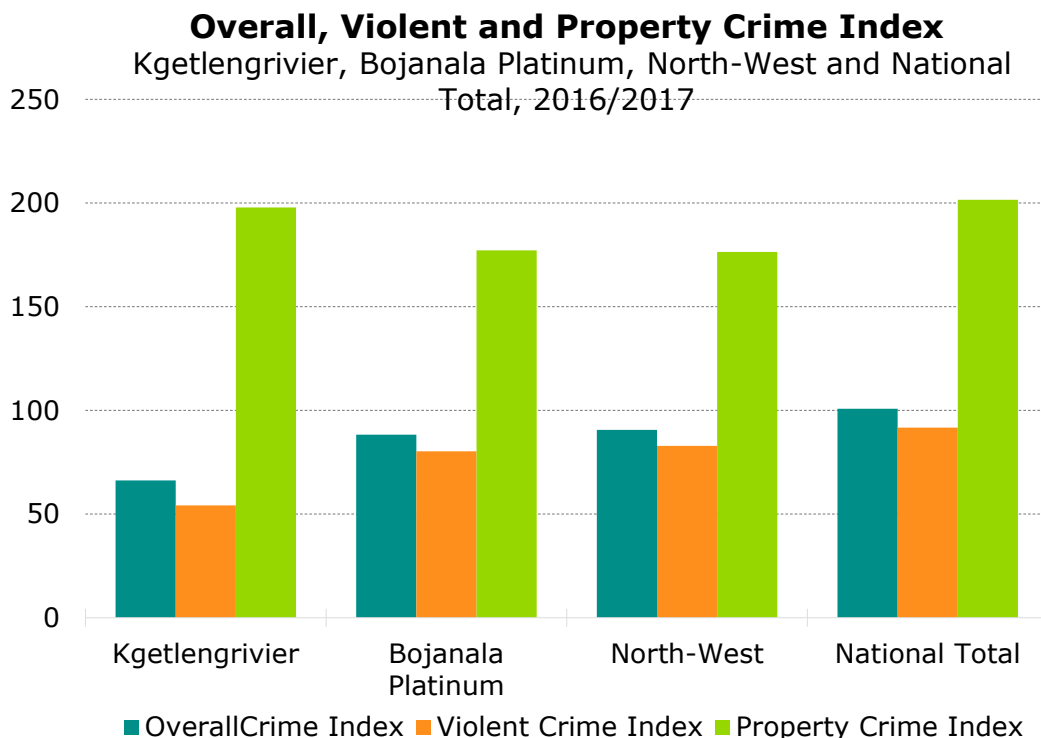
OVERALL CRIME INDEX - KGETLENGRIVIER LOCAL MUNICIPALITY AND THE REST OF BOJANALA PLATINUM, 2006/2007-2016/2017 [INDEX VALUE]

	Kgetlengrivier	Moretele	Madibeng	Rustenburg	Moses Kotane
2006/2007	136.83	92.66	132.00	145.22	59.24
2007/2008	115.93	85.67	125.47	141.92	70.33
2008/2009	97.79	89.19	131.82	153.24	75.85
2009/2010	97.08	92.03	139.20	135.59	74.35
2010/2011	89.28	85.51	127.35	111.65	73.31
2011/2012	76.92	84.55	119.35	109.62	76.50
2012/2013	78.98	77.48	112.50	107.61	69.30
2013/2014	66.53	80.28	102.25	96.31	65.78
2014/2015	73.84	82.24	100.17	94.97	71.55
2015/2016	67.10	86.97	97.56	90.50	72.28
2016/2017	66.22	78.30	96.91	93.77	68.63
Average Annual growth					
2006/2007-2016/2017	-7.00%	-1.67%	-3.04%	-4.28%	1.48%

Source: IHS Markit Regional eXplorer version 1417

In 2016/2017, 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 96.9. Rustenburg Local Municipality has the second highest overall crime index at 93.8, with Moretele Local Municipality having the third highest overall crime index of 78.3. Moses Kotane Local Municipality has the second lowest overall crime index of 68.6 and the Kgetlengrivier Local Municipality has the lowest overall crime rate of 66.2. The region that decreased the most in overall crime since 2006/2007 was Kgetlengrivier Local Municipality with an average annual decrease of 7.0% followed by Rustenburg Local Municipality with an average annual decrease of 4.3%.

IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2016/2017 [INDEX VALUE]



Source: IHS Markit Regional eXplorer version 1417

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

Property crimes comprise of crimes that are classified as less violent in nature and involve acts against property. The crimes included in this index are as follows: arson, malicious damage to property, crimen injuria, burglary at residential premises, burglary at business premises, theft of motor vehicle and motorcycle, theft out of or from motor vehicle, stock-theft, illegal possession of firearms and ammunition, drug-related crime, driving under the influence of alcohol or drugs, all theft not mentioned elsewhere, commercial crime and shoplifting.

11. ACCESS TO SERVICES

11.1. 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 Kgetlengrivier Local Municipality between 2017 and 2007.

11.1.1. 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. .

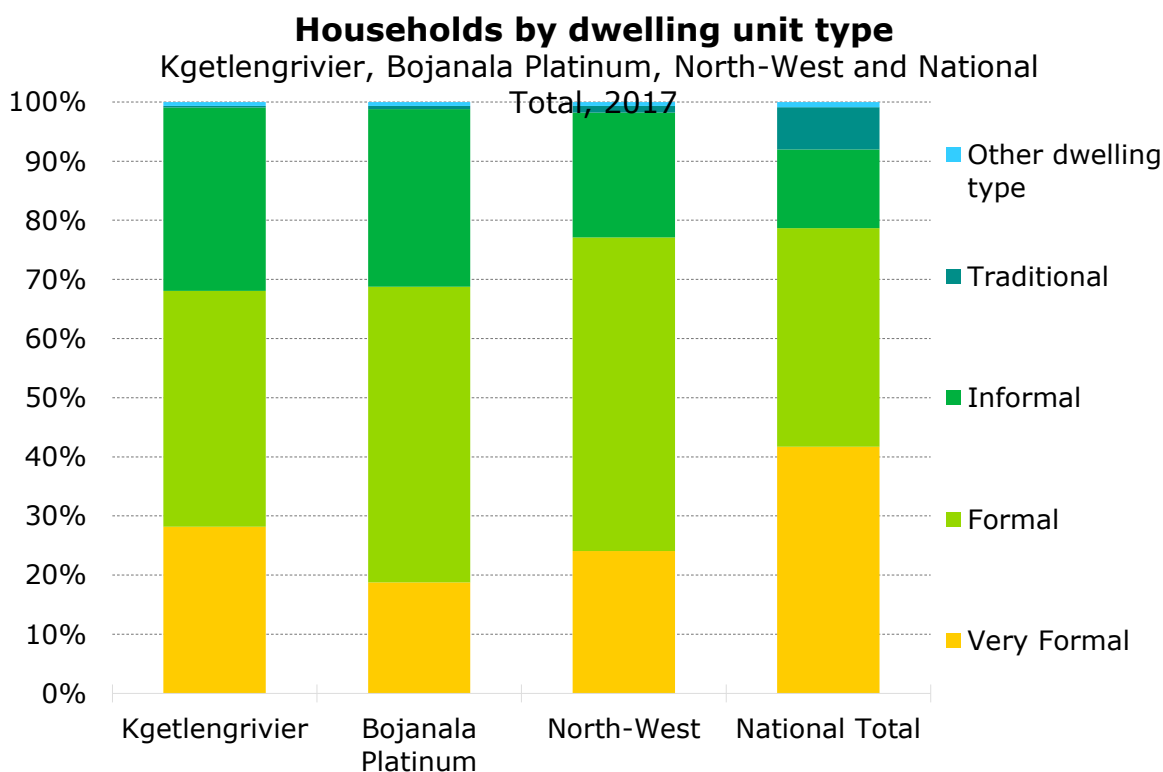
Formal dwellings - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.

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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality had a total number of 4 790 (28.19% of total households) very formal dwelling units, a total of 6 770 (39.87% of total households) formal dwelling units and a total number of 5 260 (31.00% of total households) informal dwelling units.

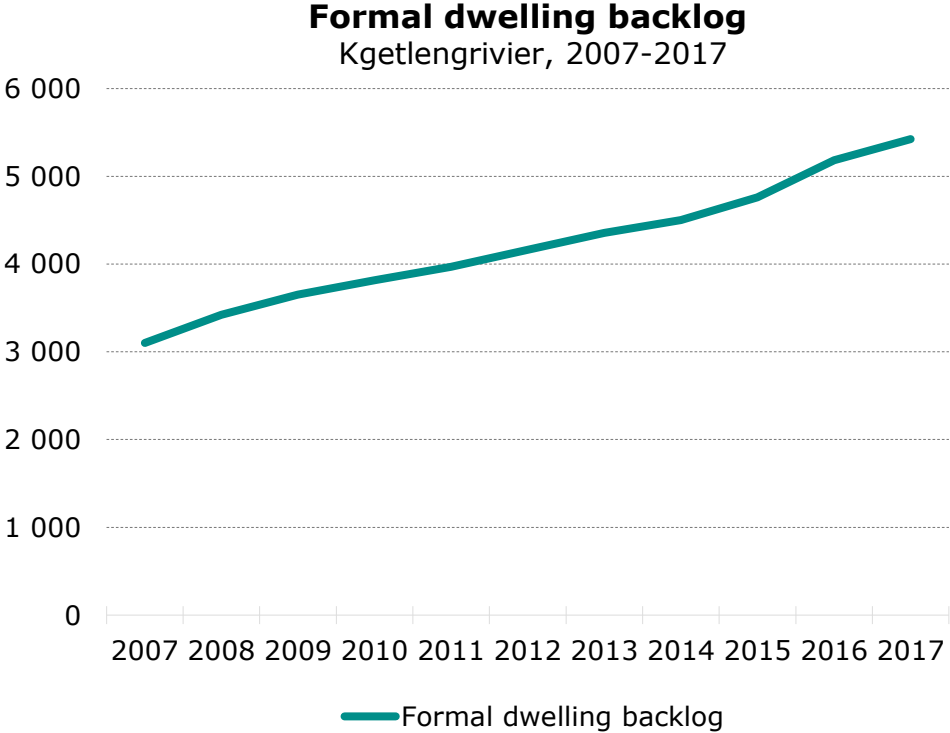
HOUSEHOLDS BY DWELLING UNIT TYPE - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM, 2017 [NUMBER]

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Kgetlengrivier	4,790	6,770	5,260	47	113	17,000
Moretele	643	44,700	7,380	668	102	53,500
Madibeng	28,000	83,200	68,800	815	920	182,000
Rustenburg	64,200	86,100	72,300	720	2,100	225,000
Moses Kotane	6,040	56,000	12,400	815	460	75,700
Total						
Bojanala Platinum	103,749	276,734	166,073	3,065	3,692	553,312

Source: IHS Markit Regional eXplorer version 1417

The region within the Bojanala Platinum District Municipality with the highest number of very formal dwelling units is Rustenburg Local Municipality with 64 200 or a share of 61.91% 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 643 or a share of 0.62% of the total very formal dwelling units within Bojanala Platinum.

FORMAL DWELLING BACKLOG - NUMBER OF HOUSEHOLDS NOT LIVING IN A FORMAL DWELLING - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER OF HOUSEHOLDS]



Source: IHS Markit Regional eXplorer version 1417

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 2007 the number of households not living in a formal dwelling were 3 100 within Kgetlengrivier Local Municipality. From 2007 this number increased annually at 5.75% to 5 420 in 2017.

The total number of households within Kgetlengrivier Local Municipality increased at an average annual rate of 3.66% from 2007 to 2017, which is higher than the annual increase of 2.03% 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.

11.2. 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.

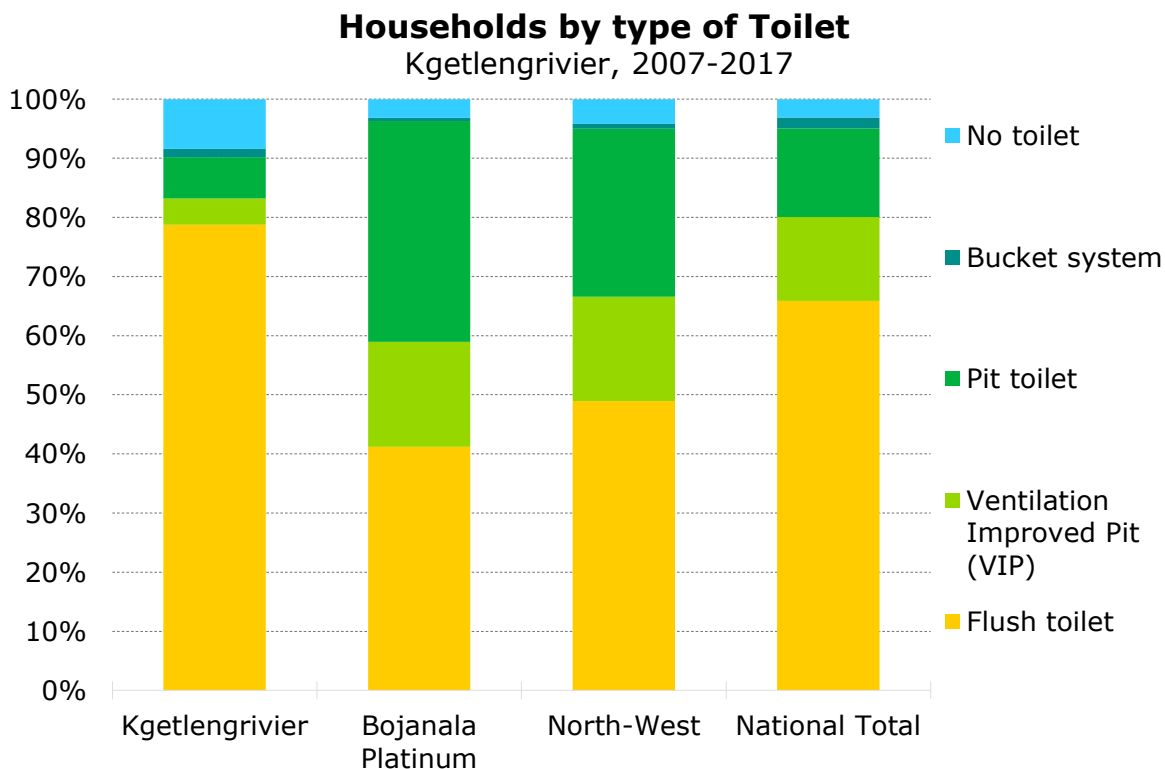
Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).

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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality had a total number of 13 400 flush toilets (78.76% of total households), 752 Ventilation Improved Pit (VIP) (4.43% of total households) and 1 190 (7.01%) of total households pit toilets.

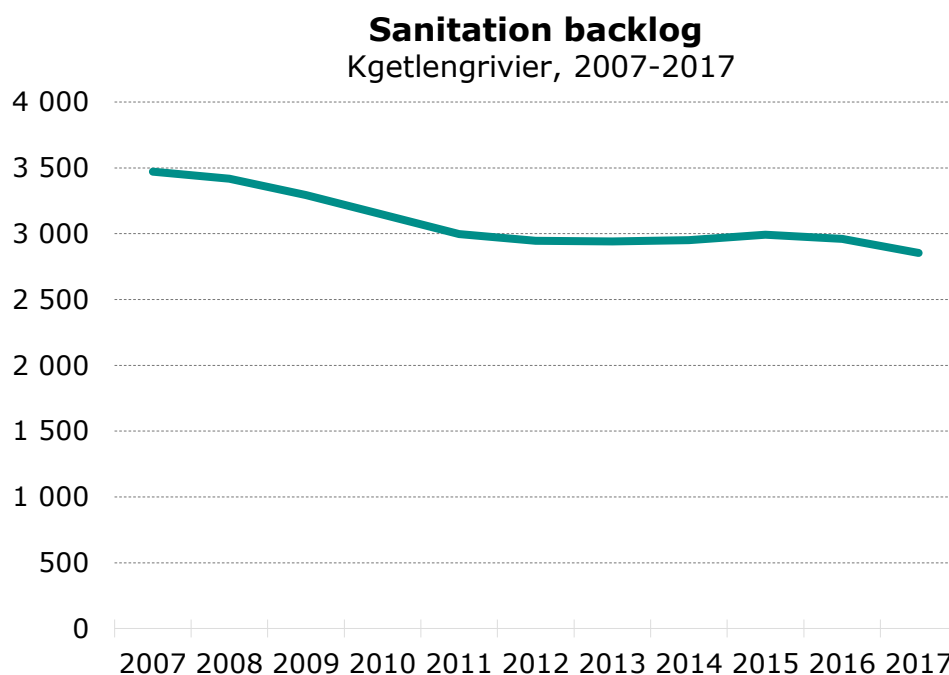
HOUSEHOLDS BY TYPE OF SANITATION - KGETLENGRIVIER LOCAL MUNICIPALITY AND THE REST OF BOJANALA PLATINUM, 2017 [NUMBER]

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Kgetlengrivier	13,400	752	1,190	232	1,430	17,000
Moretele	2,690	22,400	27,300	435	687	53,500
Madibeng	66,100	21,400	87,100	991	6,160	182,000
Rustenburg	134,000	29,200	53,700	993	7,050	225,000
Moses Kotane	11,300	24,500	37,200	543	2,080	75,700
Total						
Bojanala Platinum	227,985	98,216	206,515	3,194	17,402	553,312

Source: IHS Markit Regional eXplorer version 1417

The region within Bojanala Platinum with the highest number of flush toilets is Rustenburg Local Municipality with 134 000 or a share of 58.99% of the flush toilets within Bojanala Platinum. The region with the lowest number of flush toilets is Moretele Local Municipality with a total of 2 690 or a share of 1.18% of the total flush toilets within Bojanala Platinum District Municipality.

SANITATION BACKLOG - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER OF HOUSEHOLDS WITHOUT HYGIENIC TOILETS]



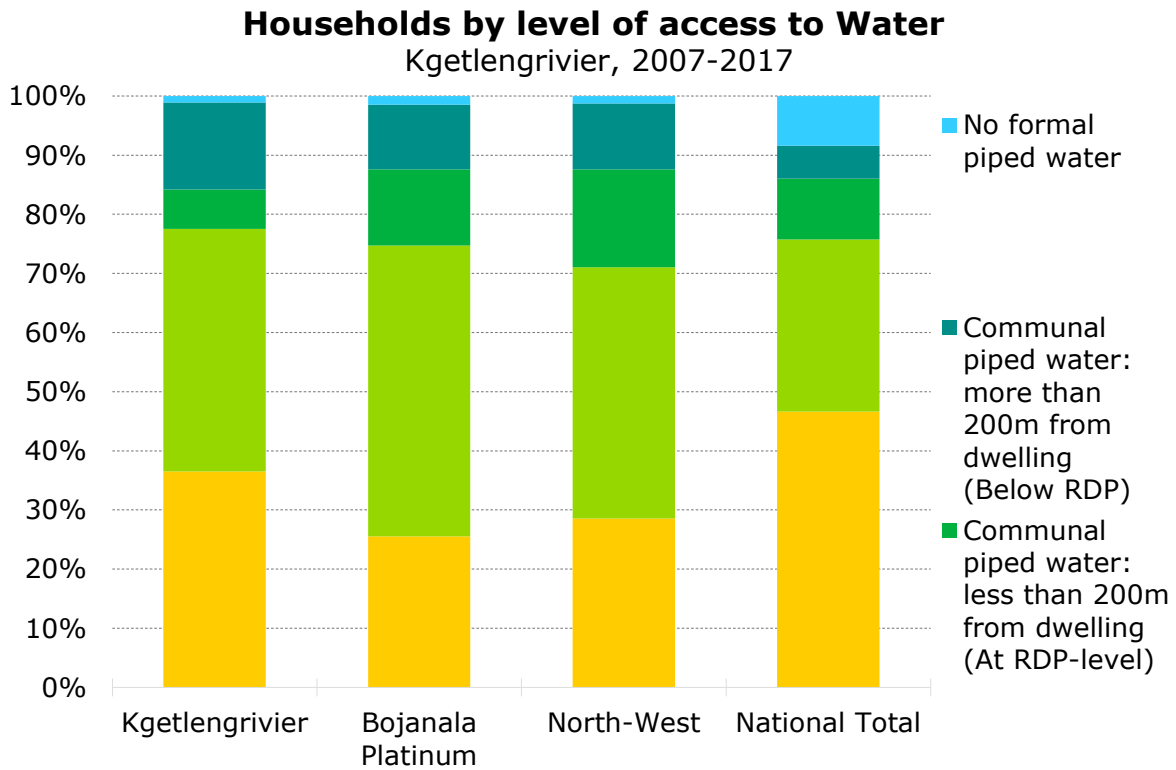
Source: IHS Markit Regional eXplorer version 1417

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2007 the number of Households without any hygienic toilets in Kgetlengrivier Local Municipality was 3 470, this decreased annually at a rate of -1.93% to 2 860 in 2017.

11.3. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality had a total number of 6 200 (or 36.52%) households with piped water inside the dwelling, a total of 6 960 (41.00%) households had piped water inside the yard and a total number of 182 (1.07%) households had no formal piped water.

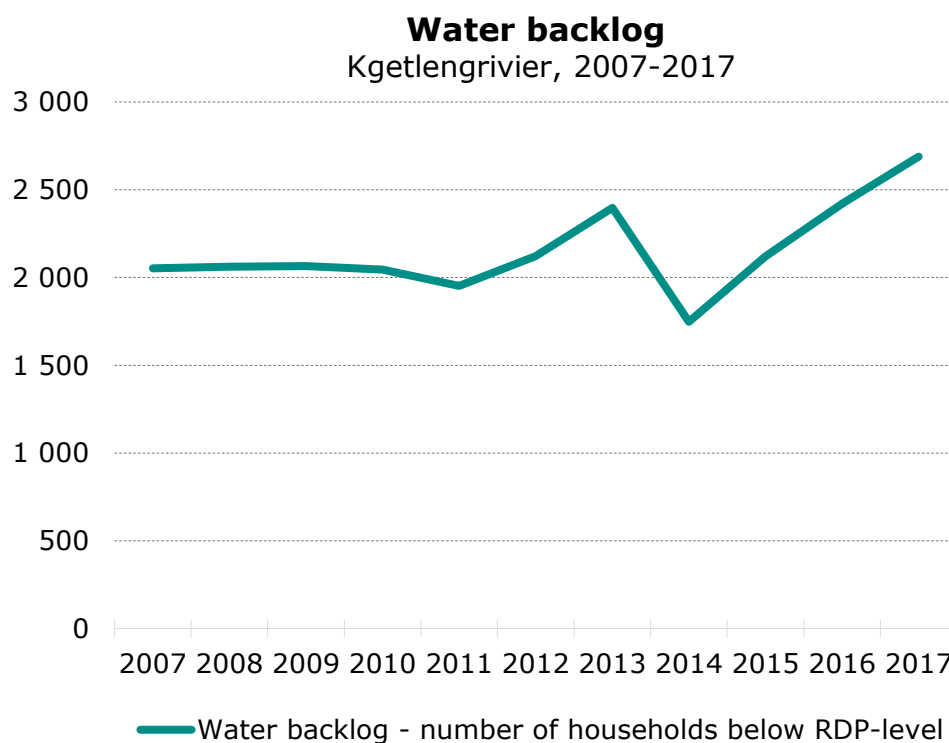
HOUSEHOLDS BY TYPE OF WATER ACCESS - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM, 2017 [NUMBER]

	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
Kgetlengrivier	6,200	6,960	1,130	2,510	182	17,000
Moretele	7,140	21,000	11,100	13,400	805	53,500
Madibeng	43,400	93,300	20,100	21,100	4,000	182,000
Rustenburg	73,800	124,000	14,100	11,300	2,280	225,000
Moses Kotane	10,800	27,100	24,700	12,400	739	75,700
Total Bojanala Platinum	141,310	272,185	71,121	60,687	8,008	553,312

Source: IHS Markit Regional eXplorer version 1417

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 73 800 or 52.24% of the households. The region with the lowest number of households that have piped water inside the dwelling is the Kgetlengrivier Local Municipality with a total of 6 200 or 4.39% of the households.

WATER BACKLOG - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER OF HOUSEHOLDS BELOW RDP-LEVEL]



Source: IHS Markit Regional eXplorer version 1417

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2007 the number of households below the RDP-level were 2 050 within Kgetlengrivier Local Municipality, this increased annually at 2.74% per annum to 2 690 in 2017.

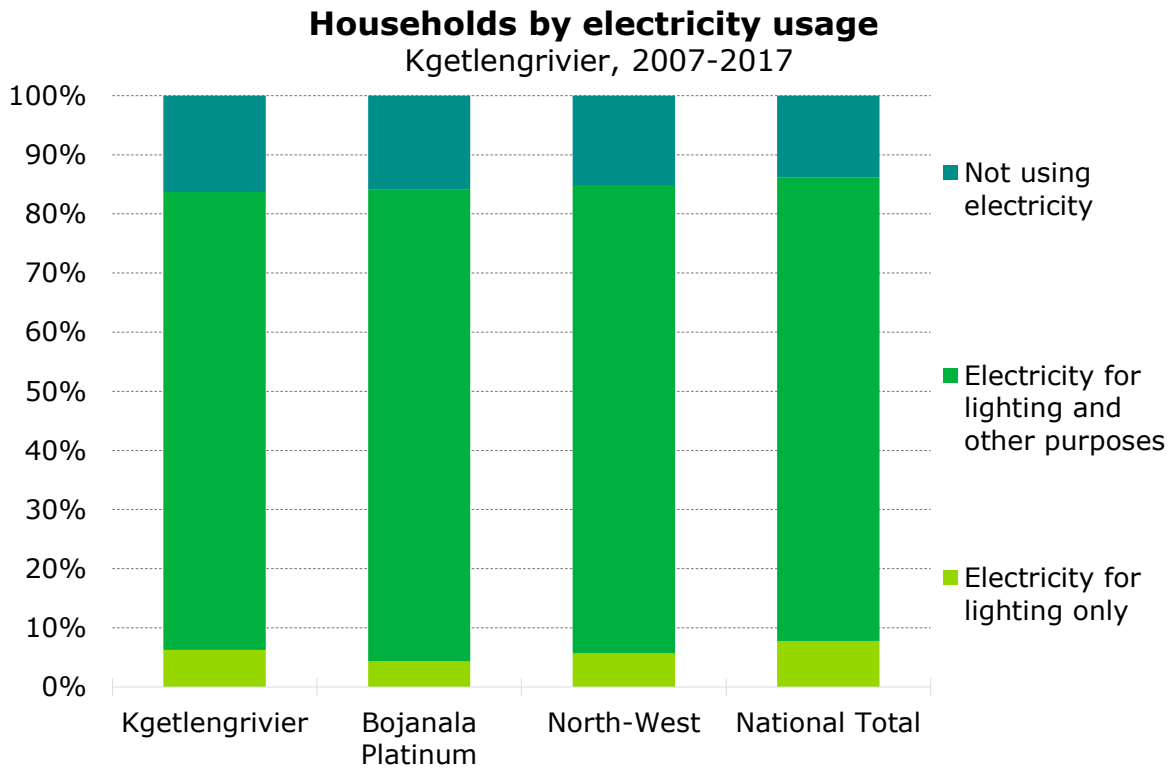
The total number of households within Kgetlengrivier Local Municipality increased at an average annual rate of 3.66% from 2007 to 2017, which is higher than the annual increase of 2.03% in the number of households in South Africa. With high in-migration into a region, the number of households increases, 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.

11.4. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality had a total number of 1 070 (6.28%) households with electricity for lighting only, a total of 13 200 (77.44%) households had electricity for lighting and other purposes and a total number of 2 760 (16.28%) households did not use electricity.

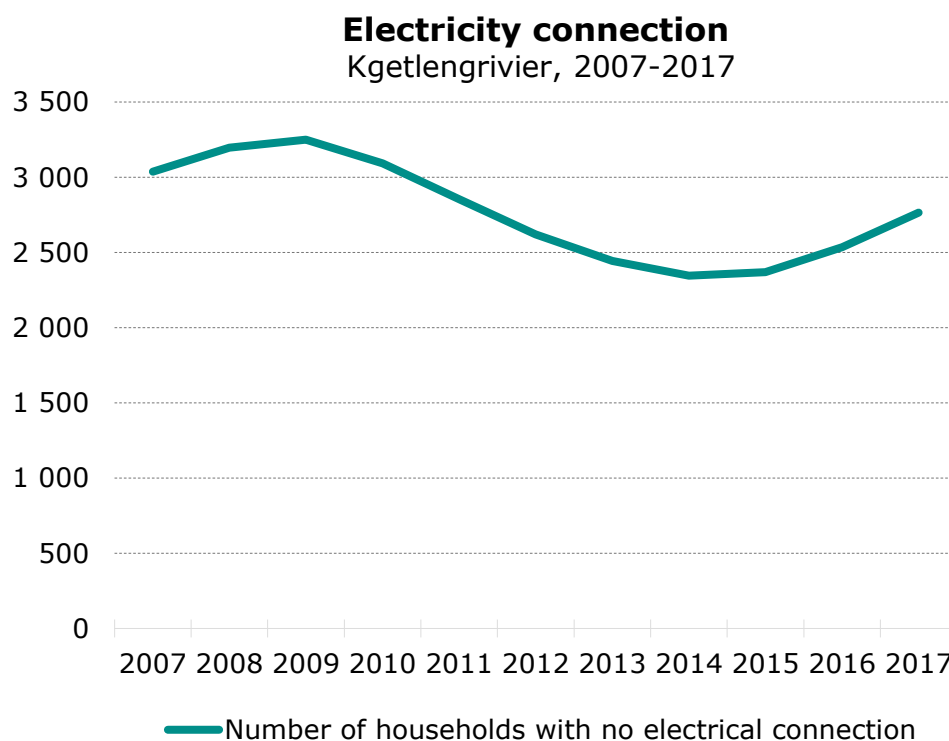
HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM, 2017 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Kgetlengrivier	1,070	13,200	2,760	17,000
Moretele	5,490	45,300	2,710	53,500
Madibeng	7,050	145,000	29,900	182,000
Rustenburg	3,550	176,000	45,700	225,000
Moses Kotane	6,780	61,800	7,090	75,700
Total				
Bojanala Platinum	23,928	441,210	88,174	553,312

Source: IHS Markit Regional eXplorer version 1417

The region within Bojanala Platinum with the highest number of households with electricity for lighting and other purposes is Rustenburg Local Municipality with 176 000 or a share of 39.92% 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 13 200 or a share of 2.98% of the total households with electricity for lighting and other purposes within Bojanala Platinum District Municipality.

ELECTRICITY CONNECTION - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER OF HOUSEHOLDS WITH NO ELECTRICAL CONNECTION]



Source: IHS Markit Regional eXplorer version 1417

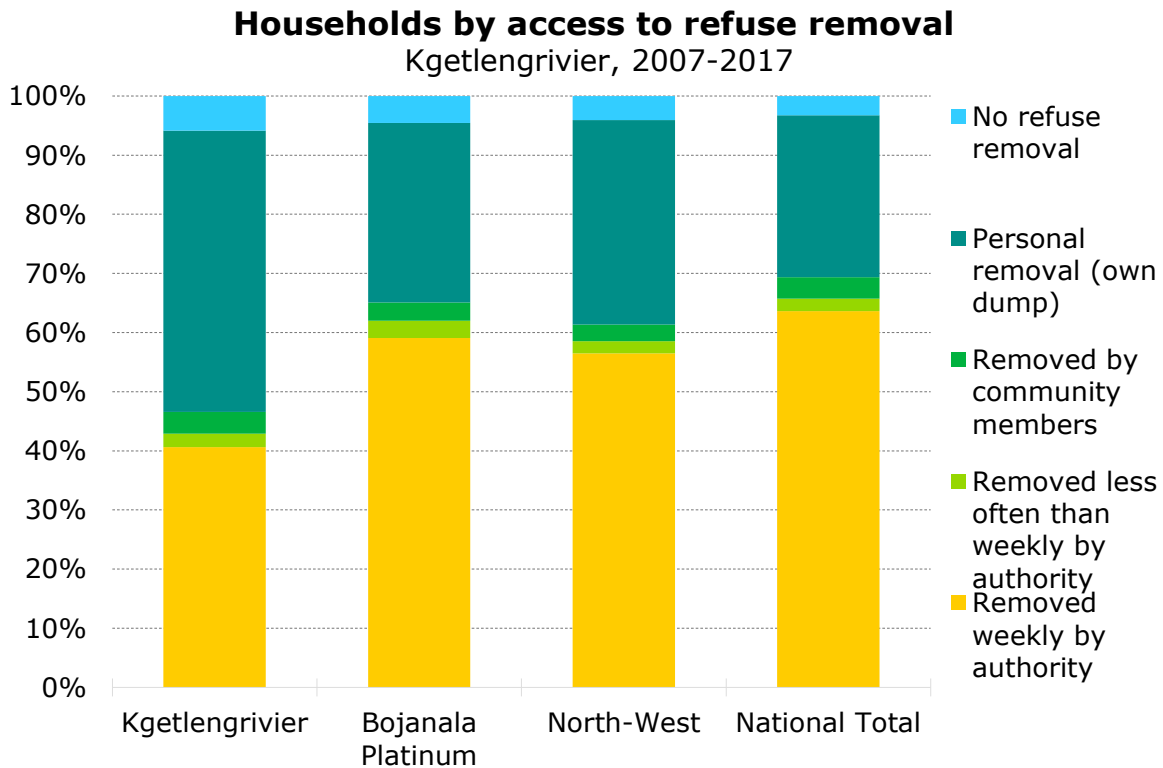
When looking at the number of households with no electrical connection over time, it can be seen that in 2007 the households without an electrical connection in Kgetlengrivier Local Municipality was 3 040, this decreased annually at -0.93% per annum to 2 760 in 2017.

11.5. HOUSEHOLDS BY REFUSE DISPOSAL

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

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

HOUSEHOLDS BY REFUSE DISPOSAL - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality had a total number of 6 900 (40.63%) households which had their refuse removed weekly by the authority, a total of 386 (2.27%) households had their refuse removed less often than weekly by the authority and a total number of 8 080 (47.57%) households which had to remove their refuse personally (own dump).

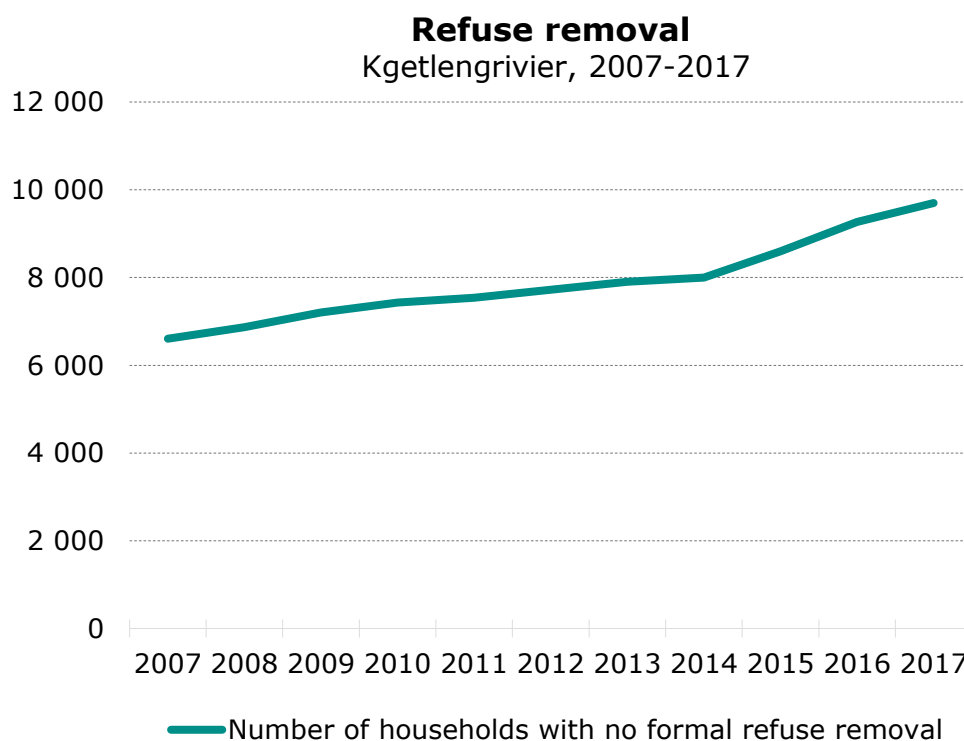
HOUSEHOLDS BY REFUSE DISPOSAL - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM, 2017 [NUMBER]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Kgetlengrivier	6,900	386	627	8,080	992	17,000
Moretele	28,600	1,520	1,310	20,800	1,260	53,500
Madibeng	68,000	5,200	7,820	89,400	11,300	182,000
Rustenburg	159,000	6,760	6,810	42,100	10,800	225,000
Moses Kotane	64,500	2,180	497	7,660	842	75,700
Total Bojanala Platinum	326,979	16,045	17,062	168,028	25,199	553,312

Source: IHS Markit Regional eXplorer version 1417

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 159 000 or a share of 48.61% 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 6 900 or a share of 2.11% of the total households where the refuse is removed weekly by the authority within the district municipality.

REFUSE REMOVAL - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER OF HOUSEHOLDS WITH NO FORMAL REFUSE REMOVAL]



Source: IHS Markit Regional eXplorer version 1417

When looking at the number of households with no formal refuse removal, it can be seen that in 2007 the households with no formal refuse removal in Kgetlengrivier Local Municipality was 6 600, this increased annually at 3.92% per annum to 9 700 in 2017.

The total number of households within Kgetlengrivier Local Municipality increased at an average annual rate of 3.66% from 2007 to 2017, which is higher than the annual increase of 2.03% 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.

12. 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.

12.1. 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 - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER PERCENTAGE]

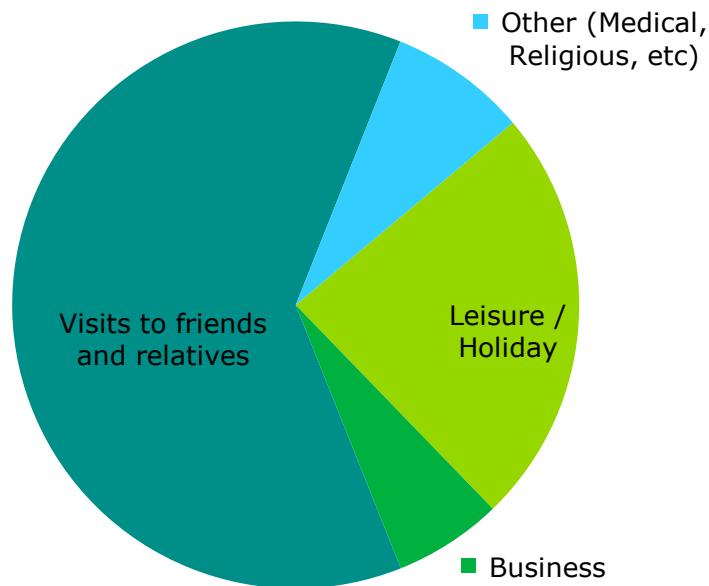
	Leisure Holiday	/ Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2007	10,800	3,930	26,400	4,080	45,200
2008	12,000	3,940	28,900	3,760	48,600
2009	12,900	3,950	31,400	4,040	52,300
2010	14,500	4,330	35,000	4,630	58,500
2011	15,800	4,370	38,500	4,860	63,500
2012	16,900	4,490	41,200	5,010	67,600
2013	18,900	4,630	45,100	5,360	73,900
2014	18,000	4,340	44,000	5,130	71,500
2015	17,100	4,160	43,900	5,150	70,300
2016	17,000	4,480	44,000	5,310	70,800
2017	16,700	4,330	43,400	5,510	70,000
Average Annual growth					
2007-2017	4.46%	0.99%	5.11%	3.03%	4.47%

Source: IHS Markit Regional eXplorer version 1417

In Kgetlengrivier Local Municipality, the Visits to friends and relatives, relative to the other tourism, recorded the highest average annual growth rate from 2007 (26 400) to 2017 (43 400) at 5.11%. The type of tourism with the highest volume of tourists was also the Visits to friends and relatives tourism with a total number of 43 400 annual tourist and had an average annual growth rate of 5.11%. The tourism type that recorded the lowest growth was Business tourism with an average annual growth rate of 0.99% from 2007 (3 930) to 2017 (4 330).

TRIPS BY PURPOSE OF TRIP - KGETLENGRIVIER LOCAL MUNICIPALITY, 2017
[PERCENTAGE]

Tourism - trips by Purpose of trip
Kgetlengrivier Local Municipality, 2017



Source: IHS Markit Regional eXplorer version 1417

The Visits to friends and relatives at 62.07% has largest share the total tourism within Kgetlengrivier Local Municipality. Leisure / Holiday tourism had the second highest share at 23.87%, followed by Other (Medical, Religious, etc) tourism at 7.87% and the Business tourism with the smallest share of 6.19% of the total tourism within Kgetlengrivier Local Municipality.

12.2. ORIGIN OF TOURISTS

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

TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2007	37,100	8,130	45,200
2008	40,300	8,270	48,600
2009	44,100	8,220	52,300
2010	49,300	9,150	58,500
2011	54,100	9,450	63,500
2012	56,800	10,800	67,600
2013	62,100	11,800	73,900
2014	59,100	12,400	71,500
2015	57,900	12,400	70,300
2016	56,200	14,600	70,800
2017	54,300	15,700	70,000
Average Annual growth			
2007-2017	3.90%	6.77%	4.47%

Source: IHS Markit Regional eXplorer version 1417

The number of trips by tourists visiting Kgetlengrivier Local Municipality from other regions in South Africa has increased at an average annual rate of 3.90% from 2007 (37 100) to 2017 (54 400). The tourists visiting from other countries increased at a relatively high average annual growth rate of 6.77% (from 8 130 in 2007 to 15 600). International tourists constitute 22.36% of the total number of trips, with domestic tourism representing the balance of 77.64%.

TOURISTS BY ORIGIN - KGETLENGRIVIER LOCAL MUNICIPALITY, 2017 [PERCENTAGE]

Tourism - tourists by origin Kgetlengrivier Local Municipality, 2017



Source: IHS Markit Regional eXplorer version 1417

12.3. 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 Kgetlengrivier Local Municipality between 2007 and 2017.

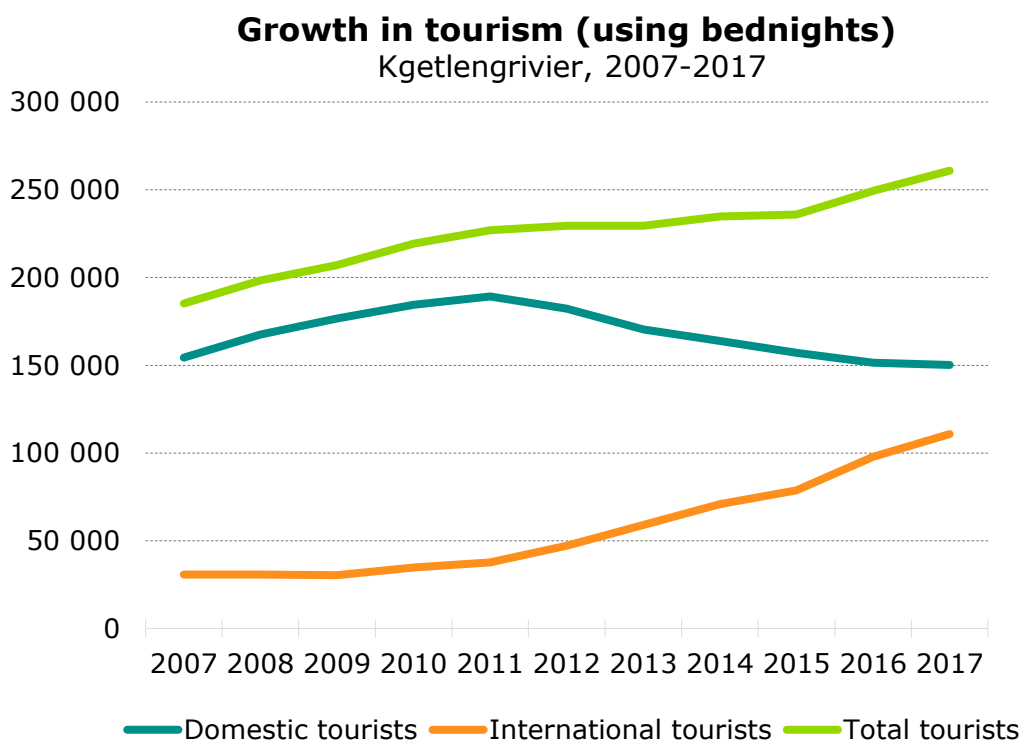
BEDNIGHTS BY ORIGIN OF TOURIST - KGETLENGRIVIER LOCAL MUNICIPALITY,
2007-2017 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2007	154,000	30,800	185,000
2008	167,000	30,700	198,000
2009	177,000	30,400	207,000
2010	185,000	34,800	219,000
2011	189,000	37,600	227,000
2012	182,000	47,200	230,000
2013	170,000	59,000	229,000
2014	164,000	70,900	235,000
2015	157,000	78,600	236,000
2016	151,000	97,900	249,000
2017	150,000	111,000	261,000
Average Annual growth			
2007-2017	-0.28%	13.67%	3.49%

Source: IHS Markit Regional eXplorer version 1417

From 2007 to 2017, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -0.28%, while in the same period the international tourists had an average annual increase of 13.67%. The total number of bed nights spent by tourists increased at an average annual growth rate of 3.49% from 185 000 in 2007 to 261 000 in 2017.

GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [NUMBER]



Source: IHS Markit Regional eXplorer version 1417

12.4. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [R BILLIONS, CURRENT PRICES]

	Kgetlengrivier	Bojanala Platinum	North-West	National Total
2007	0.1	4.2	7.7	138.7
2008	0.2	4.7	8.3	152.5
2009	0.2	4.8	8.3	153.4
2010	0.2	5.3	9.0	167.2
2011	0.2	5.5	9.2	174.6
2012	0.2	6.3	10.4	199.9
2013	0.3	7.2	11.5	218.3
2014	0.3	8.3	13.0	240.7
2015	0.3	8.8	13.7	249.7
2016	0.3	9.6	14.7	265.8
2017	0.4	10.0	15.3	276.5
Average Annual growth				
2007-2017	9.45%	8.92%	7.14%	7.14%

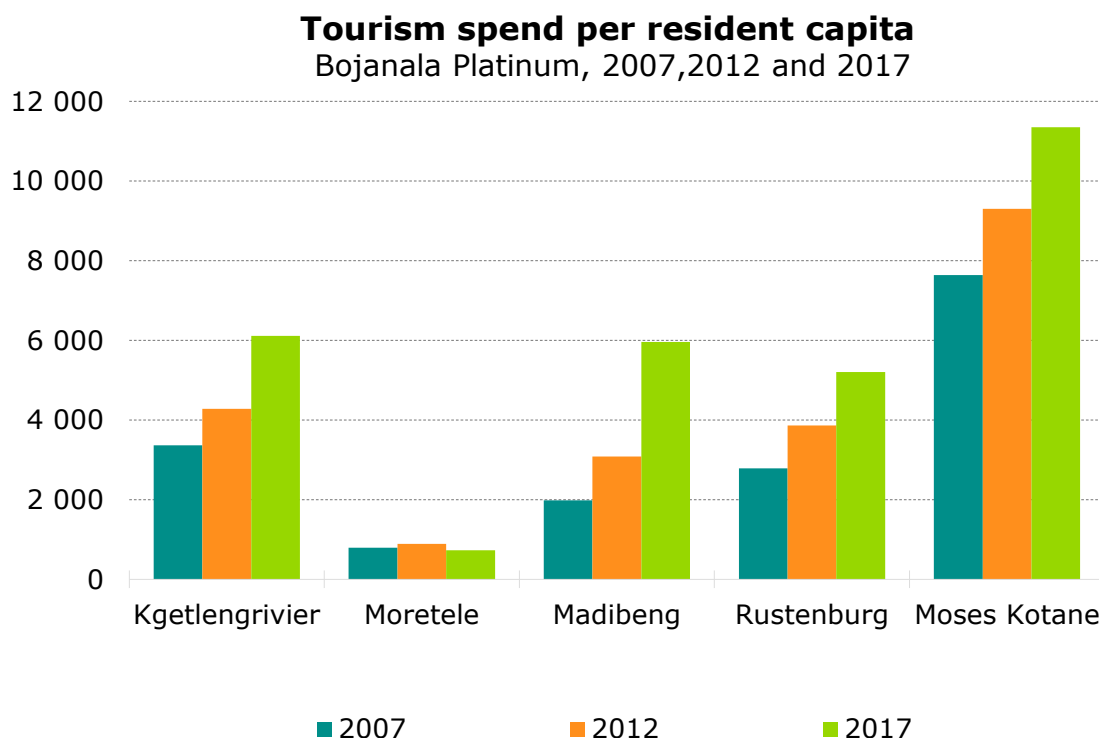
Source: IHS Markit Regional eXplorer version 1417

Kgetlengrivier Local Municipality had a total tourism spending of R 364 million in 2017 with an average annual growth rate of 9.5% since 2007 (R 148 million). Bojanala Platinum District Municipality had a total tourism spending of R 9.98 billion in 2017 and an average annual growth rate of 8.9% over the period. Total spending in North-West Province increased from R 7.7 billion in 2007 to R 15.3 billion in 2017 at an average annual rate of 7.1%. South Africa as whole had an average annual rate of 7.1% and increased from R 139 billion in 2007 to R 277 billion in 2017.

12.5. 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 - KGETLENGRIVIER LOCAL MUNICIPALITY AND THE REST OF BOJANALA PLATINUM, 2007,2012 AND 2017 [R THOUSANDS]



Source: IHS Markit Regional eXplorer version 1417

In 2017, Kgetlengrivier Local Municipality had a tourism spend per capita of R 6,110 and an average annual growth rate of 6.16%, Kgetlengrivier Local Municipality ranked second 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 11,400 which reflects an average annual increase of 4.04% from 2007. The local municipality that ranked lowest in terms of tourism spend per capita is Moretele with a total of R 731 which reflects a decrease at an average annual rate of -0.78% from 2007.

12.6. 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017 [PERCENTAGE]

	Kgetlengrivier	Bojanala Platinum	North-West	National Total
2007	6.0%	7.0%	6.4%	6.6%
2008	5.8%	6.5%	6.0%	6.4%
2009	5.6%	6.1%	5.6%	6.1%
2010	5.7%	6.0%	5.4%	6.1%
2011	5.4%	5.6%	5.0%	5.8%
2012	6.6%	6.5%	5.4%	6.1%
2013	6.0%	6.1%	5.2%	6.2%
2014	6.8%	7.0%	5.7%	6.3%
2015	7.0%	6.9%	5.6%	6.2%
2016	7.3%	7.2%	5.8%	6.1%
2017	7.2%	7.0%	5.6%	5.9%

Source: IHS Markit Regional eXplorer version 1417

In Kgetlengrivier Local Municipality the tourism spending as a percentage of GDP in 2017 was 7.21%. Tourism spending as a percentage of GDP for 2017 was 6.97% in Bojanala Platinum District Municipality, 5.61% 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 5.94%.

13. 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.

13.1. RELATIVE IMPORTANCE OF INTERNATIONAL TRADE

In the table below, the Kgetlengrivier 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 - KGETLENGRIVIER, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017 [R 1000, CURRENT PRICES]

	Kgetlengrivier	Bojanala Platinum	North-West	National Total
Exports (R 1000)	8,377	21,309,361	24,259,997	1,191,658,171
Imports (R 1000)	3,127	2,387,554	6,623,924	1,094,510,375
Total Trade (R 1000)	11,505	23,696,915	30,883,921	2,286,168,546
Trade Balance (R 1000)	5,250	18,921,808	17,636,073	97,147,796
Exports as % of GDP	0.2%	14.9%	8.9%	25.6%
Total trade as % of GDP	0.2%	16.6%	11.3%	49.1%
Regional share - Exports	0.0%	1.8%	2.0%	100.0%
Regional share - Imports	0.0%	0.2%	0.6%	100.0%
Regional share - Total Trade	0.0%	1.0%	1.4%	100.0%

Source: IHS Markit Regional eXplorer version 1417

The merchandise export from Kgetlengrivier Local Municipality amounts to R 8.38 million and as a percentage of total national exports constitutes about 0.00%. The exports from Kgetlengrivier Local Municipality constitute 0.17% of total Kgetlengrivier Local Municipality's GDP. Merchandise imports of R 3.13 million constitute about 0.00% of the national imports. Total trade within Kgetlengrivier is about 0.00% of total national trade. Kgetlengrivier Local Municipality had a positive trade balance in 2017 to the value of R 5.25 million.

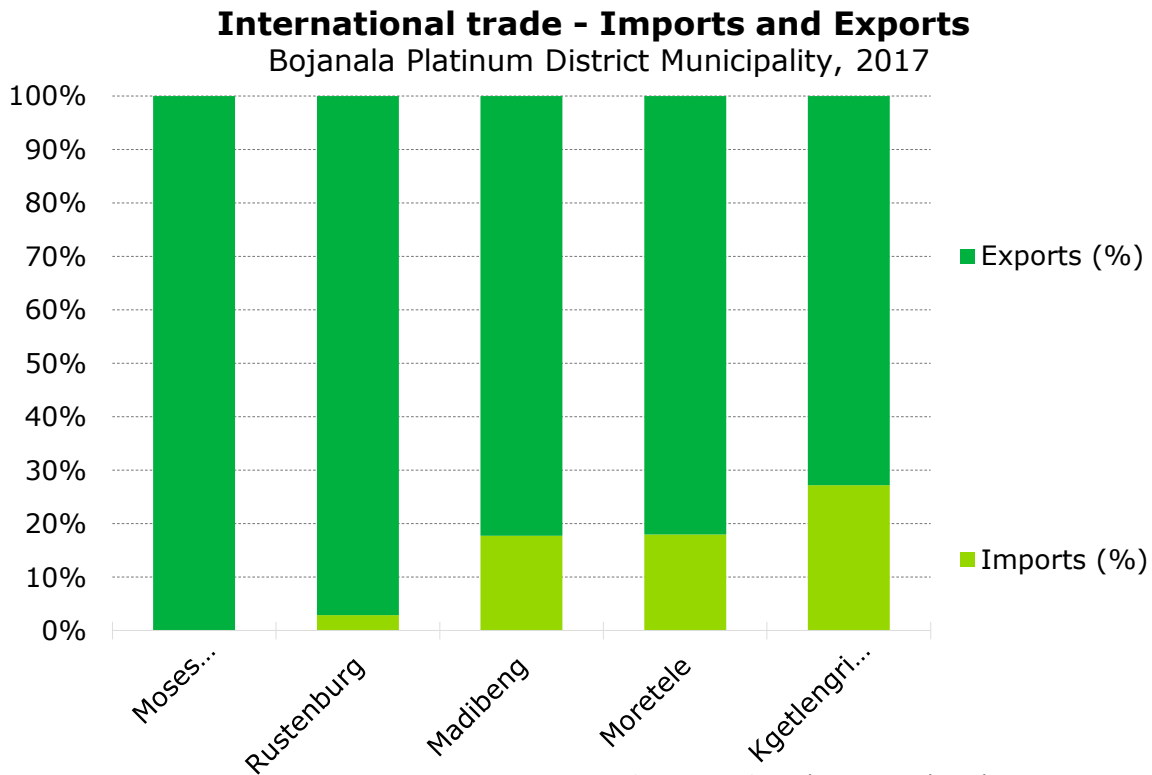
IMPORT AND EXPORTS IN KGETLENGRIVIER LOCAL MUNICIPALITY, 2007-2017 [R 1000]



Source: IHS Markit Regional eXplorer version 1417

Analysing the trade movements over time, total trade decreased from 2007 to 2017 at an average annual growth rate of -13.63%. Merchandise exports decreased at an average annual rate of -16.21%, with the highest level of exports of R 49.1 million experienced in 2007. Merchandise imports increased at an average annual growth rate of 16.29% between 2007 and 2017, with the lowest level of imports experienced in 2007.

MERCHANDISE EXPORTS AND IMPORTS - KGETLENGRIVIER AND THE REST OF BOJANALA PLATINUM, 2017 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1417

When comparing the Kgetlengrivier Local Municipality with the other regions in the Bojanala Platinum District Municipality, Rustenburg has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 12.2 billion. This is also true for exports - with a total of R 11.8 billion in 2017. Kgetlengrivier had the lowest total trade figure at R 11.5 million. The Kgetlengrivier also had the lowest exports in terms of currency value with a total of R 8.38 million.

SECTION C

14. GORVERNANCE AND INSTITUTIONAL ARRENGENGMENTS

14.1. Leadership

The Council of the municipality consists of 7 Ward Councillors and 6 Proportional Councillors. The Council has the Mayor and the Speaker.

The following table will depict list of Councillors and their political affiliation:

 <small>© Masiba Hlisoanye</small>	COUNCILLOR V.S. MOLATOLE WARD 1 ANC	 <small>© Masiba Hlisoanye</small>	COUNCILLOR WDF ROCHER WARD 2 INDIPENDENT
 <small>© Masiba Hlisoanye</small>	COUNCILLOR M.L. MOLEFE WARD 3 ANC	 <small>© Masiba Hlisoanye</small>	COUNCILLOR T.K. MOTAUNG WARD 4 ANC
 <small>© Masiba Hlisoanye</small>	COUNCILLOR K.A. SELAOLANE WARD 5 ANC	 <small>© Masiba Hlisoanye</small>	COUNCILLOR A.A. SELALEDI WARD 6 ANC

 <p><small>© Masiba Hlomo</small></p>	<p>COUNCILLOR S.J.P. MATSHELA WARD 7 ANC</p>	 <p><small>© Masiba Hlomo</small></p>	<p>COUNCILLOR T.C. JACOBS PR ANC</p>
 <p><small>© Masiba Hlomo</small></p>	<p>COUNCILLOR P.J. BREET PR VF+</p>	 <p><small>© Masiba Hlomo</small></p>	<p>COUNCILLOR J.C. POTGIETER PR VF+</p>
	<p>COUNCILLOR I.M. MAPHANGA PR DA</p>	 <p><small>© Masiba Hlomo</small></p>	<p>COUNCILLOR B.C. MOKONE PR EFF</p>
 <p><small>© Masiba Hlomo</small></p>	<p>COUNCILLOR O.E. MUTOMBENI PR EFF</p>		

14.2. PORTFOLIO COMMITTEES

Infrastructure, Technical Services & LED and Planning

NAME	POLITICAL PARTY
CLLR K.A. Selaolane	Chairperson
Cllr S.J.P. Matshela	Member
Cllr OE Mutombeni	Member
Cllr JC Potgieter	member

Community Services and Public Safety

NAME	POLITICAL PARTY
Cllr BC Mokone	Chairperson
Cllr VS Molatole	Member
Cllr TK Motaung	Member
Cllr WDF Rocher	Member

Finance and HR/Admin

NAME	POLITICAL PARTY
Cllr S.J.P. Matshela	Chairperson
Cllr P.J. Breet	Member
Cllr AA Selaledi	Member
Cllr BC Mokone	Member
Cllr KA Selaolane	Member

Municipal Public Accounts Committee

NAME	POSITION
Cllr IM Maphanga	Chairperson
Cllr VS Molatole	Member
Cllr TK Motaung	Member
Cllr PJ Breet	Member

14.3. Audit Committee

NAME	POSITION
Mr. IS Mogotsi	Chairperson
Mr S Ngobeni	Member
Ms J Masite	member
Mr T Zororo	Member
Mr P Ramabuda	Member




14.4. Financial Misconduct Board

NAMES	POSITION
Mr C Mogotsi	Chairperson
Mr W. Wade	Member
Mr G Rangwako	Member
Ms C Nyakane	Member

15. ADMINISTRATION

Section 82 of the Municipal Structures Act [act 188 of 2000] as amended that the municipality must appoint the Municipal Manager, who is the head of the Administration and therefore Accounting Officer.

KRLM has appointed the Municipal Manager in line with all relevant legislation. The management team comprise of four directorates

PHOTO	NAME	DIRECTORATE
	<p>MR R.J. Mogale Municipal Manager</p>	<p>As head of the Administration and Accounting officer of the municipality is subject to the policy directions of the municipal council and is accountable for duties and responsibilities outlined in Section 155 of the Local Government: MSA, Act 32 of 2000.</p>
	<p>Mr. M. Khunou Acting Chief Financial Officer</p>	<p>This department is responsible for financial management, budgetary process as well as revenue enhancement.</p>
	<p>Mr. L. Rantho Acting Director Infrastructure and Technical Services</p>	<p>The department is responsible for Water and Sanitation,, Electricity and Roads and storm water</p>

	<p>MR. R. MAVHUNGU Director Community Services</p>	<p>The department is responsible for Waste Management, Parks and Cemeteries, Libraries, Public Safety and community facilities</p>
 <p><small>© Masiba Hinaonye</small></p>	<p>MR.A. Pholose Director Corporate Services</p>	<p>The department is responsible for Administration, Legal and Human Resources</p>
 <p><small>© Masiba Hinaonye</small></p>	<p>Mr. R. Moremi Director: Local Economic Development and Planning</p>	<p>Responsible for town planning, Building Inspectorate, Housing and Local Economic Development.</p>

SECTION D:

16. DEPARTMENTAL FUNCTIONS AND ORGANIZATIONAL ARRANGEMENTS

OFFICE OF THE MUNICIPAL MANAGER

Departmental Mandate

- ❖ To provide strategic direction of the municipality.

Functions

- ❖ Performance Management
- ❖ Integrated Development Planning
- ❖ Internal Auditing
- ❖ Risk Management
- ❖ Communications
- ❖ Compliance

CHALLENGES

FUNCTION	CHALLENGES
Performance Management	<ul style="list-style-type: none"> ❖ History of disclaimer ❖ KPI not SMART ❖ None submission of POE. ❖ Quarterly performance reviews not conducted. ❖ Late submission of quarterly reports ❖ Lack of documented Standard operating procedure. ❖ Shortage of personnel
Integrated Development Planning	<ul style="list-style-type: none"> ❖ None sitting of IDP structures ❖ Poor attendance of public participation. ❖ Lack or outdated of sector plans. ❖ Shortage of personnel
Internal Auditing	<ul style="list-style-type: none"> ❖ Lack of audit plan. ❖ Implementation of audit action plan. ❖ Lack of internal Audit charter and methodology.
Risk Management	<ul style="list-style-type: none"> ❖ Lack of personnel. ❖ No risk strategy ❖ Risk Register not in place. ❖ Risk committee not in place.
Communications	<ul style="list-style-type: none"> ❖ Lack of communication strategy. ❖ Poor communication. ❖ Unfriendly website.
Compliance	<ul style="list-style-type: none"> ❖ None compliance with legislations. ❖ Outstanding oversights reports. ❖ Late or none submission of reports. ❖ Shortage of personnel

	❖ System of delegation
--	------------------------

DEVELOPMENT PLANNING & LED

Departmental Mandate

To provide Spatial Planning and enhance Local Economic Development

Functions

1. Spatial Planning
2. Building control
3. Housing coordination
4. Land admin
5. LED

CHALLENGES

FUNCTION	CHALLENGES
Spatial planning	<ol style="list-style-type: none">1. None availability of budget2. Shortage of Human capacity3. None reviewed by laws & policies
Building control	<ol style="list-style-type: none">1. No localised building by laws2. Old & out dated tariff
Housing coord	<ol style="list-style-type: none">1. Land availability2. Incomplete township process3. Blocked projects4. No title deeds5. Illegal occupation of houses6. Servicing project areas
Land Admin	<ol style="list-style-type: none">1. Double occupation2. Land availability3. Non registered sites4. Incomplete T/ship process5. Illegal land invasion
LED	<ol style="list-style-type: none">1. Poor budget2. Poor internal integration3. Lack of Human resource

COMMUNITY SERVICES DEPARTMENT

Departmental Mandate

- ❖ To provide services to communities.

Functions

- ❖ Library information Services
- ❖ Traffic Law enforcement
- ❖ Vehicle Registration Authority
- ❖ Drivers and Learners licence
- ❖ Testing of vehicles
- ❖ Business Licencing
- ❖ Enforcement of by laws
- ❖ Waste management
- ❖ Environmental management
- ❖ Parks, Recreation and cemeteries
- ❖ Sports, arts and culture

CHALLENGES

FUNCTION	CHALLENGES
Library information Services	<ul style="list-style-type: none"> ❖ Delay in upgrading Reagile library. ❖ Lack of transport to attend outreach programmes. ❖ Constant down time in internet. ❖ Lack of library by law. ❖ Low usage of libraries
Traffic Law enforcement	<ul style="list-style-type: none"> ❖ Utilization of way bridge ❖ Non availability of truck deport. ❖ Lack of transport for law enforcement ❖ Lack of tools of trade e.g.: uniforms & alcohol breathalysers. ❖ Insufficient roads signage. ❖ Shortage of personnel ❖ Lack of internal system to record tickets issued. ❖ Shortage of office space
Vehicle Registration Authority	<ul style="list-style-type: none"> ❖ Shortage of personnel. ❖ Constant shortage of stationery which hamper services. ❖ Constant electricity interruption ❖ Lack of tools of trade e.g.: telephone & fax.
Drivers and Learners licence	<ul style="list-style-type: none"> ❖ Testing ground in Swartruggens is in bad condition. ❖ Lack of road markings.

	<ul style="list-style-type: none"> ❖ High number of potholes in a testing route. ❖ Shortage of personnel e.g.: clerk& examiner
Testing of vehicles	<ul style="list-style-type: none"> ❖ Not functional.
Business Licencing and Enforcement of by laws	<ul style="list-style-type: none"> ❖ Lack of by laws. ❖ Shortage of personnel.
Waste management	<ul style="list-style-type: none"> ❖ Rehabilitation of Landfill sites both Swartruggens, Koster and Derby ❖ Shortage of fleet. ❖ Shortage of personnel. ❖ Illegal dumping sites. ❖ Old IWMP.
Environmental management	<ul style="list-style-type: none"> ❖ Lack of environmental awareness. ❖ Shortage of personnel.
Parks, Recreation and cemeteries	<ul style="list-style-type: none"> ❖ Numbering of graves ❖ Shortage of space in cemeteries. ❖ Lack of proper management on cemeteries. ❖ Lack of recreational facilities. ❖ Lack of maintenance.
Sports, arts and culture	<ul style="list-style-type: none"> ❖ Partially viable ❖ Dedicated official ❖ Lack of internal programs ❖ Proper related facilities

BUDGET AND TREASURY

Departmental Mandate

To provide financial support to the municipality

Functions

Revenue Management

Supply Chain Management

Asset Management

Budget and Reporting

Expenditure

CHALLENGES

FUNCTION	CHALLENGES
Revenue Management	High Debtors book Low payment of Services Inaccurate billing system
Supply Chain Management	Deviations
Asset Management	Compliance to GRAP 16
Budget and Reporting	Unfunded Budget Late Reporting
Expenditure Management	High Number of creditors Cash flow

COPORATE AND SUPPORT SERVICES

Departmental Mandate

To provide Human resources and support to the municipality

Functions

Human Resources

Administration

Secretarial Services

ICT

Legal

CHALLENGES

FUNCTION	CHALLENGES
Human Resources	Lack of clocking system Misplaced functions Leave administration Ill-discipline Placement of staff
Administration	Lack of working tools
Secretarial services	Communication
ICT	Outdated infrastructure
Legal Services	High Number of Litigation

SECTION E:

17. SECTOR INTERGRATION/PLAN

This chapter contains a brief overview of the municipality's main sector plans which are key to the development of the municipality and service delivery and as a result to the IDP. However we need to disclaim from the outset that most of the Sector Plans are outdated and need to be reviewed. We will use the updated Stat SA data to present the current reality where possible.

17.1. Kgetleng Rivier Spatial Development Framework

17.1.1. Introduction

In terms of the Constitution of the Republic of South Africa, municipal planning is a core function of the local sphere of government. To give effect to the constitutional mandate, Section 34 of the Municipal Systems Act, 2000 (MSA) and Section 20 Spatial Planning and Land Use Management Act No. 16 of 2013 respectively, requires municipalities to compile the Spatial Development Frameworks.

The Spatial Development Framework (SDF) is a municipal spatial planning tool that indicates future areas for land use development, this include expansion of residential, community facilities, industrial, business, resort development and other activities. It also indicates the urban edge and provides guidance with regard to areas of highest impact and priority projects. SDF provides spatially referenced data and a complementary spatial analysis of the issues within a municipal area. The data analysis must take into consideration development at regional, provincial and national level including infrastructure development at all government levels. The SDF must clearly indicate development corridors in the municipality and create a link between development in the municipality, the region and province.

The SDF should determine all land related development in the municipal area, hence the need to have a chapter on the SDF as part of the IDP.

The Spatial Development Framework is prepared, approved and implemented within the legislative context as set out in terms of Section 21(1) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) (MSA) and the subsequent Local Government: Municipal Planning and Performance Management Regulations, 2001 promulgated under Section 120 of the Local Government: Municipal Systems Act. In terms of Section 26(e) of the Municipal Systems Act (Act 32 of 2000) the SDF will become a statutory plan when approved by Council. A Spatial Development Framework as reflected in a Municipality's Integrated Development Plan must give effect to the Principles in Chapter 1 of the Development Facilitation Act, 1995 (Act No. 67 of 1995)

In terms of **chapter 2 of SPLUMA, 2013**, the following principles apply to spatial planning, land development and land use management:

- (a) The principle of spatial justice, whereby—
- (i) past spatial and other development imbalances are redressed through improved access to and use of land;
 - (ii) Spatial Development Frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
 - (iii) spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land and property by disadvantaged communities and persons;
 - (iv) land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
 - (v) land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
 - (vi) a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application;

(b) The principle of spatial sustainability, whereby spatial planning and land use management systems must—

- (i) promote land development that is within the fiscal, institutional and administrative means of the Republic;
 - (ii) Ensure special consideration is given to the protection of the prime and unique agricultural land;
 - (iii) Uphold consistency of land use measures in accordance with environmental management instruments;
 - (iv) Promote and stimulate the effective and equitable functioning of land markets;
 - (v) Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
 - (vi) Promote land development in locations that are sustainable and limit urban sprawl;
- AND
- (V) Result in communities that are viable;

(c) The principle of efficiency whereby—

- (i) Land development optimises the use of existing resources and infrastructure;
- (ii) Decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and
- (iii) Development application procedures are efficient and streamlined and timeframes are adhered to by all parties;

(d) The principle of spatial resilience whereby flexibility in spatial plans, policies and land use management systems is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and

(e) The principle of good administration whereby: —

- (i) all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
- (ii) all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of Spatial Development Frameworks;

- (iii) the requirements of any law relating to land development and land use are met timeously;
- (iv) the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties opportunity to provide inputs on matters affecting them; and
- (v) Policies, legislation and procedures must be clearly set out in order to inform and empower members of the public.

17.1.2. KRLM SDF Objectives

Although a number of development objectives were identified in the Kgetlengrivier Local Municipality IDP, only the objectives with a spatial implication is highlighted within the Spatial Development Framework.

The objectives are as follows:

- To create an environment that stimulates economic growth; includes job creation, SMME support, attraction of investors and LED promotion;
- Provision of access to basic services;
- Provision of proper roads and storm water channels;
- Provision of social facilities;
- To promote sound environmental management;
- The eradication of informal settlements; and
- To establish Township Establishment for affordable housing

17.1.3. Guiding Planning Principles and compliance with SPLUMA

The SDF was compiled in line with the following five founding principles as set out in Section 7 (a) to (e) of SPLUMA:

- I. **Spatial Justice:** past spatial and other development imbalances must be redressed through improved access to and use of land by disadvantaged communities and persons.
- II. **Spatial Sustainability:** spatial planning and land use management systems must promote the principles of socio-economic and environmental sustainability through; encouraging the protection of prime and unique agricultural land; promoting land

development in locations that are sustainable and limit urban sprawl; consider all current and future costs to all parties involved in the provision of infrastructure and social services so as to ensure for the creation of viable communities.

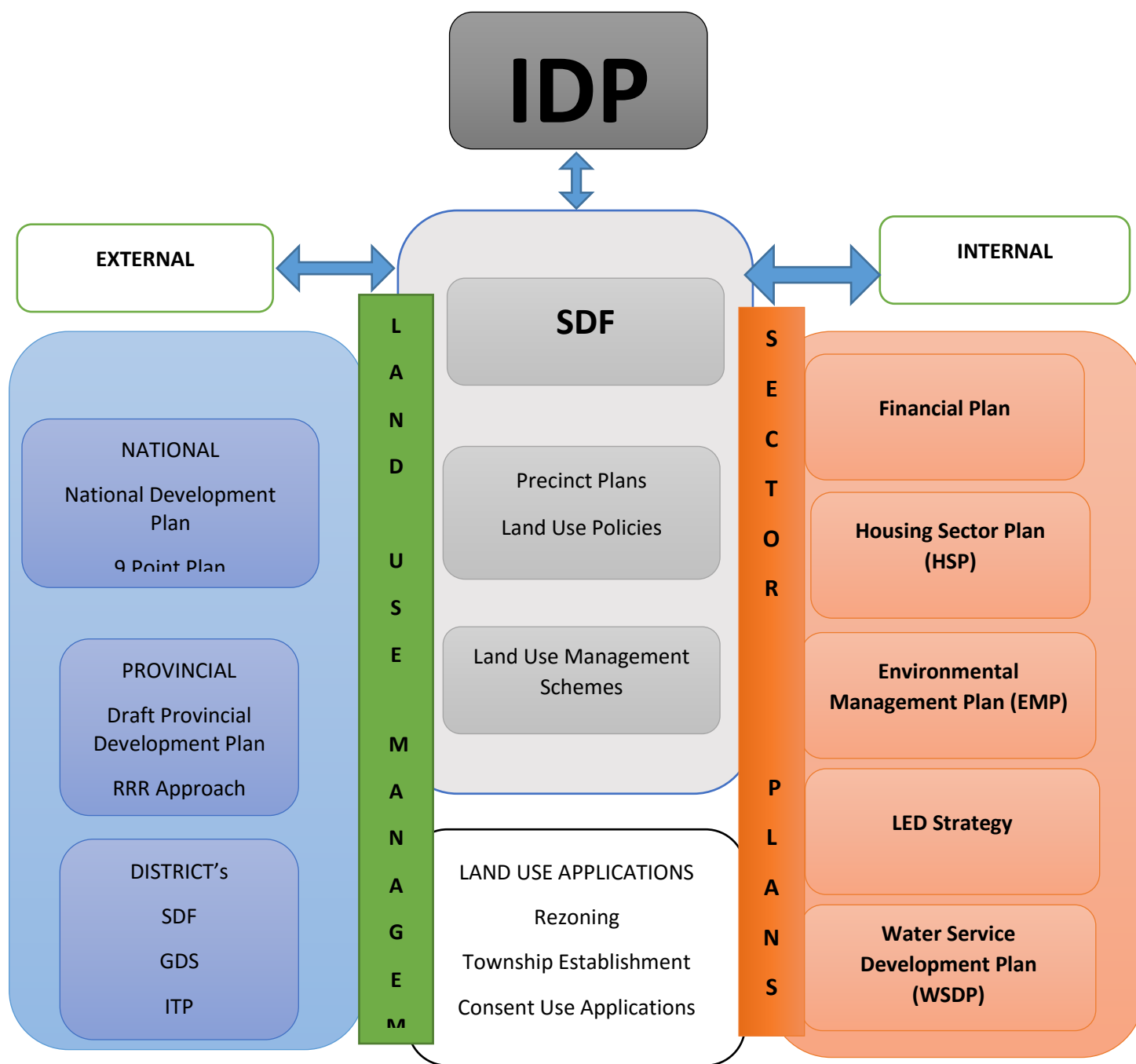
- III. **Efficiency:** land development must optimise the use of existing resources and the accompanying infrastructure, while development application procedures and timeframes must be efficient and streamlined in order to promote growth and employment.
- IV. **Spatial Resilience:** securing communities and livelihoods from spatial dimensions of socio-economic and environmental shocks through mitigation and adaptability that is accommodated by flexibility in spatial plans, policies and land use management systems.
- V. **Good Administration:** all spheres of government must ensure an integrated approach to land use and land development and all departments must provide their sector inputs and comply with prescribed requirements during the preparation or amendment of SDFs. This principle is the fulcrum of this framework largely because implementation of the spatial planning vision and objectives is not only highly dependent upon a strong coordinating role of central government, but is also predicated upon good governance mechanisms, incorporating meaningful consultations and coordination with a view to achieving the desired outcomes across the various planning spheres and domains.

According to the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013), each sphere of government must take responsibility for spatial planning in their jurisdiction. In this regard the local municipality being the sphere of government operating closest to the community will have a direct role to play in spatial planning on which all decisions on land development should be based.

The Spatial Planning and Land Use Management Act, 2013 (SPLUM 2013) stipulates the role of a local municipality relating to spatial planning and land use management on the following elements:

- The compilation, approval and review of integrated development plans;
- The compilation, approval and review of the components of an integrated development plan prescribed by legislation and falling within the competence of a municipality, including a spatial development framework and a land use scheme; and
- The control and regulation of the use of land within the municipal area where the nature, scale and intensity of the land use does not affect the provincial planning mandate of provincial government or the national interest.

The role of the SDF as an integrated part of the land use management system in indicated below



17.1.4. KRLM Settlement Patterns

The Kgetlengrivier Local Municipality can be classified as a “Rural” Municipality, with 3 (three) urban centres which are connected by way of the R509, R52 and R30 Provincial Road and the N4 Freeway. The area covers a total area of 397 121, 31ha which comprise of 10 004 registered surveyed properties (erven and farms).

Some of the characteristics of this urban area are as follows:

- It provides a higher order service to the largely rural and urban population. For specialised goods, the residents travel to Rustenburg and Gauteng;
- The higher order service relates to complementary activities associated to the agricultural and mining sector, and includes retail, social and financial services;
- The urban area is well accessible from Rustenburg (61km); Lichtenburg (84km); Rodeon (34km) and Ventersdorp (78km); and
- As this urban area is also the convergence point of a number of Provincial Roads (R509, R52 and 16km from the R30), through traffic towards other urban areas is intercepted

17.1.5. Urban Areas

The urban areas within Kgetlengrivier Local Municipality comprise of primarily 3 (three) urban areas, which are:

- Rodeon/Borolelo;
- Koster/Reagile/Cedrela;
- Derby.

A smaller area of Weiter Raum is located outside Rodeon towards the east.

The total number of erven per urban concentration is indicated in Table 1.

Table 21 : Erven per urban Area

Urban Area	Number of Erven	Percentage
a) Rodeon/Borolelo		
• Rodeon	735	11%
• Borolelo	1434	23%
Sub-Total	2169	34%
b) Koster/Reagile/Cedrela		
• Koster	762	11%
• Reagile	2725	43%
• Cedrela	66	1%
Sub-Total	3553	55%
c) Derby	628	10%
Sub-Total	628	10%

Urban Area	Number of Erven	Percentage
d) Weiter Raum	55	1%
Total	6045	100%

Deriving from the above Table, the conclusions are as follows:

- The largest number of erven is located within the historically disadvantaged area of Reagile (76.6%);
- The Koster/Reagile area comprise of 55% of all the registered erven in Kgetlengrivier Local Municipality;
- The greenfield area to the west of Reagile is under planning and will comprise of 1661 erven (Reagile Ext 5); and
- The existing informal settlements to the east of Reagile are being upgraded and will comprise of 900 erven (Reagile Ext 6 and 7).

17.1.6. Ownership Profile

A summary of the ownership profile linked to the above categories is indicated in following table

Table 22: Ownership Profile

Ownership Category	Erven		Farms		Total	
	No	Ha	No	Ha	No	Ha
a) Local Municipality						
• Kgetlengrivier LM	1063	241.64	42	2300.85	1645	2542.49
• Koster Transitionsal	210	12.77	4	131.38	214	144.15
Sub-Total	1813	254.41	46	2432.23	1859	2686.64
b) National Government						
National Government	-	-	13	4850.12	13	4850.12
National Housing Board	4	0.47	-	-	4	0.47
Republic of South Africa	86	34.13	89	2729.62	175	2763.75
Sub-Total	90	34.60	102	7579.74	192	7614.34
c) Provincial Government						
• North West Province	6	1.59	-	-	6	1.59
Sub-Total	6	1.59	-	-	6	1.59
d) Parastatals						
National Roads Agency	-	-	25	50.30	25	50.30
Transnet	9	10.18	83	193.97	92	204.15
Rural Education Development Corporation	-	-	4	145.83	4	154.83
Sub-Total	9	10.18	112	390.10	121	400.28
e) Private						

Ownership Category	Erven		Farms		Total	
• Private	4246	2159.94	2949	350672.77	7195	352832.71
• Share Block	-	-	239	21001.95	239	21001.95
Sub-Total	4246	2159.94	3188	371674.72	7434	373834.66
f) Traditional Authority	-	-	19	3757.52	19	3757.32
• Royal Bafokeng	-	-	-	-	-	-
Sub-Total	-	-	19	3757.52	19	3757.32
g) Other						
Consolidated, not registered	13	6.00	8	562.22	21	568.22
No Registered	9	1.21	-	1	9	1.21
Subdivided, not registered	220	23.27	123	8233.59	343	8256.86
Sub-Total	242	30.48	131	8795.81	373	8826.29
Total	6406	2491.2	3598	394630.12	10004	397121.31

Source: Kgetlengrivier Local Municipality Land Audit (2011)

From the above it can be concluded that the majority (72%) of land vests within private ownership followed by Local Municipality owned land (27%). There is a large number of registered erven within Reagile (896) which still vests with the Local Municipality.

17.1.7. Ownership Trends on Farm Portions

Although the majority of farm portions vest under private ownership, it was important to assess the locational trends of the Local Municipality owned farm portions.

All of the respective farm portions which vest with the Kgetlengrivier Local Municipality is directly adjacent or in close proximity (within 5km's) from the primary urban concentrations, and is usually referred to as Townlands.

Table 6 indicates the number and extent of Municipal owned farm portions in close proximity to the urban concentrations.

Table 23: Municipal Owned Farm Portions

Locality	Number of Farms	Extent
a) Rodeon/Borolelo	31	377.83 ha
b) Koster/Reagile/ Cedrela	15	2054.40 ha
c) Derby	-	-
Total	46	2432.23 a

Related to the above, it is also important to note that, with regard to ownership

- The majority (92.1%) of the erven have a residential zoning, followed by business (3.6) and institutional (1.2%);
- The CBD (Business 1) is located in Koster with a number of lower order business activities in Reagile;
- There seems to be a lack of public open spaces within the urban area, especially Reagile; and
- From the above zonings it is evident that this urban concentration fulfils a dominant residential function with limited higher order activities.
- The majority (94.5%) of all residential zoned erven are occupied, with only 5.5% vacant. The majority of the vacant stands are located in Koster, where 13.6% of all residential zoned erven is vacant, as opposed to 3.6% vacant residential erven in Reagile;
- The majority of all business zoned erven is occupied;
- With the exception of 1 Public Open Space in Reagile, all the other erven is vacant which is being used for recreational purposes;
- Only 53% of the industrial owned erven is being occupied.

17.1.8. Rural Areas

The rural character of the area can be summarized as follows:

The rural area is traversed by a well-established road networks (N4, R509, R30) and the railway line linking Gauteng to Botswana.

- The rural area is diverse in character and comprise of the following positive attributes:
 - An area to the south which is primarily used for crop production;

- The western, central and northern areas which has natural vegetation, thereby promoting game and cattle farming; and
- The eastern section which is characterized by the Magaliesberg Mountain range, thereby promoting leisure and tourism attractions
- Although the Municipal area do not have substantial nature reserves in the area, with the exception of the most western part of the Magaliesberg Nature Reserve, the area is surrounded by a number of prominent nature reserves such as:
 - Kgaswane Mountain Reserve;
 - Pilansberg National Park;
 - Marico-Bosveld Nature Reserve;
 - Magaliesberg Nature Reserve;
 - and a number of smaller private reserves.
- The locality of the Municipal area in relation to the above reserves makes the Kgetlengrivier Local Municipality strategic in terms of overnight accommodation.
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17.1.9. Opportunities and Constraints

Opportunities		Constraints	
Infrastructure	<ul style="list-style-type: none"> • The N4 National Road and a number of Provincial Roads traverse the area which makes the area accessible; • The area is well served by a rail link between Gauteng and Mafikeng; and • Infrastructure is well provided to the local residents within the urban centers. • Upgrading of Koster Waste water Treatment Plant • Rodeon WWTM upgrading • Pilanesberg Water Scheme 	Infrastructure	<ul style="list-style-type: none"> • Existing roads (Provincial and Municipal) need to be maintained and upgraded; • In view of the limited level of paved roads, the stormwater system is non-existent or very limited (only along main roads); • The existing cemeteries are almost full and need to be expanded; • The existing landfill sites need to be upgraded and licensed; • The levels of un-accounted water is high owing to faulty bulk water meters, high static pressure, possible underground water leaks and wasting of water at communal taps • The number of households below RDP level (water provision) is higher than in 2001. This can be attributed to the increase of informal settlements; • Aging infrastructure(Electrical network and transformers)

<p style="text-align: center;">Economic</p>	<ul style="list-style-type: none"> • The Municipal area is one of the largest exporters of slate throughout South Africa; • The population growth rate is low at an average of 1% per annum. 	<p style="text-align: center;">Economic</p>	<ul style="list-style-type: none"> • The unemployment percentage of 23% is the largest in the District amongst all the Municipalities; • A large percentage (33.4%) of households lives below the poverty line; • The economic dependency on the mining sector is too high (54%) with a lack of diversification; • The agricultural sector contribution is very low at only 2.4% of the local GDP; • The Kgetlengrivier Local Municipality economic contribution towards the district GGP is the smallest with only 1.8% share towards the economy; • The tourism potential/activities is not being marketed or exploited to its full potential; and • There is an outflow of local buying power to Rustenburg and Gauteng.
<p style="text-align: center;">Environment</p>	<ul style="list-style-type: none"> • The majority (66%) of the Kgetlengrivier Local Municipality land cover is classified as sensitive which creates the opportunity for tourism and other eco-related practices; • Land degradation is low; • There are a number of heritage sites in the municipal area which need to be promoted; and • The area is well located amongst nature reserves which provide good accessibility. 	<p style="text-align: center;">Social</p>	<ul style="list-style-type: none"> • The age structure of the Municipality is “young” with the result that there will be more pressure on the provision of social, economic and housing needs; • The Human Development Indicator (HDI) of Kgetlengrivier Local Municipality is lower than the average of South Africa, which indicates that quality of life, income and education levels need to be improved; • Educational facilities are under provided (over crowding); • The literacy level is low at only 56.7%; • There is a lack of sufficient social and recreational facilities; and • There is a lack of higher order complimentary activities (social and economic) within the respective urban centres.
<p style="text-align: center;">Settlement</p>	<ul style="list-style-type: none"> • There is a large number of residentially zoned erven in the historically advantaged areas which is vacant; • Industrial areas are not fully occupied which creates investment opportunities; • Rodeon is well located directly adjacent to the N4 Freeway; and • The settlement pattern is spatially well established throughout the area to fulfil basic needs. 	<p style="text-align: center;">Settlement</p>	<ul style="list-style-type: none"> • There is a large number of registered erven in the historically disadvantaged areas which need to be transferred from the Local Municipality to the respective beneficiaries; • The total housing need is estimated to be 3952 to 2014 and 11569 erven to 2020; • The majority of land vest in Private ownership which lengthen the land release process for the purposes of land reform; • There is an influx of persons to the area hence the rapid growth of informal settlements; and • The provision of housing does not address the need.

Rural	<ul style="list-style-type: none"> • The rural environment provides adequate opportunities for economic growth; and • The Municipality has a large rural component with low population figures and densities, which has the opportunity to develop into providing economic growth and sustainability within the Municipality. Thus, the population relative to the large rural extent with it opportunities is low. 	Environmental	<ul style="list-style-type: none"> • Environmental management is not effectively managed thereby causing soil erosion, loss of indigenous vegetation, poor farming practices, informal settlements and uncontrolled mining activity; and • The phosphate levels in the Koster Dam and downstream is unacceptably high.
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17.1.10. Alignment with the Provincial SDF of 2009

- The Spatial vision of the NWSDF is to jointly focus and deliver on key national and provincial priorities. To deliver services and channel resources in the most effective and sustainable way; and significantly reduce the dualistic nature of the Provincial economy into a single and integrated economy that benefits all by
 -
 - Identify areas of provincially significant economic activity as primary investment areas;
 - Indicate where these areas manifest spatially;
 - Earmark these areas as prioritized areas for Government infrastructure investment beyond basic service delivery.
 - Identify areas of economically marginalised communities;
 - Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers;
 - Focus on rural upgrading and land reform
 - Identify the key environmental assets that need protection and need to be promoted;
 - Identify the threats to quality of life; and
 - Ensure environmental and ecological integrity
 -
- In terms of the Urban Nodes, the towns of Koster and Swartruggens were classified as tertiary nodes whilst Derby was not classified. The Platinum Corridor (N4) is classified as the Corridors and

Transport Infrastructure that links Maputo in the East with Walvisbay in the west through Nelspruit-Pretoria-Rustenburg-Lobatse-Windhoek.

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17.1.11. Alignment Bojanala Platinum District SDF

Although the Bojanala Platinum District Municipality have appointed a service provider to prepare an amended/updated Spatial Development Framework for 2012/2013, some guidelines as contained in the 2006 Spatial Development Framework for the Kgetlengrivier Local Municipality, are as follows:

- Main linkages and proposed new linkages that make up the transport network;
- Opportunity areas for tourism and agriculture;
- A proposed hierarchy of nodes and service centres;
- A proposed open space and conservation network

17.1.12. SDF Implications and Opportunities for KRLM

The following form-giving elements have been identified:

- Hierarchy of urban nodes linked to functionality;
- Transportation corridors linked to activity;
- Urban regeneration and infrastructure investment;
- Environmental Management;
- Rural Development.

<ul style="list-style-type: none"> • Hierarchy of urban nodes 	<ul style="list-style-type: none"> • The function and definition of the urban nodes of Koster/Reagile; Derby/Redirile and Rodeon/Borolelo is informed by the following: <ul style="list-style-type: none"> • The Northwest Province Spatial Development Framework (2009) has identified the respective urban nodes of Kgetlengrivier Local Municipality as tertiary nodes which are the lowest in the hierarchical classification of the North West Province. • Although these concentrations fulfil an important local function, it is not viewed as major sub regional or provincial nodal areas, which could have the implication that economic and other interventions from Provincial level within these nodes will be minimized. Priority will be given to primary-and secondary urban nodes. • The locality of the respective Kgetlengrivier Local Municipality urban nodes in relation to larger urban nodes restricts the spontaneous growth of these nodes. • The higher order urban nodes of Rustenburg, Brits, Krugersdorp, Lichtenburg, Zeerust and Ventersdorp are within close proximity to the Kgetlengrivier Local Municipality urban nodes, thereby also offering higher order economic, social and recreational activities.
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	<ul style="list-style-type: none"> • As the Kgetlengrivier Local Municipality urban nodes will not be able to compete in terms of higher order economic and social activities with the adjacent urban nodes, the focus of these nodes will be to consolidate existing fragmented activities in support of each other. No outward expansion is proposed. • Catalytic activities need to be investigated in support of the prevailing economic activities in the area (agriculture, mining and tourism). The establishment of these activities will assist with the consolidation and growth of the existing Kgetlengrivier Local Municipality urban nodes. • Urban nodes can be promoted to facilitate increased economic growth existing in areas of high poverty. In the case of the Kgetlengrivier Local Municipality, the respective urban nodes should focus on mining, agriculture and tourism
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- **Mining Nodes** – These nodes are located in close proximity to mining operations and provides residential, retail, social and other complimentary services to the core mining operations. The urban concentrations of Rodeon and Koster can fulfil such a function.
- **Agricultural Nodes** – These nodes are primarily located within dominant agricultural areas and provide a housing, retail, social and agricultural related services to the adjacent rural areas. The urban areas of Koster and Derby can focus on rainfed crops, whereas Rodeon and Koster can focus on more extensive agricultural support (stock and game farming).
- **Tourism Node** – Tourism nodes are located within areas of natural beauty, heritage significance and recreational advantages. The Kgetlengrivier Local Municipality urban nodes are located within the secondary catchment area to major reserves such as the Pilanesberg/Sun City area and the Magaliesberg Nature reserve. In addition to the aforementioned, a number of tourist activities are also present within the Municipal area (game reserves and farms, angling, bird watching, historical and eco-tourism). The urban nodes and rural hospitality activities could provide tourist support.

<ul style="list-style-type: none"> • Transportation corridors 	<ul style="list-style-type: none"> • The Kgetlengrivier Local Municipality is characterized by National-and Provincial roads, supported by a rail system which makes the area accessible to the major urban centers in North West Province, Gauteng and Botswana. • The development corridors will create the necessary linkages within and between the proposed urban nodes and development zones. • The transportation framework is based on the interaction and support between existing linkages and the development potential of specific areas. • As transportation corridors tend to direct growth and development in the urban and rural environment, it is proposed that the existing network is strengthened by promoting economic opportunities. • Based on the principle of creating linkages, each potential development area requires specific levels of accessibility and hence specific intensities of linkages.
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17.1.13. Primary Corridor

- The major transportation corridors within the Kgetlengrivier Local Municipality are the Platinum Corridor (N4). As the design parameters along this corridors is restrictive in terms of access and building lines, the sheer volume on these roads should be utilized to the advantage of the Municipality.
- Although the total length of this corridor will not be feasible to develop, the focus will be to attract potential investors to invest at certain focused areas (accessibility) and to create economy of scale advantages.
- In this regard it is proposed that Rodeon/Borolelo urban node be developed to attract additional through traffic and economic opportunities

17.1.14. Secondary Corridor

<ul style="list-style-type: none"> • R509 Route • 	<ul style="list-style-type: none"> • This route provides an important internal link between the urban nodes of Derby, Koster and Rodeon as well as an important east-west linkage between the N4 (Rodeon) and Gauteng (Mogale City / Johannesburg). • It is proposed that, with the exception of a smaller node at Mazista Settlement no other nodes be established along this route between the respective urban nodes. Future activities should rather focus at the existing urban nodes to strengthen the economic and social base.
<ul style="list-style-type: none"> • R52 Route 	<ul style="list-style-type: none"> • This route provides a linkages between the N4 (Rustenburg) and Lichtenburg through Koster. Apart from the effective inter-urban linkages it provides an important link for the distribution of goods through Koster. • The urban node of Koster should capitalize in interception through traffic.
<ul style="list-style-type: none"> • R30 Route 	<ul style="list-style-type: none"> • This route provides an important linkage from the south (N14, Tlokwe and Ventersdorp) through Derby to the north (Rustenburg, N4). • As in the case of Koster, Derby should capitalize in interception through traffic to increase economic opportunities.
<ul style="list-style-type: none"> • R53 Route 	<ul style="list-style-type: none"> • This route provides a direct link between Rodeon/Borolelo and Lichtenburg and therefore plays a significant role in the connectivity between the N4 and N14 through Kgetlengrivier Local Municipality

<ul style="list-style-type: none"> Urban Revitalisation 	<ul style="list-style-type: none"> Residential Development 	<ul style="list-style-type: none"> As part of the development areas, a mix of housing typologies at higher densities need to be established which will ultimately create more sustainable and livable communities Community Residential Units (CRU's) need to be considered to provide stable rental tenure for lower income persons (Below R3 500) who are not able to access private rental and social rental market. From a spatial point of view the best localities for CRU's is in the immediate vicinity of economic activity nodes which normally offers a variety of business/social services as well as movement corridors. This type of housing can also be aligned with the Neighbourhood development Partnership Grant (NDPG) for the certain areas in order to further strengthen the identified activity nodes namely: <ul style="list-style-type: none"> Supporting nodes are in Koster-Reagile,n Derby and Swartruggens. All these nodes are situated on the main movement corridors which also forms the main public transport routes. CRU's can also be integrated in new land development projects in localities adjacent to future development nodes based on BNG projects
<ul style="list-style-type: none"> Urban Revitalisation 	<ul style="list-style-type: none"> Commercial and Industrial Development 	<ul style="list-style-type: none"> In order to promote and facilitate economic growth within the respective urban nodes, it is proposed that an incentive scheme be investigated and submitted to the Municipality for consideration. Some of the incentives to be investigated will entail: <ul style="list-style-type: none"> Tax Incentives (Municipal Tax Rebates); Land Incentives (where Municipal owned land can be made available to the Developer); Bulk Infrastructure (where developer will obtain reduction to bulk services contribution); and Development Rights (where higher land use rights are allocated in specific areas).
<ul style="list-style-type: none"> Urban Revitalisation 	<ul style="list-style-type: none"> Informal Trade 	<ul style="list-style-type: none"> Identified trading areas need to be demarcated within the CBD and other areas (taxi ranks) in order to minimize pedestrian and traders conflicts; Informal traders should not occupy space in front of formal business shop windows or under overhangs/balconies as this would cause inconvenience to pedestrian movement and passive shopping; Informal traders should be registered and managed in terms of a Association; The following practices must be guarded against: <ul style="list-style-type: none"> That the type of home activity does not become the dominant activity on the residential site. The primary activity should remain to be residential; The home activity should not be detrimental to the surrounding residential environment from a noise, traffic generation and small point of view ; and No noxious and industrial activities should be allowed, for example, scrap yards, paint booth's and motor repair shops. Activities such as taverns and restaurants should be encouraged to locate areas within Central Business Districts or Zoned Commercial areas. North West gambling Board should be approached to guide the residents with regard to different responsible gaming packages

	<ul style="list-style-type: none"> • Urban Revitalisation 	<ul style="list-style-type: none"> • The establishment of small-scale milling. The promotion of small-scale milling should entail the production of basic foods such as breads, corn meal, baking products and so forth. Thus, these products should be sold to local residents in order to reduce leakages from the local municipal area. Furthermore, the production of basic food within the local municipal area will assist in decreasing the cost paid by local residents for basic foods. • Increased agro-processing activities should also be encouraged within the local municipality. This can include the production of juices, canning of fruits and vegetables, pureeing, oils etc. • Light industrial activities are also promoted within the local municipal area in order to decrease leakages from within the local municipal area. This includes the sewing, curtain making, carpet making, candle making, soap making, glass making and so forth. • Production of biofuels given the strength of the agricultural sector; • The potential opportunity to establish a franchise type trade facility that could support the development of the trade sector. This opportunity is recommended as many businesses in less populated areas such as the Kgetlengrivier Local Municipality generally fail due to limited market demand. However, to ensure the sustainability of these businesses would be to assist the various SMME's in the creation of a type of franchising system. This is recommended given the fact that it may be harder for smaller businesses within these townships/less populated areas within the local municipal area. • The Bojanala Platinum District Municipality had identified the establishment of a Truck Inn/Logistics Hub within the local municipal area given the fact that a number of cars pass through the Kgetlengrivier local municipal area. In particular they pass through the Koster and Swartruggens town. The LED Strategy indicated that the potential opportunity to establish a logistic hub should be investigated. The key component of the logistics hub that has been highlighted within the report includes the following: <ul style="list-style-type: none"> • Hotel, garage and fuel, and variety of logistic service providers on site, e.g. warehousing, cold storage, sorting and packaging and freight forwarding.
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<ul style="list-style-type: none"> • Agricultural Development 	<ul style="list-style-type: none"> • Soil Types 	<ul style="list-style-type: none"> • The agricultural potential of any area is dictated by rainfall, soil type, ground water and surface water. Within the Kgetlengrivier Local Municipality, the aforementioned can be summarized as follows: <ul style="list-style-type: none"> • Rainfall – The Municipal area experienced high rainfall with an average annual precipitation of 663.31mm, which is 213mm higher than the national average. • This is suitable for the production of agronomic crops such as maize, sunflower and wheat under rainfed conditions. Horticultural crops can also be produced within the area although irrigation is required in periods of low rainfall and high temperatures. • Temperature and Humidity – There are no weather station available in Kgetlengrivier Local Municipality but according to information, the conditions are similar to those in Lichtenberg. • Groundwater and Surface Water – A number of aquifers are located within the Municipal area. The aquifers are located around Koster, Mathopestad, Groot Marico, Derby and Swartruggens of which the groundwater has been identified as good. • Soils – The main soils within the Local Municipality is the Mispah soil (unsuitable for crop production) stretching from the north-west to the south-east of the area. The southern part (Koster) of the municipal area along with Tlokweg, Borolelo and to the east of Swartruggens contains Hutton soil which is highly suitable for crop production. • Arcadia (moderately suitable for crop production) soil form is present at the border of the Kgetlengrivier and Rustenburg Local Municipalities •
	<ul style="list-style-type: none"> • Land Availability 	<ul style="list-style-type: none"> • There appears to be vast portions of open land within the Municipal are that are neither used for agricultural activities nor for other developments. • The suitability of these areas needs to be determined. • Accessibility of land is one of the major factors preventing the Previously Disadvantaged Individuals from taking advantage of existing opportunities.
	<ul style="list-style-type: none"> • Labour 	<ul style="list-style-type: none"> • There are a sufficient number of persons within the Municipality which do not have jobs or high levels of education. • These individuals will be suitable to the agricultural sector as this sector does not require high skills levels • More training of the youth in the sector will be needed • Collaboration with REED will be important
	<ul style="list-style-type: none"> • Linkages 	<ul style="list-style-type: none"> • Linkages – There is an opportunity to link agro-processing activities to the agricultural produce. • There is the JHB Fresh produce market already available • Abattoirs etc • Exports to Botswana is also very likely given access to the N4
	<ul style="list-style-type: none"> • Expanding the Agricultural Bas 	<ul style="list-style-type: none"> • • The diversity of soil types; and good water quality and availability the following produce can be expanded: <ul style="list-style-type: none"> • <i>Vegetables, citrus, winter grains, summer grains, animal feed, cattle, goats, sheep, poultry and herbs.</i> • • With the number of dams, linked to the good quality of water, aquaculture (fish breeding) is a possible initiative that may support agriculture and export development within Kgetlengrivier Local Municipality • •

	<ul style="list-style-type: none"> • Game Farming 	<ul style="list-style-type: none"> • Large parts of the Kgetlengrivier Local Municipality are being utilized for game farming/hunting activities. With the close proximity of Kgetlengrivier Local Municipality in relation to the major urban areas, this area makes the industry very accessible. • As in the case of agricultural activities, the game/hunting industry is also dependent on secondary service provision (food, processing of meat and skins and others). • These opportunities together with the potential of tourism (during off seasons) should be promoted.
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<ul style="list-style-type: none"> • Mining 	<ul style="list-style-type: none"> • The Kgetlengrivier Local Municipality is characterized by a large number of slate mines, primarily between Koster and Rodeon. With regard to existing and future mining activities within the Kgetlengrivier Local Municipality, the proposals are as follows: <ul style="list-style-type: none"> • Illegal mining operations (11 in total) need to be formalized; • New mining opportunities, i.e., the excavation of Koalin needs to be investigated; • As the linkages (slate) to other sector and businesses are limited owing to the fact that the product is already packaged and transported to clients outside the area, the supply chain to these activities need to be investigated (crates, earthmoving equipment repairs, others); • Marketability to the local products to neighbouring countries; • Employment of local persons; and • The usage of the large volumes of waste which is being generated by the slate mines.
<ul style="list-style-type: none"> • Land Reform 	<ul style="list-style-type: none"> • There are large portions of underdeveloped or underutilized land within Kgetlengrivier Local Municipality. Although the process of land distribution is a dynamic process, and not linked to a specific locality, the following guidelines need to be considered during the promotion of the respective programmes: <ul style="list-style-type: none"> • High potential agricultural land need to be targeted; • On-going beneficiary capitation should occur; • Partnerships need to be established with Framer Unions which could assist empowerment and assistance programmes; and • Property ownership needs to be promoted.

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17.2. Local Economic Development Strategy

17.2.1. Introduction

KRLM does not have an LED Strategy in place .Local Economic Development (LED) one of the ways through which the municipality can contribute to decreasing unemployment and poverty.

The goal of local economic development is for the municipality to take the lead in growing the local economy by creating jobs and favourable environment for other stakeholders to create jobs.

LED is a process by which public, business and non-governmental sectors work jointly to create better circumstances for economic growth and job creation to advance a local area’s economic identity. Local economic development is part of Integrated Development Planning and as such all stakeholders must play a role in the development and implementation of the LED strategy.

The LED Unit is elevated to the Office of the Mayor. As part of developing the LED Strategy, the Mayor will be hosting the LED Summit soon. The Summit will involve all local, district, provincial and national stakeholders.

17.2.2. What the LED Strategy will address

The following will be the main objective of the strategy after a through consultation with stakeholders through the LED Summit

Table 1: LED Objectives

OBJECTIVE	DESCRIPTION
Economy & Employment	<ul style="list-style-type: none">• Identify sectors with development opportunities.• Develop SMMEs in each sector and promote participation.• Broaden the economic base through the integration of diverse economic initiatives.• Improve developmental capability of the public and private sector as PPPs.• Improve local job creation.
Infrastructure	<ul style="list-style-type: none">• Develop infrastructure to provide access to services and promote rural inclusion.• Improve public transport and mobility in rural areas.

Integrated and inclusive rural economy	<ul style="list-style-type: none"> • Address rural specific economic problems using a nodal development philosophy. • Support small-scale farming and enterprises through PPPs. • Ensure effective human capital development in rural areas. • Increase market access and entry for rural SMMEs. • Enable participation across all sectors of society.
Human settlement and spatial transformation	<ul style="list-style-type: none"> • Spatial restructuring for sustainable future development planning. • Redressing historical isolation among areas. • Build cohesive, integrated and inclusive human settlements.
Historically Disadvantaged Individuals (HDIs)	<ul style="list-style-type: none"> • Target HDIs, marginalised groups and geographic regions, BEE companies, and SMMEs to allow them to participate fully in the economy.
Education, training and innovation	<ul style="list-style-type: none"> • Develop role players' capacity. • Address human resource development. • Outline municipalities' role in LED programmes to support them in filling out their roles. • Improve learning outcomes. • Retain more learners and improve the primary and secondary pass rate. • Align skills development with potential sectors.
Sustainable and Enabling Environment	<ul style="list-style-type: none"> • Use natural resources more efficiently. • Increase awareness and participation among rural communities. • Ensure proposed strategies comply with environmental requirements. • Create a stable business environment. • Increase confidence levels of the public and private sector investors. • Unlock under-utilised resources.
Social protection	<ul style="list-style-type: none"> • Ensure provision to social welfare services. • Establish an effective and comprehensive social welfare system. • Ensure poverty alleviation. • Promote redistribution of opportunities and wealth. • Improve efficiency in the delivery of services, reduce exclusions and address administrative bottlenecks.

17.2.3. The main thrusts of the local economy

An analysis of the local economy has identified 6 main thrusts or drivers of the local economy which serve as the starting points for building the local economy. The municipality should focus on these thrusts in order to achieve the objectives listed above.

Table 2: Development thrusts

Programmes	Interventions	Role-Players	Policy Alignment
Thrust 1: Institutional Development			
1. Review LED Unit and Plan	<ul style="list-style-type: none"> Develop Municipal institution Update industry plans Review institutional arrangements Review municipality performance 	<ul style="list-style-type: none"> LED Unit CoGTA Dti Service Providers 	BPDM SDF and IDP: <ul style="list-style-type: none"> Provide accountable, efficient and transparent administration Promote institutional development
2. Information and Communications Technology (ICT)	<ul style="list-style-type: none"> Ensure adequate upgraded infrastructure and systems Improve Municipality's ICT skills Use electronic improvements to develop learning environment 		BPDM SDF and IDP: <ul style="list-style-type: none"> Recruit and retain skilled and diverse staff Improve technological efficiency
Thrust 2: Agriculture Development			
1. Support system for emerging farmers	<ul style="list-style-type: none"> Agri-villages in rural areas Emerging farmers support Increase LRAD grant inclusion Create farmers association 	<ul style="list-style-type: none"> LED Unit Dti Local Farmers AgriSA Dept. of Agriculture Cooperatives DoL IDC DBSA BPDM 	NDP: <ul style="list-style-type: none"> Improve education, training, and innovation Promote an inclusive labour absorbing economy Form an inclusive and integrated rural economy BPDM SDF and IDP: <ul style="list-style-type: none"> Enhance skills
2. Skills and development training	<ul style="list-style-type: none"> On-site training facilities Tertiary training facilities and bursaries 		
3. Development of an Agricultural Hub	<ul style="list-style-type: none"> Create processing cluster Identify value-adding activities Fresh produce market Promote Agri-tourism 		
4. Export promotion and diversification	<ul style="list-style-type: none"> Agriculture export platforms Allocate operation areas for SMMEs Provide rural business plans Design incentive packages 		
Thrust 3: Tourism Development			

Programmes	Interventions	Role-Players	Policy Alignment
1. Infrastructure and support services	<ul style="list-style-type: none"> Update tourism databases Urban renewal projects Improve transport infrastructure Signage improvement Provide technology advanced tourism services 	<ul style="list-style-type: none"> LED Unit BPDM Department of Transport Local tourism organisations Department of Tourism Dti DoL SETAs 	NDP: <ul style="list-style-type: none"> Improve education, training, and innovation BPDM IDP <ul style="list-style-type: none"> Enhance skills Improve technological efficiency
2. Marketing programme	<ul style="list-style-type: none"> Establishment of a local tourism unit Marketing strategy 		
3. Rural and peri-urban Tourism	<ul style="list-style-type: none"> Assigned tour operators Entertainment venues Educational tours 		
4. Skills and development training	<ul style="list-style-type: none"> On-site training facilities Tertiary hospitality and tourism training facilities 		
Thrust 5: Transport and Logistics			
1. Improvement and utilisation of roads	<ul style="list-style-type: none"> Upgrade and maintain access roads Improve household road connectivity Improve public transport Improve road along possible tourist routes 	<ul style="list-style-type: none"> LED Unit NW Dept. of Roads and Public Transport CoGTA 	KRLM IDP: <ul style="list-style-type: none"> Facilitate the ease of access to public transport Maintain and upgrade roads and bridges
Thrust 6: Quality of Life Improvement			
1. Develop living standards	<ul style="list-style-type: none"> Provide basic healthcare Provide public community services Provide public transport Provision of protection services 	<ul style="list-style-type: none"> LED Unit KRLM BPDM 	NDP: <ul style="list-style-type: none"> Build safer communities and reduce crime KRLM IDP:

Programmes	Interventions	Role-Players	Policy Alignment
	<ul style="list-style-type: none"> • Provision of housing, particularly in less urban areas • Improve communication 		<ul style="list-style-type: none"> • Provide basic utility services • Delivery of housing • Maintain and upgrade roads and bridges • Facilitate the provision of health services and facilities
2. Rural and peri-urban area development	<ul style="list-style-type: none"> • Improve settlements' sustainability • Improve settlements' economic inclusion • Improve job opportunities 		<p>NDP:</p> <ul style="list-style-type: none"> • Form an inclusive and integrated rural economy • Transform human settlements by reversing apartheid constraints <p>BPDM IDP:</p> <ul style="list-style-type: none"> • Promote social and economic development

Source: *Urban-Econ Potential Analysis, 2015*

17.2.4. Key Drivers of the LED Strategy

17.2.4.1. Driver 1: Institutional Development

The main LED initiatives associated with this Thrust are:

- Formulation of a Development Agency
- Updating of agricultural, tourism and transport plans
- Review of Local LED Plans

17.2.4.2. Driver 2: Agriculture and Agro-processing

The main LED initiatives associated with this Thrust are:

- Establishment of an Agro-Processing Hub
- Accelerate implementation of the Provincial CRDP programme
- Develop a distribution network for small-scale farmers
- Facilitate partnership and collaboration to assist small-scale farming enterprises
- Establishment of a Fresh Produce Market

- Establish abattoirs
- Encourage small-scale farmers to produce niche products
- Focus on niche and speciality products when encouraging greater agricultural exports
- Develop a distribution network for agricultural export produce
- Assist producers with meeting export/processing standards and regulations
- Link producers to the relevant export council

17.2.4.3. Driver 3: Tourism Development

The main LED initiatives associated with this Thrust are:

- Revise/Develop Tourism Marketing Strategy
- Create a tourism website
- Improve the tourism information providers
- Undertake a provincial marketing/advertising campaign
- Develop signage along major routes
- Compile a portfolio of attraction sites
- Host an annual event or festival

17.2.4.4. Driver 4: Small Business and Retail Development

The main LED initiatives associated with this Thrust are:

- Allocate specific areas for rural SMMEs to operate
- Prepare rural business plans
- Design incentive packages to attract SMMEs
- Conduct an audit of the cost to business
- Create an LED Forum
- Develop a SMME Policy
- Partner with local stakeholders
- Undertake a review of the policy and regulatory framework in terms of informal business
- Introduce one-stop-shops in townships and create mobile/temporary small business support units for other informal areas
- Develop formal trading stalls to house street traders

17.2.4.5. Driver 5: Transport and Logistics

The main LED initiatives associated with this Thrust are:

- Develop major and internal roads especially those leading to tourist sites
- Facilitate the expansion of service accessibility
- Establish logistics facilities that procure and distribute specialised products

17.2.4.6. Driver 6: Quality of Life improvement

The main LED initiatives associated with this Thrust are:

- Provide rural sanitation
- Provide housing (RDP houses)
- Establish clinics and health centres
- Establish information facilities (such as libraries)
- Establish certified primary schools and ensure staff are qualified

17.2.5. LED Marketing Plan

The Led Strategy will be supported by the Led Marketing Plan.

17.2.5.1. Objectives and Actions

The following LED marketing objectives will be discussed further:

Improve KRLM's image to specific audiences whose perceptions of the area have an impact on the economic well-being of the area.

Support and extend the work of partners across the area.

17.2.5.2. Objective 1: Improving KRLM's image

Attention has to be focused on improving the image of the KRLM for specific audience groups whose perceptions have an impact on the economic well-being of the area. The image is determined in part by each audience's perception of KRLM's ability to meet their needs, whether it is the needs of a

prospective investor or of a family planning a day-trip to the area. Therefore, the actions employed to shift the views of each audience will comprise of product development to ensure the local area can meet the audience's needs. The specific audiences are:

Business decision-makers.

Visitors to the area, which may include tourists, business visitors, people who visit family or friends, etc. Marketing efforts should be focussed on instilling positive images on these visitors of KRLM as an area that provides for a good quality of life with excellent business opportunities.

The national and provincial media community.

Local communities, specifically three groups: school children who can be educated regarding the area's history and potential; the 16-34 year old population group whose long-term perceptions of the area can be influenced by marketing; and the local decision makers.

Choices made by members of the first two target audiences have quantifiable effects on the health of the local economy. The media community, the third audience, directly influences the perceptions of the members of the first two.

17.2.5.3. Actions

The actions required of each audience are roughly similar:

Understand the target audience's starting point.

Agree on quantifiable objectives with regards to the audience and how progress towards achieving these will be measured.

Develop and deliver awareness-building and image-development campaigns for each audience.

Develop and deliver programmes of awareness-building and education to key contacts within the media to which the audience is exposed.

Measure and report on progress.

17.2.5.4. Objective 2: Supporting and extending the work of partners

There are already marketing activities either underway or planned across the KRLM area, which directly contributes to the aims of the marketing initiative, particularly the delivery of changed perceptions among target audiences. It is important to consider the marketing drive as a framework for coordinating

the activities of organisations around the area and specifically a framework for ensuring that, by making the right connections across sub-areas and organisations, marketing resources of the area are used as effectively as possible to change perceptions.

17.2.5.5. Actions

The actions of this marketing objective will include:

Establishing a baseline from which it will be possible to measure the performance of the marketing drive.

Constructing a balanced programme of support for partners' activities.

Setting arrangements with third party providers to monitor performance versus objectives.

Publishing an annual report on progress for distribution across the area.

17.2.6. Monitoring and Evaluation

In order to ensure that the goals and objectives of the strategy are achieved, the municipality should continuously monitor and evaluate the implementation of the LED strategy. The proposed Monitoring and Evaluation framework is separated into three main measures:

Institutional Monitoring and Evaluation – ensures that the foundations of LED have been laid by evaluating the institutions, paying special attention to their activities, and their ability to build relationships with key Stakeholders.

Economic indicators Monitoring and Evaluation – offers an outline of both the general success of LED implementation, as well as whether there is an environment within which investors will want to invest, by focussing on the size and sectoral composition of the local economy.

Project Monitoring and Evaluation – focusses on the successful implementation of projects by evaluating the project pipeline, in terms of the quantity of projects and the phases of the projects. The most critical element of each project that needs to be evaluated is the impact it has on the KRLM.

17.2.7. Conclusion

The successful implementation of the strategy is dependent on the commitment and cooperation of all stakeholders in the municipality. The envisaged LED Summit will interrogate the above aspect and concretise a final LED Strategy for the municipality with clearly identified actions and projects.

17.3. Housing Sector Plan

The KRLM Housing Sector Plan was last done in 2011. Once again the plan is also outdated as housing is a moving target. Attempts are made to extract only relevant aspect of the plan, whilst the municipality will be embarking in a process to update the Plan.

17.3.1. Objectives of the Housing Sector Plan

The main purpose of the Housing Chapter is as follows:

- To ensure effective allocation of limited resources, financial and human, to wide variety of potential development initiatives;
- To provide guidance in prioritizing housing projects in order to obtain consensus for the timing and order to their implementation;
- To ensure more integrated development through coordinating cross sector role players to aligning their development interventions in one plan;
- To ensure budget allocations to local and district municipalities as well as provinces are most effectively applied for maximum impact;
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments;
- To ensure there is a definite housing focus in the IDP and SDF with clear direction for future housing delivery across all social and economic categories and locations in the municipality. The scope of the Housing Chapter is not just for those people and developments related to government's subsidized housing programmes.
- To provide the IDP process with adequate information about the housing plan, its choices, priorities, benefits, parameters as well as strategic and operational requirements;
- Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process; and
- To ensure that there is indicative subsidy budgeting and cash flow planning at both the municipal and provincial levels.

17.3.2. Settlements

The dominant land use in all settlements is residential. The residential densities range from very low densities in the rural areas and medium densities in the major/main centres. These settlements developed around the major centres of Koster, Swaartruggens and Derby. The majority of people settled throughout the rural areas (Table 1) of the municipal area. The prominent settlements areas are in: Borolelo, Reagile and Rederile

The Kgetlengrivier Municipality has an above average urban population (42.1%), including towns such as Koster, although it houses only 3.1% of the total Bojanala population. The total population for the municipality was estimated at 36477 according to STATSSA as at October 2001. The estimated 2009 population for Kgetlengrivier LM, based on DWAF data/census information dated 12 December 2009, was 40 008. Using the expected growth rate of 0.37%, included within the abovementioned data, the current 2010 population for Kgetlengrivier Local Municipality is estimated at 40 156.

The most important spatial features as far as the housing stock in Kgetlengrivier is concerned, include the following:

The majority of households in the Kgetlengrivier Local Municipality resides within housing structures on separate stands (approximately 55% of all households)

The occurrence of informal structures is mainly concentrated to certain parts of Derby, Koster/Reagile and Swartruggens/Borolelo within which more than 40% of households in certain are residing in informal structures. According to the Kgetlengrivier Integrated Development Plan (IDP) for 2010/11, more than 11 792 households are residing within informal structures. This includes approximately 960 informal structures in Borolelo, 1550 in Reagile 430 in Derby.

The total proportion of households living in backyard structures is estimated to be roughly 15% of the total households

The municipal area shows that the layout of houses on a separate stand (approx.300sq/m) is still a dominant typology in the municipality. This is followed by the informal backyard houses. Flats and townhouses are in the minority.

More emphasis needs to be given to the higher density housing provision, especially in the economic centres and along the transportation routes. The continuous arrival and mushrooming of informal dwellings exacerbates the situation and imposes on the municipality to act speedily, notwithstanding the constraints confronting the municipality.

17.3.3. Housing Sector Goals and Objectives

Formulated goal	Objectives
Spatial integration and consolidation	<ul style="list-style-type: none"> • Housing development should be developed preferable in locations of settlements of higher order whilst development in lower order should be selective in order to address urgent needs • Housing development should be used as an instrument to integrate the divided urban form. • Preference should be given to infill development; development of existing vacant erven; consolidation and densification of urban form. • Housing development should be based on integrated development planning. • Promote higher density in respect of housing development to ensure the economical utilization of land and services • Facilitate the active involvement of all relevant stakeholders in housing development.
Development of partnerships	<ul style="list-style-type: none"> • Housing development should be implemented as a partnership between the local community; private sector; public sector and other stakeholders. • Encourage and support individuals and community organizations to fulfil their housing needs.
Economic development	<ul style="list-style-type: none"> • Housing should be provided in areas where the potential for job creation is the highest.
Access to engineering services and infrastructure	<ul style="list-style-type: none"> • Areas with access to engineering services (spare capacity in terms of bulk services) should be considered as a priority. Level of services being provided should ensure that limited internal services backlogs area being built into the design and service provision.
Access to amenities and supporting services	<ul style="list-style-type: none"> • The consolidated urban form should be supported by the provision of amenities and other community services such as schools, clinics, police stations, commercial facilities, sport fields, parks, community halls and churches. • Provide community and recreational facilities in residential areas
Diversification in housing types	<ul style="list-style-type: none"> • Housing provision should provide in line with the existing Programmes with an applicable choice of type of housing, alternative building systems, location of new houses on an erf that future extensions will be able to be implemented.
Special housing needs	<ul style="list-style-type: none"> • Special housing needs such as for the disabled and HIV/AIDS victims should be addressed through integration within the current residential units/neighborhoods. • Houses should be designed in a manner that they could be enlarged.
Promotion of mixed housing	<ul style="list-style-type: none"> • Housing provision should make provision for optimal mixed development it terms of the existing housing Programmes of the Government and high and medium income groups within the community. • Promote the establishment of socially and economically viable communities and safe and healthy conditions to ensure the elimination of slums.

Protection of the environment	<ul style="list-style-type: none"> • Protection of the environment should receive priority in all housing developments.
Capacity building and empowerment	<ul style="list-style-type: none"> • The role of woman in housing development should be recognized and promoted. • Promote education and consumer protection in respect of housing development
Economic, financial and sustainable development	<ul style="list-style-type: none"> • Housing development should be economically, fiscally, socially and financially affordable and sustainable • Use public money available for housing development in a manner which stimulates private investment in, and the contribution of individuals to, housing development • Promote the effective functioning of the housing market
Promotion of integrated development planning	<ul style="list-style-type: none"> • Housing development should be based on integrated development planning • Promote racial, social, economic and physical integration in urban and rural areas
Housing management and administration	<ul style="list-style-type: none"> • Housing development should be administered in a transparent, accountable and equitable manner and uphold the practice of good governance.

17.3.4. Future Residential Areas

Future residential development has been identified in basically all the areas of the municipality.

According to the land use, some 400 ha is needed to accommodate low to medium income residential development including the provision of adequate space for the approximately 11792 informal structures.

(At the moment the Municipality has ± 423 ha. of land in the areas (to be finalised and investigated) that can potentially be serviced and developed

17.3.5. Housing Development

In order to finalize especially the old projects (1996 to 2009) the Municipality must apply for top-up subsidies in line with the new subsidy norms of R55 706 for a 40m² house, effective from 23 February 2010 (for the construction of new houses).

No rental residential units in terms of the North West Provincial Housing Authority's subsidy scheme for the municipality were approved.

An application was not submitted to the National Housing Department of Housing (NDoHS) in terms of the Social Housing Policy of South Africa to approve the municipality as a "Restructuring Zone"

17.3.6. Conclusion

The Housing Plan will be revised in order to update some of the assumptions. In lining the Housing Plan with the SDF, it is clear that more land is needed for Residential Development in the Secondary nodes and Rental Accommodation in general.

17.4. Performance Management Framework

17.4.1. Introduction

A Performance Management System (PMS) entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement review, reporting and improvement will be conducted, organised and managed, including determining the different role players. It also forms the basis of aligning the annual operational plan (Top Layer SDBIP) and the business plans of individual departments (Technical SDBIPs with the municipality's Integrated Development Plan (IDP).

It is also a system through which the municipality sets key performance indicators, targets, and monitors, assesses and reviews the organisational and individual's employee's performance, based on municipality's vision, mission, priorities, objectives and measures derived from the municipal integrated development plan. A Performance Management System enables the municipality to conduct a proper planning, measuring, monitoring, reviewing and reporting on its performance.

KRLM's approach to performance management is based on the development and formal adoption of a system that complies with the Constitution of the Republic of South Africa, Municipal Systems Act; Municipal Planning Performance Management Regulations of 2001; Chapter 7 of Act 108 (1996); The White Paper on Local Government, March 1998; Municipal Finance Management Act, FMA; Performance Management Guide for Municipalities, DPLG, 2001; Municipal Performance Regulations for Municipal Managers and Managers.

Council adopts and reviews the PMS framework as part of its annual planning processes. The performance management framework is adopted with the IDP at the beginning of each financial year.

17.4.2. Legislative Background

The performance management framework has been compiled in line with section 38 of the Municipal Systems Act that requires a municipality to develop a performance management system that is:

- Commensurate with its resources;
- Best suited to its circumstance; and In line with the priorities, objectives, indicators and targets contained in its integrated development plan;
- promote a culture of performance management amongst its political structures, political office bearers and councillors and in its administration;
- and administer its affairs in an economical, effective, efficient and accountable manner.

In response to this requirement KRLM developed a performance management system which include the following core components:

- Set appropriate key performance indicators which are to be used as a yard stick for measuring performance, including outcomes and impact with regard to the municipality's development priorities and objectives set out in its integrated development plan
- Set measurable performance targets in respect of each of those development priorities and objectives
- Monitor, Measure and review performance at least once a year;
- Take steps to improve performance with regard to those development priorities and objectives where performance targets were not met.
- Establish a process of regular reporting to council, the public and other relevant structures and authorities

The municipality also took into consideration the requirements of other pieces of legislation with a bearing on the performance management system which include the Constitution, Municipal Finance Management Act, and relevant regulations and circulars.

17.4.3. Development of performance management system

The mayor in consultation with council is responsible for the development of the system and delegating its management to the municipal management. The performance management system is adopted by council.

Main Principles

The performance management system of the municipality is driven by the following principles:

Principle	Meaning
Effective	utilization of financial and human resources
Simplicity	so as to facilitate implementation given any current capacity constraints,
Politically Acceptable And Administratively Managed	acceptable to all political role-players and managed in terms of day-to-day implementation
Implementable	within any current resource constraints,
Transparency and Accountability	both in terms of developing and implementing the system,
Efficient and Sustainable	in terms of the ongoing implementation and use of the system,
Objectivity	based on credible information
Reliability	of the information provided on the progress in achieving the objectives as set out in its IDP
Alignment	with other municipal initiatives, like IDP, Budget, but also with national and provincial policy and guidelines
Objective	the performance management system is to inculcate a culture of accountability, openness and transparency amongst the members of the staff and other compliance monitoring mechanisms through this system

17.4.4. Model for Performance Management

Experience in both the private and public sectors has shown that traditional approaches to managing and measuring performance that have been heavily reliant on financial measures are severely lacking. It has become well accepted that in order to assess an organisation’s performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation is performing by looking at other factors such as employees’ wellness, skills and other factors such as tools of trades.

The municipality has therefore adopted the balanced score card as a model to facilitate the planning, implementation and monitoring of performance.

The adoption of the balanced score card was also done in line with the directive by the South African Local Government Association (SALGA), which encouraged member municipalities to use the model in managing their performance.

The four perspectives of the balanced score card are depicted in the diagram below:

17.4.5. Balanced Score Card Perspectives

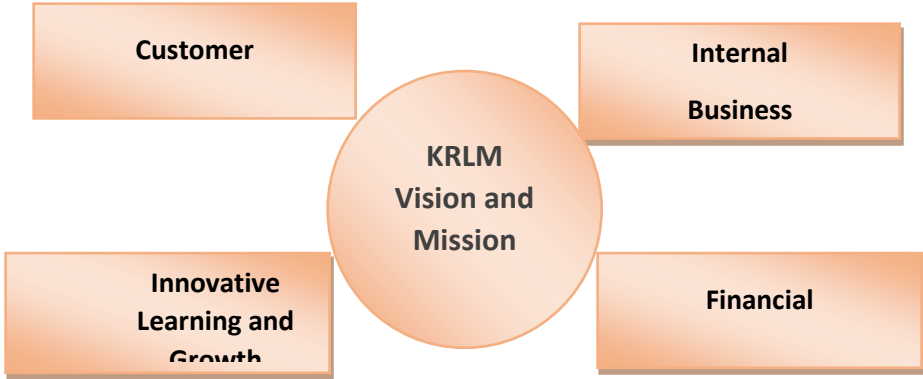


Figure 13: Balance Score Card Perspectives

By focusing on the four perspectives depicted above the municipality is able to manage the performance of its employees and councillors and also allocate resources to areas where there is the greatest need.

17.4.6. Key Steps in the Performance Management Cycle of KRLM

The municipality’s performance management system has five distinct steps, which start from planning until review as depicted in the figure below.



Figure 14: PMS Cycle

The steps reflected in the figure above, enable the municipality to continuously review and improve its performance as required by legislation. Some of the important components of the process include the performance evaluation and auditing, which provides stakeholders with quality assurance on the reliability of the entire system.

17.4.7. Reporting

As part of the municipality’s performance management system, the municipality is required to present performance information that is useful for accountability and decision making. The information presented must enable the users to assess the efficiency and effectiveness of the municipality’s performance. The municipality produces the following reports as part of its endeavour to promote accountability to stakeholders and relevant authorities:

Report	Purpose	Time Frame
Quarterly Performance Report	Provides progress update on the implementation of the SDBIP	Within 30 days at the end of each quarter
Mid-Term performance Report	Provides progress update on performance for the first two quarters	By the 25 th of January

Annual Performance Report	Provides update on the implementation of the SDBIP	Within 6 months after the end of the financial year.
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17.4.8. Managing individual performance

The management of the performance of individual managers, is done through the signing of performance agreements and the payment of bonuses for outstanding performance. The system is currently limited to section 56 employees, whose performance is classified as indicated in the table below after rigorous process of performance assessment and evaluation.

Rating	Terminology	Description	Guide
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	In the case where the output in terms of objectives set was double what was expected or 200%
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	In the case where the output in terms of objectives set was more than 100% up to 150%
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	In the case where 100% of the target has been met
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective	In the case when 50% to 99% of the

Rating	Terminology	Description	Guide
		results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	target has been met
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	In the case where less than 50% of the target has been met

17.4.9. Managing Poor Performance

Employees who perform poorly on their annual performance review shall be assisted by the municipality to improve their performance through the development of the Personal development plans (PDPs). The PDP is an improvement plan that sought to improve the performance of an Employee and is implemented in the following annual performance cycle. In a case where an Employee consistently performs poorly even though an improvement plan is put in place, such Employee shall be warned officially by the municipality through the Performance Steering Committee for the poor performance. Should the Employee continue performing poorly in the following annual performance cycle for the second time, the municipality shall take appropriate action. This includes:

- Demotion to lower level of responsibility; or
- Dismissal. In summary the following steps will be followed when dealing with poor performance in the municipality:
 - Establish whether the Employee is failing to meet the required standard of performance;
 - Assist the Employee in the form of training, mentoring, coaching, etc. required to render satisfactory service and give him/her a fair opportunity to improve;

- Provide for a fair disciplinary hearing if performance fails to improve;
- Where dismissal is considered, the following shall be taken into consideration:
 - Did the Employee fail to meet the standard?
 - Was the Employee aware or should he/she have been aware of the required performance standard?
 - Was the Employee given a fair opportunity to meet the required standard? and
 - Is dismissal the appropriate sanction?

17.4.10. Conclusion

The Municipality is in a process of developing the SDBIP which will be a tool to measure the performance of the municipalities. The MM and Sec 56 Managers will sign performance contracts.

17.5. Financial Plan

17.5.1. BACKGROUND

Kgetlengrivier Local Municipality has been experiencing financial difficulties for the past 10 to 11 years. In the said time there were two attempts with a financial recovery plan that did not achieve the laid-out goals. The failed attempt's reason may vary from poor management involvement to the political instability within Kgetlengrivier. The following factors have collectively added to the financial difficulties currently experienced by the municipality:

The municipal budget for the 2021/22 financial year and previous years were found to be fundamentally flawed in respect of the principles applied in the compilation thereof which negated the strive towards financial sustainability to the extent that the municipality currently finds itself in severe financial distress as the budget was not cash funded, neither credible, nor did it support the principles of financial sustainability and viability. It was evident that certain revenue streams were unlikely to be realized and material adjustment will have to be done. These findings were also highlighted by Provincial Treasury when the budget was assessed in terms of section 23 of the MFMA.

17.5.2. THE PURPOSE OF THE FINANCIAL PLAN

The purpose of the financial plan is to set out details of the financial issues that need to be addressed in a current financial year and two outer years. It is meant to be a tool to highlight any financial short comings. Financial planning is the organization of financial data for the purpose of developing a strategic plan to constructively manage revenue, expenditure, assets and liabilities to meet short, medium and long-term goals and objectives. Roy Diliberto contends that financial planning is looking at the future and brings it back to the present while you can still do something about it. It is therefore imperative to scrutinize the state of the municipal finances with regards to possible future income sources and the areas where such income is likely to be applied given the present level of backlogs and community priorities. These Financial Plan is a tool that is generally going to be used by municipalities to influence the contents of the IDP so as to ensure that the IDP is actually funded and that Cash is actually available to implement projects in terms of Municipal IDP objectives.

17.5.3. KEY FOCUS AREAS OF THE FINANCIAL PLAN

The key strategic areas that will be addressed in the financial plan are Revenue, Debt Collection Strategy, Reduction of Expenditure, Budget Control, Human Resource Management, Financial Administration, Cash Flow Management, Oversight & Other and Monitoring & Implementation

The financial plan cannot be implemented in isolation of the other strategic areas namely Strategic Leadership, Institutional Stabilization and transformation and Focused Service delivery. These other

Strategic areas will be supported and addressed by National and Provincial Local Government Departments through the intervention Administrator and expert.

The financial plan which is supported by National and Provincial Treasury Departments will mainly focus on the Financial Management aspects and also provide Financial and Human resources support in the form of Technical Advisors and expert knowledge of Local Government Finances. The Plan will also include mandatory parameters which will bind the Municipality in the preparation of future Budgets until the Long-Term Financial plan is adopted by the Council or amended in terms of section 144 of the Municipal Finance Management Act (Act 56 of 2003).

17.5.4. ROLES AND RESPONSIBILITIES

The following roles and responsibilities are identified to ensure successful implementation of the Financial Recovery Plan (FRP):

Provincial Treasury

- Monitor the progress on implementation of the FRP
- Avail funding to co-funding the project
- Consider providing financial management support
- Report progress on implementation to NT and other related stakeholder

Council

- Consider the FRP and provide comments
- Oversight over the implementation of the FRP

Management

- Implement the FRP and fulfil all requirements to ensure successful implementation
- Ensure funding is available to co-fund the project.
- Ensure that target dates are met

17.5.5. RISKS ASSOCIATED WITH THE IMPLEMENTATION

The successful implementation of the financial recovery plan has certain risks associated with the outcome which proposes significant changes, particularly with regard to service delivery functions, financial administration, budgeting, financial discipline and governance.

There will be a need to regularly identify, monitor risks identified to ensure that as additional risks arise, timely mitigation strategies can be adopted and instituted. The risks that have been currently identified are:

- The establishment of political stability within the Council.
- Non-implementation of Previous Plans.
- The finalization of permanent appointment of section 56/7 employees and filling of other critical vacancies within the municipality.
- Labour relation aspects associated with the review of the organizational structure.
- Lack of credible financial data in order to complete credible budgets.
 - Support of the Supply Chain Management section to be prioritized to avoid the continued, unauthorized and irregular expenditure practices.
- The ability of the Municipality to fund some of the intervention programmes.
- The cash flow situation is hampering the recovery process in ensuring sustainability and the probability exists that the recovery could take 5 years for the Municipality to be sustainable.

17.5.6. MONITORING AND REPORTING

All decisions regarding implementation of the Financial Plan will be undertaken by the Municipal Manager together with council. It should be noted that this Financial Plan includes medium to long-term activities that may go beyond the term of the Municipal

Manager. The responsibility for updating the Plan rests with the Council, Municipal Manager, and Chief Financial Officer in consultation with the relevant stakeholders.

The monitoring and reporting on the progress made in implementing the Financial Recovery Plan will be undertaken by the Office of the Municipal Manager together with Council. Reports on the implementation of the Financial Plan must be submitted the Provincial Treasury and the Provincial Department of Local Government on a monthly basis.

The Council and management will take corrective action when activities in the Financial Plan are not achieved.

17.5.7. Operational Budget

Revenue enhancement Workings

PRIORITY AREA	FOCUS AREA	ACTIVITY	TIME FRAME (start & end)	RESPOSIBILITY/ PERSON	COSTS (& Source of funding)	OUTCOME	EXPECTED INFLOW
Electricity							
	Meter audit	Replacement of 10 faulty business electricity meters in Koster, Morningside, Swatruggens, Superslag	01 October to 30 June 2022	Ideal Prepaid (Appointed Service Provider) Technical Directorate	Ideal's Funding Budget	Correct meter readings for billing purposes	R3 000 677,444 (Refer to Workings)
Water							
	Meter Installation	Replacement and of 2100 Faulty and stolen water meters In Koster and Swatruggens Town	01 October to 30 June 2022	Appointed WSIG contractor	WSIG Funding as per business plan or budget allocation	Correct meter readings for billing purposes	R2 806 350 (Refer to Workings)

Debt collection							
finances	traffic fines	collection of traffic fines from offenders, Hold two three day roadblocks on strategic areas per	01 October to 30 June 2022	Mavhambo Community Safety and services Directorate	Operational 50% Agency fees	Reducing debtors and increasing revenue	Manual - R480 000 Electronic - R3 875 000 Total – R4 355 000 (Refer to Calculations)
Disposal of Redundant/ absolute Municipal Assets							
Disposal	Redundant Municipal Assets e.g. scrapped Vehicles	Redundant / absolute assets identified and tabled before council for auctioning or disposal	04 October as per Auction advert	B.T.O Appointed auctioneer	Operational 50% Agency fees	the proceeds to be utilized to settle creditors	The proceeds might assist to settle creditors. +/- R 200 000 depended upon auction bidding market values per item (Estimate based on Auctioneer's valuation)
	Land	Vacant land identified for sales (Residential and Business) – (+/- 2400 Stands in Cedrella and +/- 1900 in Reagile ext 9)	On going	B T O LED and Planning Directorate	Operational	Enhance revenue through land held for sales	R81 500 000 (Refer to workings)

(a) Water Revenue

Expected Additional Revenue - Replacement of 2100 water meters

Number of meters	2100
Period of Installation (months)	9
Average household consumption p/month	25
Average tariff	10,59

Detailed Calculation per month

	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total	
Average consumption	25	25	25	25	25	25	25	25	25	25	25
Average Tariff	10,59	10,59	10,59	10,59	10,59	10,59	10,59	10,59	10,59	10,59	10,59
Estimated Revenue per Household	264,75	264,75	264,75	264,75	264,75	264,75	264,75	264,75	264,75	264,75	2382,75
Number of meters installed	150	300	200	200	300	300	300	300	300	50	2100

Meters installed in October 2021	39 713	39 713	39 713	39 713	39 713	39 713	39 713	39 713	39 713	39 713	357 413
Meters installed in November 2021	-	79 425	79 425	79 425	79 425	79 425	79 425	79 425	79 425	79 425	635 400
Meters installed in December 2021	-	-	52 950	52 950	52 950	52 950	52 950	52 950	52 950	52 950	370 650
Meters installed in January 2022	-	-	-	52 950	52 950	52 950	52 950	52 950	52 950	52 950	317 700
Meters installed in February 2022	-	-	-	-	79 425	79 425	79 425	79 425	79 425	79 425	397 125
Meters installed in March 2022	-	-	-	-	-	79 425	79 425	79 425	79 425	79 425	317 700
Meters installed in April 2022	-	-	-	-	-	-	79 425	79 425	79 425	79 425	238 275
Meters installed in May 2022	-	-	-	-	-	-	-	79 425	79 425	79 425	158 850
Meters installed in June 2022	-	-	-	-	-	-	-	-	13 238	13 238	13 238
Total Estimated Revenue	39 713	119 138	172 088	225 038	304 463	383 888	463 313	542 738	555 975	2	806 350

Notes: The project is funded through WSIG funding from the department of water affairs. The project has commenced with the design phase on September 2021. Although it is anticipated that the project will be completed on or before 31 March 2022, the management took a conservative approach in terms of estimating the number of meters to be installed per month.

(b) Electricity

Name	Number	Meter Serial Nr.	Client Information	
			Balance	Balance On Date
Department Of Education	10111791	14265325754	396 423,62	396 423,62
Koster Home For The Aged	10058207	20254016	74 107,38	74 107,38
Koster Slagpale	10056962	20254025	125 197,05	125 197,05
Morningside Farm	10067609	15548662	324 338,99	324 338,99
Superslag CT	10209579	15351574	1 027 398,72	1 027 398,72
Swartruggens KosHuis 2	10162037	16470700	214 367,41	214 367,41
Swartruggens KosHuis	10076749	15351563	95 000,00	95 000,00
Swartruggens Meule	10198505	16470672	624 612,78	624 612,78
Swartruggens School	10067614	15548659	98 528,64	98 528,64
Uitspanning Koster	10059779	20254051	20 702,86	20 702,86
				3 000 677,444

Notes: The abovementioned meters relate to commercial and government properties. According to the service provider's reports, the consumption is estimated to be R3 million due and payable to the municipality.

(c) Sale of stands

New Cidrella Extension

Estimated number of stands	2 400
Price per stand	<u>30 000</u>
Estimated Revenue	<u><u>72 000 000</u></u>

New Reagile Township

Estimated number of stands	1 900
Price per stand	<u>5 000</u>
Estimated Revenue	<u><u>9 500 000</u></u>

Additional revenue - Sale of land	<u><u>81 500 000</u></u>
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Note: The number of stands are based on a certified number as per the township establishment approved.

17.5.8. Debt collection

The municipality is confronted with prevalent cash flow challenges that renders the ability of the municipality to meet its financial obligations and rendering of services is grossly compromised.

Consequently, as a measure to improve cash flow in the municipality, the municipality has embarked on a debt incentive scheme as a measure of improving collection of outstanding arrear debt from various categories of municipal consumers.

The arrear debt of the Municipality has been consistently increasing and it is becoming difficult to collect from consumers owing the municipality for 120 days and older. **As at 30 August 2021**, the total municipal consumer debt amounted to **R273 129 094 older than 120 days**

A total of **R 401 318, 87 has been collected as at Sep 2021** on 64 consumers (Debtors) both Business and residential. The municipality from time to time ending 31 November 2021 will run a debt incentive scheme as a measure of collecting outstanding debt from various categories of municipal consumers

17.5.9. Operating Expenditure

Cost cutting interventions

PRIORITY AREA	FOCUS AREA	ACTIVITY	TIME FRAME (start & end)	RESPONSIBILITY/ PERSON	COSTS (& Source of funding)	OUTCOME	EXPECTED INFLOW
Contracted Services							
Contracted Services	Ideal prepaid contract	Contract expiry resulting in cost saving	01 January 2022 – 30 June 2022	Accounting Officer Chief Financial Officer	Ideal's Funding Budget	Cost saving	R9 082 770.51 (Refer to Workings)
Employee Related Costs							
	Overtime cost	Management of overtime, Limit to 40hrs only	On going	B T O - Payroll Corporate services directorate	On Quarterly basis overtime cost is estimate to +/- R 350 000 Estimated R 116 667 per month	Reduces employees cost	Cutting cost on fluctuating over time on monthly estimated to R 1 050 000.00
General Expenses							
	Fuel usage	Limit fuel consumption to an acceptable liters of fuel per car	01 October to 30 June 2022	B T O – expenditure Fleet officer	+/- R 200 000 Per month	Saving on fuel expenses	R1 800 000

17.5.10. Capital Expenditure – 2021/2022 Delayed projects

COMPONENT	PROJECT NAME	PROJECT REGISTRATION No	PROJECT REGISTRATION AMOUNT	AMOUNT NEEDED TO COMPLETE THE PROJECT	BUDGETED AMOUNT
Roads	Construction of Roads in Mazista Phase 2		R 9 900 000	R 9 900 000	R 802 467,73
	Construction of Reagile EXT 6&7 Internal Roads		R 12 000 000	R 12 000 000	R 466 614,14
			R 21 900 000	R 21 900 000	R 1 269 081.49

17.5.11. 2021/2022 Capital Expenditure – Current projects

COMPONENT	PROJECT TITLE	PROJECT REGISTRATION No	PROJECT REGISTRATION AMOUNT	AMOUNT NEEDED TO COMPLETE THE PROJECT	BUDGETED AMOUNT
Water	Upgrading of Swatruggens WTP Storage Facility	317331	R 4 128 580,50	R 4 128 580,50	R 1 421 217,51
Water	Sealing of 1ML Concrete Reservoir at Koster WTP	W/NW/16573/19/21	R 467 265,70	R 467 265,70	R 321 675,00
Water	Sealing of 3.5ML Concrete Reservoir at Koster WTP	W/NW/16572/19/21	R 688 896,88	R 688 896,88	R 475 050,54
Sewer/Sanitation	Rehabilitation of Swatruggens STP & Rodeon Pump Station Phase 2	S/NW/17135/19/23	R 18 940 192,25	R 18 940 192,25	R 10 819 313,15
Sewer/Sanitation	Construction of Precast Flushing Toilets in Reagile Ext 8	S/NW/18124/21/25	R 38 306 439,83	R 38 306 439,83	R 10 663 361,93
Electricity	Construction of Reagile High Mast		R 800 000,00	R 800 000,00	R 800 000,00
			R 63 331 375,16	R 63 331 375,16	R 24 500 618.13

During the adoption of 2021/22 budget the municipality was standing at the deficit of R112 million due to long outstanding debts such Eskom, etc. However, after the preparation and adoption of the financial plan the municipality is intending to reduce deficit with additional R27 million in the 2021/22 financial year on top of the R4,1 million released in the current year, followed by estimated R21,7 million 2022/23 and R21,9 million in 2023/24 financial year. It should be noted that this financial plan will be reviewed on the annual basis and during the adjustment budget or whenever the municipality see need to do so.

Tables below illustrates approved budget before the adoption of financial plan

NW374 Kgetlengrivier - Table A7 Budgeted Cash Flows

R thousand	Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
	Property rates		6 316	6 765	7 325	5 050	5 050	5 050	5 050	3 575	3 558	3 595
	Service charges		27 522	29 537	28 804	42 950	45 821	45 821	45 821	44 619	64 654	64 714
	Other revenue		4 537	10 072	25 869	37 595	49 696	49 696	49 696	31 553	45 318	45 405
	Transfers and Subsidies - Operational	1	103 442	144 549	160 341	95 612	95 612	95 612	95 612	150 772	105 731	110 150
	Transfers and Subsidies - Capital	1				25 392	24 555	24 555	24 555	27 125	47 556	50 209
	Interest		16 116	15 093	82	1 546	53	53	53	2 113		
	Dividends											
Payments												
	Suppliers and employees		(132 904)	(158 005)	(151 755)	(153 250)	(156 898)	(156 898)	(156 898)	(205 379)	(170 292)	(170 535)
	Finance charges	1	(3 589)	(4 693)	(5 617)	(1 561)	(1 561)	(1 561)	(1 561)	(1 781)	(1 786)	(1 789)
	Transfers and Grants									(2 535)	(2 543)	(2 545)
	NET CASH FROM/(USED) OPERATING ACTIVITIES		21 241	43 317	62 016	53 707	62 328	62 328	62 328	50 466	95 277	99 231
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
	Proceeds on disposal of PPE		302	5	4 902							
	Decrease (increase) in non-current receivables											
	Decrease (increase) in non-current investments		(56)									
Payments												
	Capital assets		(24 324)	(42 446)	(65 704)	(24 555)	(24 555)	(24 555)	(24 555)	(27 125)	(47 556)	(50 209)
	NET CASH FROM/(USED) INVESTING ACTIVITIES		(24 022)	(42 440)	(60 802)	(24 555)	(24 555)	(24 555)	(24 555)	(27 125)	(47 556)	(50 209)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
	Short term loans											
	Borrowing long term/financing											
	Increase (decrease) in consumer deposits											
Payments												
	Repayment of borrowing											
	NET CASH FROM/(USED) FINANCING ACTIVITIES											
	NET INCREASE/(DECREASE) IN CASH HELD		(2 846)	877	(1 786)	29 152	37 773	37 773	37 773	23 340	47 721	49 022
	Cash/cash equivalents at the year begin:	2	3 487	641	1 473	1 470	461	461	461	1 560	24 900	72 621
	Cash/cash equivalents at the year end:	2	641	1 518	(313)	30 622	38 234	38 234	38 234	24 900	72 621	121 643

NW374 Kgetlengrivier - Table A8 Cash backed reserves/accumulated surplus reconciliation

R thousand	Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Cash and investments available												
	Cash/cash equivalents at the year end	1	641	1 518	(313)	30 622	38 234	38 234	38 234	24 900	72 621	121 643
	Other current investments > 90 days			(45)	59 465	1 429	1 429	1 429	1 429			
	Non current assets - Investments	1										
	Cash and investments available:		641	1 473	59 155	32 051	39 662	39 662	39 662	24 900	72 621	121 643
Application of cash and investments												
	Unspent conditional transfers		27 406	10 200	8 324	62 090	6 324	6 324	6 324			
	Unspent borrowing											
	Statutory requirements	2								5 690	9 297	13 258
	Other working capital requirements	3		123 661	199 792	115 024	199 792	199 792	199 792	175 541	164 249	151 935
	Other provisions	4								23 550	23 550	23 550
	Long term investments committed											
	Reserves to be backed by cash/investments	5										
	Total Application of cash and investments:		27 406	134 261	208 116	180 113	208 116	208 116	208 116	205 771	197 126	168 772
	Surplus(shortfall)		(26 765)	(132 588)	(148 961)	(148 063)	(168 453)	(168 453)	(168 453)	(180 871)	(124 505)	(67 129)

17.5.12. Conclusion

Development of a credible and realistic Financial Plan is a critical step towards alleviating the financial challenges that Municipalities are facing, but it is the implementation of the Financial Plan that will yield the actual expected results and demonstrate if a Municipality is on the correct path towards financial recovery.

As indicated above, the crux and the critical success factor is the monitored implementation of the Financial Plan, cognizance must be borne to the fact that the Financial Plan is a Municipality wide document which will need intense contribution and support from all units within the Municipality for it to be successfully implemented and realize the anticipated outcomes. It is on the basis on the latter that all the components (Council and Administration) of the Municipality must contribute towards implementation of the Financial Plan.

In order to achieve the above, the Administration must prepare a credible and realistic Financial Plan, the Financial Plan must be submitted to Provincial Treasury for review. Subsequent to review of the Financial Plan, the Administration must present the Financial Plan to the Council of the Municipality for adoption.

The Municipality must on a monthly basis, consider the status with regards to implementation of the Financial Plan. The Accounting Officer must on a monthly basis, present to a Mayor/Executive Mayor, a status with regards to implementation of the Financial Plan. The Mayor/Executive Mayor must report the status with regards to implementation of the Financial Plan to Council.

The Accounting Officer must on a monthly basis, when reporting on the Section 71, report also on the status with regards to implementation of the Financial Plan.

17.6. DISTRICT DEVELOPMENT MODEL

17.6.1. ONE PLAN DEVELOPMENT PROCESS IN ALL DISTRICT AND METRO SPACES

In the current 2021/22 FY, all 52 districts and metro spaces have initiated the process to develop One Plans. In order to guide the process, DCOG has issued the DDM One Plan process prototype through Circular 2 of 2021 (dated 10 May 2021). This Circular indicated that all districts and metro One Plans are expected to be finalised by the end of June 2021 and they must be submitted to the Minister of COGTA in July 2021. This timeframe is in line with the target set out in the Medium-Term Strategic Framework (MTSF) by Cabinet.

Table 1 below highlights the key milestones and proposed timeframes in the development of the One Plans as indicated in the Circular:

NO.	MILESTONES	TIMELINES
1.	Establishment and confirmation of District/Metro DDM Technical and Political structures and teams	26 April – 30 April 2021
2.	Development of the One Plan diagnostic report	01 May – 20 May 2021
3.	Development of the Vision and Development strategies	20 May – 31 May 2021
4.	Development of Implementation Commitments and drafting of the One Plan	01 June – 13 June 2021
5.	Publishing of draft one plan for public comment	14 June – 25 June 2021
6.	Submission of final one plan	26 June – 30 June 2021

Table 1: Key milestones in the development of the One Plans

16.6.2. PROCESSES TO FACILITATE ALIGNMENT OF ONE PLANS AND IDPS

Defining the alignment

In the previous financial year (2020/21 FY), the alignment between the One Plans and IDPs was defined in relation to whether the process of developing the One Plan for each district or metro has been initiated or not. In this regard, the alignment process unfolded in two scenarios. Scenario 1 was where the process of developing the One Plan has been initiated – in this context alignment referred to the stages of the One Plans being synchronised with the phases of the IDP and outputs of each phase of the One Plan informing different phases of the IDP development process. Scenario 2 was where the process of developing the One Plan has not been initiated – in this context alignment referred to the incorporation of national and provincial sector projects in the IDPs of municipalities.

In the current 2021/22 FY, all 52 districts and metro municipalities have initiated the process to develop One Plans. In this regard, for the current financial year (2021/22 FY), alignment of IDPs and One Plans refers to IDPs incorporating the priorities and commitments contained in the One Plans.

The alignment will therefore be facilitated through two critical processes. These are:

1. The endorsement of the One Plans by the municipal councils of metro and district municipalities (including local municipalities).
2. The incorporation of the implementation commitments and projects of sector departments as reflected in the One Plans into the IDPs.

Alignment process – alignment of IDPs and One Plans in the 2021/22 FY

Endorsement of One Plans by the municipal councils

The One Plan Prototype Process Plan issued by DCOG in May 2021 indicates that the endorsement of the One Plans by the Municipal Councils and Provincial Executive Councils is a critical process in ensuring that the One Plans are aligned to the IDPs. This will ensure that the One Plans are adopted at local government level as the Long-Term Strategic Framework for each district and metro space and enable continuity into the next term of office of municipal councils.

In this regard, the current municipal councils are required to adopt the final IDP for 2021/2022 FY by the end of June 2021 and the One Plans are also expected to be adopted by end of June 2021. Following the local government elections, the incoming councils will proceed to note the adopted IDP and then table a recommendation for the review where necessary.

With regards to the One Plan, the current municipal councils are expected to endorse the One Plans as the Long-Term Strategic Framework for district or metro space. The incoming council following the elections will then note the endorsement of the One Plan. Municipalities can conduct engagements with the new councils on the DDM and One Plan and outline the implications thereof on their 5-year IDP.

The process is illustrated in the Figure 1 below:

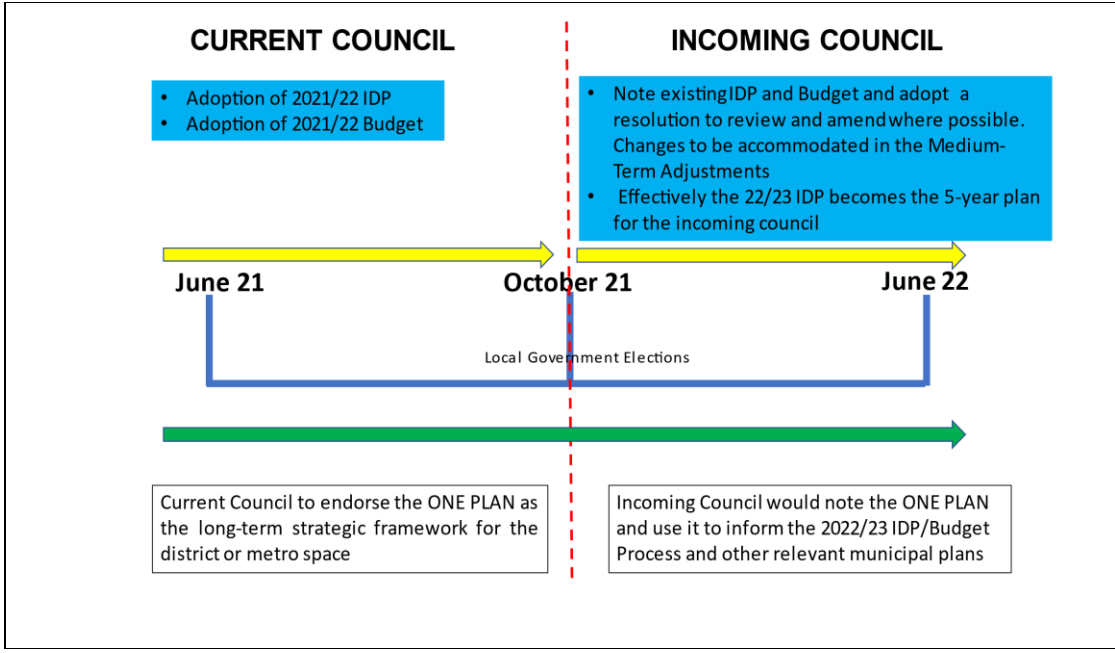


Figure 1: Endorsement of One Plans by current municipal councils

16.6.3. Incorporation of key implementation commitments and projects of sector departments into the IDPs

The incorporation of key commitments and projects of sector departments into the municipal IDPs remains a critical process in facilitating the alignment of One Plans and IDPs. It is important to note that the One Plan is not a summation of government plans and does not necessarily incorporate all the projects and programmes of government departments and State Entities. The One Plan focuses on key and strategic programmes required to catalyse and advance socio-economic transformation. It is however critical for municipalities (district and local municipalities) to be aware of all key investments and plans of other spheres to be implemented within the district space including those that might fall outside the scope of the One Plan. These should be incorporated in the IDPs and other municipal development plans.

The process to incorporate the projects and programmes of national and provincial sector departments into the IDPs was initiated in the previous FY, with the focus on strengthening the national and provincial departments’ participation in the development of IDPs. This will continue to ensure that municipalities have greater insight into the priorities and plans of each sector.

This process is being facilitated by COGTA at the national level and Provincial COGTAs at provincial level working with the Offices of the Premier. Sector departments (national and provincial) are expected to submit their plans and budgets for each district and metro. Through this process, municipalities will have an opportunity to engage sector departments on these investments and how these are aligned to the municipal plans.

Table 2 below outlines the key activities, responsibilities, and timelines:

Incorporation of key commitments and projects of sector departments into IDPs				
Process	Responsibilities	Timelines	Platform /Mechanism	Outcome
Facilitating the incorporation of key commitments and projects of sector departments into the next 5-year IDPs	National and provincial sector departments <ul style="list-style-type: none"> • Submit current and future projects and budgets for each district / metro • Participate in the municipal IDP processes. • Engage municipalities on sector priorities and plans and ensure alignment to the One Plan 	May - June 2021	<ul style="list-style-type: none"> • IGR structures and IDP Forums 	Sector projects and commitments reflected in IDPs and aligned with the District and Metro One Plans
	National Cogta working with DPME <ul style="list-style-type: none"> • Facilitate the consolidation of national sector projects per district / metro • Communicate the project list to each district / metro 	May - June 2021		
	Provincial Cogta and Offices of the Premier <ul style="list-style-type: none"> • Facilitate the consolidation of provincial sector projects per district / metro • Communicate the project list to each district / metro 	May – June 2021		
	Municipalities <ul style="list-style-type: none"> • Incorporate sector departments' projects into the 5-year IDPs • Ensure alignment of One Plans with the IDPs 	By June 2022		

Table 2: Incorporation of key commitments and projects of sector departments into IDPs

16.6.4.ASSESSMENT OF THE ALIGNMENT BETWEEN ONE PLANS AND IDPs

Municipalities are mandated to table the draft IDPs and Budgets by 31 March each year for public comment. The period between April and May is a critical period in allowing the community and other stakeholders to give their comments on the draft IDPs. This period also provides an opportunity for the other spheres of government and other stakeholders to provide their comments on the draft IDPs through the provincial IDP assessment process.

In this regard, the assessment of the 2022/23 IDPs will determine whether the IDPs reflect the priorities, strategies and commitments reflected in the One Plans.

FOCUS AREA 2: KEY CATALYTIC PROJECTS

DDM ONE PLAN ONE BUDGET

DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY

GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI	GPS COORDINATES
	Mazista Phase 3 Roads paving	Provision of safe roads infrastructure	KRLM	R 7 141 487.13	R 7 141 487.13			8 Months	Kgetlengri vier 06	
	Upgrading of Borolelo water storage 0,5 ML	Provision of Clean water	KRLM	R 1 402 741,07	R 1 402 741,07			8 Months	Kgetlengri vier 01	
	Borolelo Water Reticulation	Provision of Clean water	KRLM	R13 625 822,73		R13 625 822,73		8 Months	Kgetlengri vier KRLM 01	
	Construction of Pre cast concrete toilets with flushing system in Reagile Extension 8	Provision of sanitation	KRLM		R 16 800 000.00	R 17 000 000.00	R 15 072 727,27	3 financial year	Kgetlengri vier 05	

	Installation of High Mast Lights in Ratsegae	Provision of electricity	Tech	R 910 921.80	R 910 921.80			6 Months	Kgetlengri vier	
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16.7. GENDER BASED STRATEGY

16.7.1. Background and introduction

Persistence of gender inequality

Despite notable advances in gender equality and women's empowerment since the inception of democracy in South Africa, the majority of women and girls still suffer from multi-dimensional poverty, inequality and discrimination on the basis of gender. This is compounded by multiple deprivations and deep-seated social problems such as gender-based violence.

While women's representation in political organizations, public service employment and institutions such as parliament has improved considerably since 1994, women continue to face political, social and economic exclusion. The Commission for Employment Equity (2018) reports that, while women constitute 46,6% of professionally qualified employees within designated employers, only 22,9% of top management are women. In government 32,6% of top management are women, while in the private sector, just 21,6% are women (CEE, 2018).

The country's triple challenge of poverty, inequality and unemployment has a disproportionate impact on women and serves to further entrench gender inequality and women's powerlessness. Close to 42% of females live below the lower-bound poverty line, compared to 38% of males (Stats SA 2015).

While women in general face gender-based discrimination, it should be noted that women are not a homogenous group and that women's inequality and deprivation is compounded by race, class, spatial location and other dimensions. Young, African women are worst affected by poverty and unemployment.

Women's exclusion from the mainstream economy and lack of access to economic opportunities is further underpinned by *inter alia*:

- Patriarchy and unequal gender relations;
- A legacy of racial oppression and marginalization;
- Unequal access to, ownership and control of the economy and productive resources, including land; and
- Women's unequal burden of unpaid care work.

Paradigm shift

Gender-responsive planning, budgeting, monitoring, evaluation and auditing (GRPBMEA)¹ is an imperative in achieving the country's constitutional vision of a non-sexist society. It is aimed at ensuring better outcomes for women and girls and more tangible gender impacts in South Africa. Investing in women's empowerment and reducing the gender gap is an important driver of inclusive economic growth and development and will benefit both women and men, boys and girls.

Gender-responsive budgeting as an important component of GRPBMEA and aims to bring gender mainstreaming to public finances, which eventually results in gender responsive budgets. Gender responsive budgets are not separate budgets for women but are general budgets that are planned, approved, executed, monitored and audited

In a gender responsive way. The primary objective of gender responsive budgeting is to ensure that resources are raised and spent to eliminate gender disparities.

Research undertaken by the International Monetary Fund (IMF) and the World Bank has clearly shown that a reduction in gender inequality is also beneficial for economic growth. This research provides strong evidence that inequality between women and men is costing the world billions a year in lost economic growth. The IMF suggests that countries should use their annual budgets to ensure that public money is spent to reduce the gender gap. The World Bank argues that empowering female entrepreneurs has the potential to create jobs, increase incomes, lift millions out of poverty, and lead to greater economic and social transformation (2014).

GRPBMEA is therefore a critical strategy in harnessing the gender dividend and ensuring a paradigm shift towards gender mainstreaming across the state machinery and taking forward the country's efforts:

- To achieve our Constitutional vision of non-sexist society and gender equality;
- To ensure women's empowerment and gender equality are at the Centre of public policy priorities, results-based planning and budgeting and accountability;
- To ensure allocation of adequate resources for women's empowerment and gender equality linked to broader public finance reforms;
- To enhance the country's overall levels of inclusive growth, development and the broader political and socio-economic transformation agenda.

Background

South Africa was previously seen as leading globally on Gender Responsive Budgeting (GRB) initiatives and provided support to a number of African countries in developing their GRB systems. Over 100 countries globally have or are currently implementing GRB initiatives (UNWomen 2015), across all regions of the world including countries in Africa, such as Uganda and Rwanda, as well as BRICS countries such as China and India.²

While past South Africa attempts have tended to focus on GRB, it is widely recognized that GRB is less effective in the absence of gender-responsive planning as well as monitoring, evaluation and auditing components of the overall evidence-based policy and results-based performance management cycle.

This Framework on GRPBMEA aims to ensure a more sustainable, comprehensive and multi-sectoral approach to gender mainstreaming within the country's planning, monitoring and evaluation and public financing systems. It therefore focuses on closing the gap between plans and budgets through an overall approach of mainstreaming gender through the planning, budgeting, monitoring, evaluation and audit cycle.

The Framework was developed in 2018 by the Department of Women, which was subsequently integrated into the Department of Women, Youth and Persons with Disabilities in 2019. The development process included close collaboration with key government partners, including the Department of Planning, Monitoring and Evaluation (DPME) and National Treasury. It has also been enhanced through extensive consultations undertaken within government and with non-governmental and civil society stakeholders. These included the following:

- Presentations on gender-responsive planning and budgeting with a wide range of civil society stakeholders in May 2018.
- Engagements with National Treasury, DPME and other government departments including Statistics SA, the Department of International Relations and Cooperation, DPME, the Department of Public Service and Administration (DPSA) and the Department of Higher Education and Training as well as the Commission on Gender Equality (CGE) as part of the High-Level Steering Committee on Gender-Responsive Policy, Planning, Monitoring and Evaluation from June 2018 to November 2018.
- Deliberations on the Framework took place during a Women's Dialogue with a range of stakeholders that included researchers, intellectuals, academics, young women in tertiary institutions and others in August 2018.

- Proposals on making the National Evaluation System more gender-responsive were made at a national evaluation workshop attended by national and provincial government evaluation officials on 21 and 22 September 2019.
- A presentation was made and detailed deliberations took place at the DPME National Planning Monitoring and Evaluation Forum in October 2018, attended by delegates from national, provincial and local government and non-state sector representatives.
- The proposed GRPBMEA framework was presented and discussed at one of the commissions of the Presidential Summit on Gender-Based Violence and Femicide on 1 and 2 November 2018.
- The Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Summit, 29 and 30 November 2018 where a declaration (*attached as annexure A*) was adopted.

16.7.2. Policy and legislative context and commitments

This section provides an overview of the policy and legislative commitments relating to gender mainstreaming and the related components of gender-responsive budgeting and planning, at a global (United Nations), continental (African Union), regional (Southern African Development Community) and national level.

Global and Regional Commitments

Commitments on financing for gender equality and the empowerment of women have been made by governments at an international level, including at the Fourth World Conference on Women (1995), the twenty-third special session of the General assembly (2000), and more recently as part of the 2030 Agenda for Sustainable Development and the Third International Conference on Financing for Development (FfD). These have often been linked to the need for gender responsive policy, planning as well as monitoring and evaluation. Global and regional commitments to financing gender equality are presented in Table 1 below.

Table 1: Global and regional normative agreements

Normative Framework	Main commitments re: financing gender equality and/or gender mainstreaming
<i>Global</i>	

<p>CEDAW (1979)</p>	<p>CEDAW addressed financing in its general recommendations on “Effective national machinery and publicity” (No. 6), “Women and health” (No. 24) and “Political and public life” (No. 23). The Committee encouraged state parties to provide adequate resources to national machineries for the advancement of women to enable them to work effectively for the promotion of gender equality and the enjoyment of women’s rights. It encouraged political parties to provide financial resources to overcome obstacles to women's full participation and representation.</p> <p>In a number of recommendations, the Committee calls on State parties to allocate necessary resources to undertake appropriate measures to improve women’s health, to increase educational opportunities for girls, to combat all forms of violence against women and to improve the situation of rural women. The Committee called on State parties to monitor the effects of macro- economic policies, including trade agreements, on women, to ensure that all national development policies, plans and programmes explicitly promote women’s equality and empowerment, and to seek innovative sources of funding and assistance for the promotion of gender equality, including in partnership with the private sector.</p>
<p><i>Beijing Declaration and its Platform for Action (1995) & Corresponding Reviews (2000; 2005;2010; 2015; 2020 (forthcoming))</i></p>	<p>The principle of financing for gender equality is grounded in the Beijing Declaration and Platform of Action. It emphasizes that its full implementation demands “a political commitment to make available human and financial resources for the empowerment of women. This requires the integration of a gender perspective in budgetary decisions on policies and programmes, as well as the adequate financing of specific programmes for securing equality between women and men” (para 345).</p> <p>The Beijing Platform for Action calls for sufficient resources to be allocated to national machineries for the advancement of women as well as to all institutions, as appropriate, that can contribute to the implementation and monitoring of the Platform for Action. Governments are also called upon to create a supportive environment for the mobilization of resources by non-governmental organizations, particularly women's organizations</p>

	<p>and networks, feminist groups, the private sector and other actors of civil society, to enable them to contribute towards this end.</p> <p>The Beijing+5 Outcome document reiterated that Limited resources at the state level makes it imperative that innovative approaches to the allocation of existing resources be employed, not only by governments but also by non-governmental organizations and the private sector.” One such innovation is the gender analysis of public budgets, which emerged as an important tool to assess the impact of expenditures on women and men to help ensure the equitable use of existing resources. More recently, the Secretary General’s report on the twenty-year review of the Platform for Action (2015)⁴ identified underinvestment in gender equality and women’s empowerment as a major factor for slow and uneven progress in all 12 critical areas of concern. The upcoming Beijing +25 will provide additional reflections and evidence of the current state of financing gender equality.</p>
<p><i>United Nations (UN) Commission on the Status of Women</i></p>	<p>At its 52nd session in 2008, the Commission on the Status of Women issued <u>agreed conclusions</u> on financing for gender equality and women’s empowerment. The <u>UN Secretary-General’s report</u> for the session defined financing for gender equality as the process of “ensuring adequate resource allocations to translate commitments on gender equality and women’s empowerment into action, including financing of critical stakeholders within national women’s mechanisms, and women’s organizations.” In 2012, the Commission reviewed implementation of the 2008 agreement and <u>highlighted progress</u>, as well as continuing challenges, in integrating gender in national budgets, development cooperation and the United Nations.</p>

***International
Conferences on
Financing for
Development***

The Monterrey Consensus adopted at the International Conference on Financing for Development in March 2002 in Mexico, highlighted the importance of a holistic approach to financing for development, including gender-sensitive development, and encouraged the mainstreaming of a gender perspective into development policies at all levels and in all sectors. It stressed the critical need for reinforcing national efforts in building capacity for gender budget policies.

The Doha Declaration (2008) reiterated the commitments to financing gender equality, in particularly in paragraphs 4, 10, 11, 13, 19 and 41.

The Addis Ababa Action Agenda, adopted at the Third International Conference on Financing for Development (July 2015), recognizes the centrality of financing for gender equality and women's empowerment to achieve sustainable and inclusive development. It identified a set of critical actions, including:

- To increase transparency and equal participation in the

	<p>budgeting process and promote gender responsive budgeting and tracking (para 30).</p> <ul style="list-style-type: none"> • To track and report resource allocations for gender equality and women’s empowerment. • To reinforce national efforts in capacity-building in developing countries in such areas as public finance and administration, social and gender responsive budgeting (para 115).
<i>Sustainable Development Goals</i>	<p>In the UN General Assembly resolution Transforming our world: 2030 Agenda for Sustainable Development (A/RES/70/1), all countries agreed to “work for a significant increase in investments to close the gender gap and strengthen support for institutions in relation to gender equality and the empowerment of women at the global, regional and national levels. All forms of discrimination and violence against women and girls will be eliminated, including through the engagement of men and boys. The systematic mainstreaming of a gender perspective in the implementation of the Agenda is crucial.” (para 20)</p>
<i>Continental & Regional</i>	
<i>African Union Solemn Declaration on Gender Equality in Africa (2004)</i>	<p>Member States of the AU are committed to report annually on progress on gender equality, in line with the Solemn Declaration on Gender Equality (2004).</p>
<i>Optional Protocol to the African Charter on Human and People’s Rights on the Rights of Women in Africa (2003)</i>	<p>The African Women’s Protocol, as it is commonly known, reinforces the articles outlined in CEDAW and the principles underpinning the Beijing Platform for Action on the need for adequate and appropriate funding for achieving women’s empowerment and gender equality in AU member states. Article 19 on the Right to Sustainable Development states that: “Women shall have the right to fully enjoy their right to sustainable development. In this connection, the States Parties shall take all appropriate measures to introduce the gender perspective in the national development planning procedures”.</p>

<p><i>African Union Agenda 2063</i></p>	<p>Aspiration 6 entitled “[a]n Africa whose development is people- driven, relying on the potential offered by African people, especially its women and youth, and caring for children” identifies full gender equality in all spheres of life as the critical factor and women and girls empowerment as a priority. Aspiration 7 identifies “Africa tak[ing] full responsibility for financing her development” as a critical factor and that the priority must be “fiscal systems and public financing”.</p>
<p><i>The African Union Strategy for Gender Equality and Women’s Empowerment (2017-2027)</i></p>	<p>Adopted in May 2018, the Strategy states that at the national level, governments are expected to ensure the advancement of women is vested in the highest possible level of government and ensure that there are sufficient resources in terms of budgets and professional capacity. It describes Gender Responsive Budgeting as a process of conceiving, planning, approving, executing, monitoring, analysing and auditing budgets in a gender- responsive way. This involves analysis of actual government expenditure and revenue on women and girls as compared to expenditure on men and boys. One of the enabling principles identified in the AU strategy is that of “Accelerating financing”. Pillar 3 of the strategy refers to gender-responsive governance, which involves taking deliberate measures to transform institutions through gender governance systems including gender responsive budgeting. In the subsection on Budgets and Finance Arrangements, the strategy provides for gender audits of budgets to determine the extent of gender-responsive budgeting,</p>
<p><i>SADC Protocol on Gender and Development, as amended in 2016</i></p>	<p>Explicitly calls for gender responsive budgeting. Article 15 on Economic Policies and Decision Making in the Protocol, section 2 calls on State Parties to: “...ensure gender sensitive and responsive budgeting at the micro and macro levels, including tracking, monitoring and evaluation.”</p>

16.7.3. What approach should be adopted in South Africa today?

Multi-disciplinary approach

South Africa’s global innovation in the field of GRB is the development of a holistic and comprehensive approach in the form of GRPBMEA. The overall approach to GRPBMEA in South Africa today arises from an integration of theories, concepts and practices from multiple disciplines and approaches to public policy, budgeting and programming. These include the following:

- Gender studies and gender mainstreaming;
- Evidence-based policy making and implementation;
- Public management and results-based performance management;

- Public Finance and performance-based budgeting.

The overall approach works on the core assumptions that the achievement of country gender outcomes and sustainable gender impacts requires the following:

- Setting of clear, government-wide gender-responsive **policy priorities** based on electoral and legislative mandates, multiple evidence sources, gender needs assessments and stakeholder inputs;
- The translation of policy priorities into **programmes** and interventions with measurable programme outcomes and gender-responsive indicators and targets;
- Performance frameworks of budget programmes integrate gender equality through the use of gender disaggregated indicators, by assessing budget and

policy plans against actual allocations, and monitoring progress towards increased gender responsiveness;¹⁰ and

- Ensuring the necessary **budget allocations** to achieve gender priorities as well as regular expenditure reviews/impact assessments/budget audits to assess the extent to which particular expenditures indeed resulted in the intended gender equality and women's empowerment outcomes. This needs to take into account both fiscal constraints as well as the potential economic benefits of investing in women's empowerment and gender equality.

The figure 2 below shows the sequencing of the translation of gender policy priorities into programmes, which are costed and form the basis for gender-responsive budgets.

Figure 2: From gender policy priorities to gender-responsive budgets



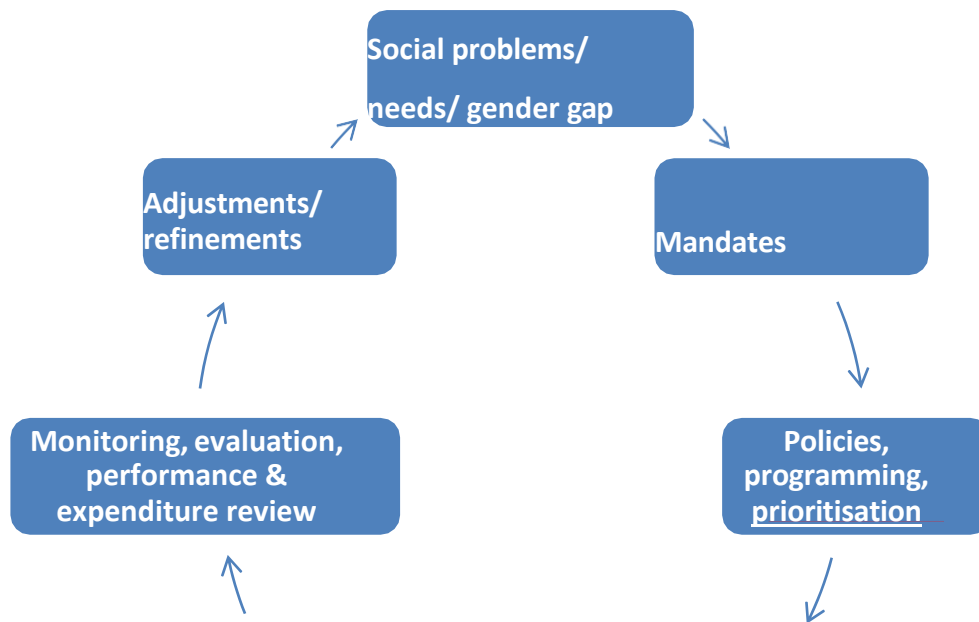
16.7.4. Public policy cycle

The overall approach to GRPBMEA must be located within the evidence-based public policy cycle and public financing systems. While there are multiple versions of what is known as the evidence-based public policy cycle within public policy literature, a synthesis of these identifies at least the following components:

- **Situational analysis**, identification and diagnostic of social problem/s and/or needs assessment;
- Political/ electoral and legislative **mandate** and stakeholder perspectives;
- **Policy prioritisation** and policy development based on exploration of policy options;
- Policy priorities to inform **programme design** and development based on programme theory;
- **Budgeting** and allocation of resources based on policy priorities and evidence on the impact of expenditure;
- **Implementation** and expenditure in line with programme design and resource allocation;
- Generation of **evidence**, including through monitoring, evaluation, research, performance and expenditure reviews and assessment of the extent to which Interventions are indeed resulting in intended outcomes and having a positive impact on the social problems and identified needs;
 - Learning, adjustments, refinement and **adaptation** based on evidence.

An example of a typical public policy cycle is shown in the figure 3 below.

Figure 3: Example of public policy cycle



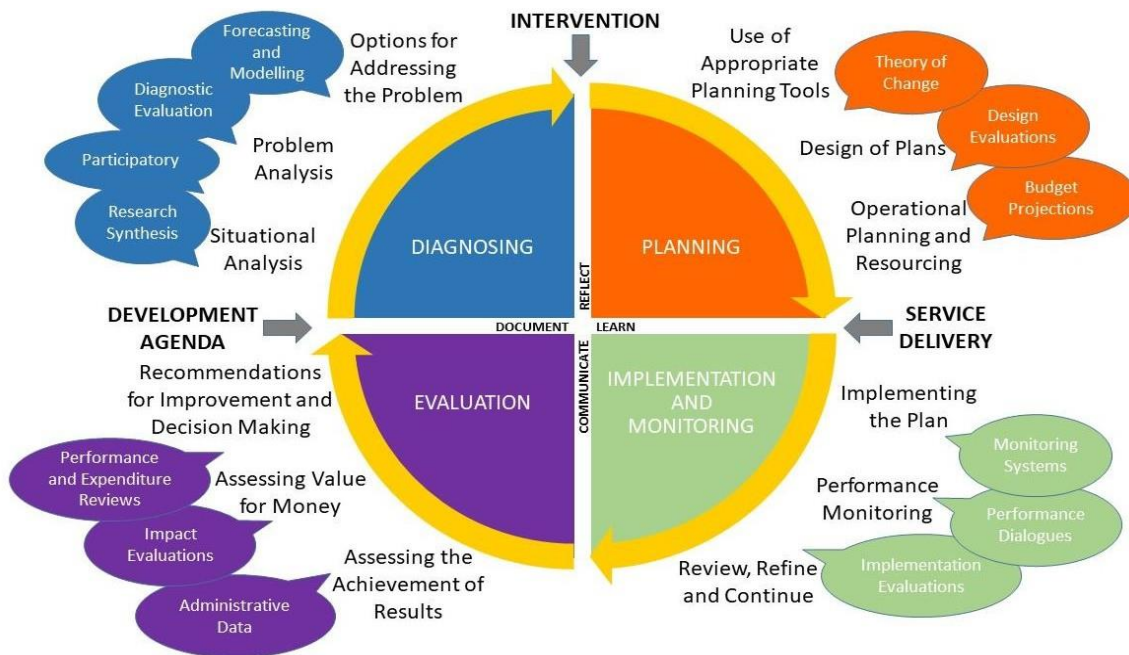
Implementation,
expenditure

Budget allocations



In the South African context, the overall approach to GRPBMEA is further informed by the DPME evidence-based policy management cycle which informs policy and programming, as reflected in figure 4 diagram below.

Figure 4: Evidence-based policy and programming cycle



Source: DPME, 2016

A synthesis of the principles and concepts relating to gender mainstreaming and gender responsiveness with the evidence-based policy cycle and results-based approach then leads to the development of an overall conceptual approach and theory of change which explains the manner in which GRPBMEA is expected to lead to better outcomes for women and girls, men and boys and greater levels of gender equality.

Key components and sequencing in this regard are the following:

- Gender situational analysis, diagnostic, needs assessment, consultation, prioritisation;
- Gender planning, development of theories of change/ programme theory, programme planning and design, development of gender-sensitive indicators, baselines, targets and budgets based on policy priorities and evidence;
- Implementation and expenditure in line with programme theory;
- Generation and analysis of gender-relevant data and performance information, implementation monitoring and reporting on gender-relevant outputs and outcomes;
- Programme and sector evaluations, including value for money assessments expenditure and performance reviews, analysis of good practice and what works and development of database;

- Learning, adaptive management and corrective action including improved programme design and implementation; and
- Improved performance, better outcomes and impacts for women and girls, men and boys and improved gender equality.

This overall approach is depicted in figure 5 diagram below.

Figure 5: Graphic depiction of gender-responsive planning, budgeting, monitoring and evaluation framework



16.7.5. Gender conceptualization, impact and results

Gender as a social construct

The main goal of GRPBMEA is to achieve gender equality and the full realization of the rights of women and girls, men and boys.

Gender concerns social relations between the sexes, including the power relations which determine gender relations and which sustain patriarchy. It refers to socially constructed roles, behaviours, attitudes, attributes and social norms which are normalised by society and which act as signifiers for men and women, boys and girls.

Gender and the attendant social roles assigned to men and women are buttressed by a strong ideological apparatus which underpins patriarchal relations and unequal gender relations. Patriarchy is not just about power relations dominated by men but also about systemic, institutional and ideological machinations that legitimate the subordination of women by men.

If the country is to achieve its goal to build a non-sexist society and achieve gender equality and women's empowerment, systems of unequal gender relations and oppression against women have to be dismantled. This includes setting clear policy goals, ensuring deliberate strategic interventions at the macro and micro levels and the mobilization of strategic partnerships and active citizenry towards women's empowerment and gender equality goals.

At the policy level, there is a need to ensure that gender-responsive legislative and policy instruments and commitments, including international, continental and regional conventions to which South Africa is a signatory, are effectively translated into appropriately designed programmes and budgets across government and public entities. This requires the development and implementation of government-wide gender-responsive planning, budgeting, monitoring and evaluation and auditing systems in order to achieve gender impacts and gender equality.

16.7.6. Institutionalization of gender mainstreaming

GRPBMEA is directly linked to the institutionalisation of gender mainstreaming and the GRPBMEA approach therefore seeks to promote:

- Women's empowerment and gender equality as not just a social sector issue but one that cuts across all sectors and desired outcomes, especially economic empowerment, political participation and representation at all levels;
- A comprehensive, integrated, sustainable and multi-institutional approach;
- Stronger institutional accountability to gender equality commitments and gender-responsive institutions and system of public administration;
- Gender-responsive policy and programmes at national, sectoral and local level;
- Gender-responsive institutions and systems of public administration; and
- Gender-responsive financing which is transparent and adequate.

A number of different terms are used to describe efforts to mainstream gender within policies, programmes and systems. These include gender-responsiveness, gender perspective, gender sensitivity and gender lens, with varying definitions.

16.7.7. Gender results and impact

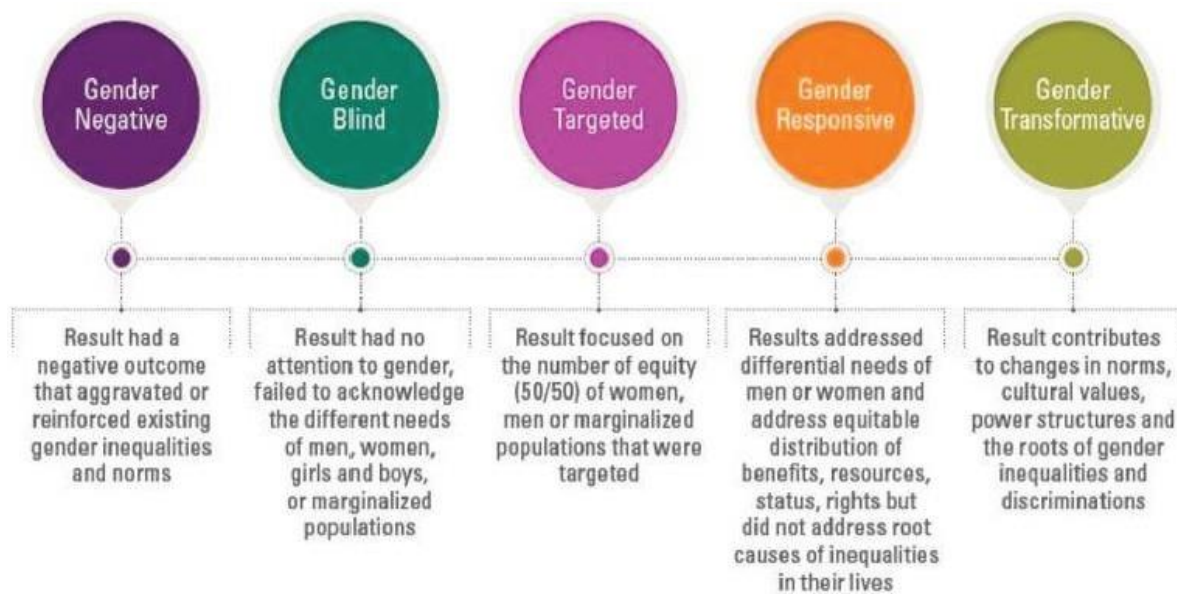
While the overall goal of the GRPBMEA framework is to achieve better results for women and girls towards the goal of gender equality, the question arises as to how these will be assessed. At least two main perspectives will be adopted in this regard:

- Impact and outcome planning with measurement of performance against women's empowerment and gender development indicators and targets. This will take into account gender indicators derived from multiple instruments at global, continental, regional and country level.
- The Gender Results Effectiveness Scale (GRES), which was developed by the UNDP (2015). The GRES spans a scale from gender negative to gender blind, gender targeted, gender responsive and finally, to gender transformative, as shown in the figure 6 below. The scale enables an assessment of the extent to which interventions are indeed contributing towards the transformation of gender power relations, which are seen as the root causes of gender inequality.

As discussed above, South Africa's planning and monitoring tools, including the 2014-2019 MTSF, are largely gender blind. The challenge and vision for the GRPBMEA framework is to shift from gender blind instruments and interventions towards those which are gender targets, gender responsive and ultimately gender transformative.

Linked to this is a distinction between what is referred to as categorical versus transformative thinking. Categorical thinking refers to that which simply disaggregates interventions into men and women, often with a focus on women. Transformative thinking, on the other hand, refers to the transformation of gender relations more broadly.

Figure 6: Gender Result Effectiveness Scale



Source: UNDP 2015

16.7.8. Contextual considerations

In addition to the contextual factors referred to above as part of the problem statement, a number of critical factors within the implementation context should be taken into account in designing and implementing the GRPBMEA framework. These include the following:

- Unlike in the past when the GRB was introduced in the early post-apartheid years, the GRPBMEA framework was not to be introduced on a blank slate but in the context of existing government-wide policies, programmes, systems and procedures, particularly those relating to planning, budgeting, monitoring and evaluation.
- While DOW in the Presidency is the overall driver of GRPBMEA, its adoption and implementation is a government-wide responsibility, with key roles envisaged for the legislative arm of the state.
- Experience in South Africa and elsewhere has shown that the introduction of sustainable, effective system-wide changes in the public sector can take a minimum of five years to take root and be embedded into day-to-day practices.

Taking into account these and other factors, a pragmatic, multi-pronged strategy is required which focuses on the following:

- Mainstreaming gender within existing national PME systems;

- Mainstreaming gender within existing budgeting systems, procedures and performance-based budgeting initiatives;
- A country gender indicator framework linked to normative frameworks;
- Accessing multiple evidence and data sources including from within government, civil society and academia;
- Both mainstreamed and targeted interventions and programmes relating to gender equality and gender transformation; and
- Piloting in different contexts to test both the conceptual and implementation theories behind the framework.

Further, the implementation strategy should be informed by the need for pragmatism based on a range of factors, including contextual analysis, political priorities, available resources and capacity and risk analysis etc.

The development and implementation of the GRPBM&E strategy should be unpacked in short, medium and long-term phases as outlined in the implementation plan. This takes into account the government term of office that ended in 2019 and that the next five- year government term runs from 2019 to 2024 and to 2030 in line with the NDP 2030.

16.7.9. Gold Standard on GRPB

In developing and implementing its GRPB system, South Africa should take into account global standards, with a specific focus on SDG 5.

SDG Indicator 5.c.1 measures the proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment. It assesses progress towards Target 5c of the SDGs to “adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels”. As such, it links the policy and legal requirements for gender equality with resource allocations for their implementation.

The indicator methodology was developed by UN-Women, together with UNDP and the OECD and in consultation with 15 national government partners. It measures three main components of a gender responsive public finance system:

- intent of a government to address gender equality by identifying whether policies, programmes and resources are in place;
- existence of mechanisms to track resource allocations towards these policy goals; and
- existence of mechanisms to make resource allocations publicly available to increase accountability to women.

These components should be taken into account in designing South Africa's GRPB system.

16.7.10. Strategic objectives

Based on the above considerations, the main strategic objectives of the GRPBMEA framework can therefore be synthesized as follows:

- To serve as a catalyst to effect a system-wide paradigm shift towards gender mainstreaming across the state machinery;
- To ensure women's empowerment and gender equality are at the centre of public policy priorities, results-based planning and budgeting and accountability;
- To ensure the allocation of adequate resources for women's empowerment and gender equality linked to broader public finance reforms;
- To enhance the country's overall levels of inclusive growth, development and the broader political and socio-economic transformation agenda; and
- To contribute to the achievement of our Constitutional vision of a non-sexist society and gender equality.

The overall strategy towards the development and implementation of the GRPBMEA focused on gender mainstreaming within the existing PME and budgeting systems in the short term, with a more fundamental review and system reform and redesign in the medium to long-term.

Short-term strategy

In the short-term (2018/19), the focus was on gender mainstreaming within existing government-wide planning, monitoring and evaluation systems and institutions for implementation with effect from 2019/20. This should prioritize the most impactful interventions with a focus on relatively simple changes that, if implemented, will achieve system-wide changes and big impacts. For example, if every government entity were to include both targeted and mainstreamed gender programmes, indicators and targets in their Strategic Plans and Annual Performance Plans, this would have a system-wide effect.

Such interventions may appear to be piecemeal. However, if they are deliberately and appropriately conceptualized and designed to achieve system-wide impact, then they will be advancing the gender transformation agenda. The focus should therefore be on micro-macro transformational mechanisms, where individual micro actions are able to generate macro-level outcomes.

Among the short-term interventions included improving the gender-responsiveness of

- Policy priorities, including the Mandate Paper;
- Planning instruments and legislation, including the Draft Integrated Planning Bill, the NDP Five-Year Implementation Plan and the MTSF 2019-2024;
- The Short to Medium Term Planning Framework as well as institutional plans for 2019-2024, particularly Strategic Plans and Annual Performance Plans;
- Monitoring and reporting systems, including assessments of gender performance within existing plans and reporting to the cabinet system
- Budgeting systems;
- The National Evaluation system; and Other PME system components such as Frontline Service Delivery Monitoring (FSDM), Community Based Monitoring (CBM), Management Performance Assessment Tool (MPAT) and Phakisa.

Medium to long-term strategy (2019-2024-2030)

A more comprehensive strategy is required in the medium to long term. This covers the government term of office from 2019 to 2024 as well as the period to 2030 in line with the NDP.

This phase should focus on a more fundamental reconceptualization, redesign, and implementation and institutionalization, including the following components:

- A comprehensive, evidence-based diagnostic and gender audit of government. This should include a more thorough investigation of the extent to which key government entities are indeed gender responsive as well as the key enablers and obstacles to implementation;
- Comprehensive country-wide programme theory development and design;
- A more detailed exploration of implementation models and systems, with recommendations on the most appropriate model for South Africa;
- Further development of a plan for the institutionalization of the model, including the appropriate mechanisms and resources and the identification of appropriate incentives and disincentives to engender behavior change;
- Legislative review to amend existing legislation or legislative proposals or introduce new legislation;
- Clear assignment of roles and responsibilities including the DOW/DWYPD, DPME, Parliament, the CGE etc.
- Development of a detailed implementation plan, including change management and capacity development; and

- Development of a monitoring and evaluation plan.

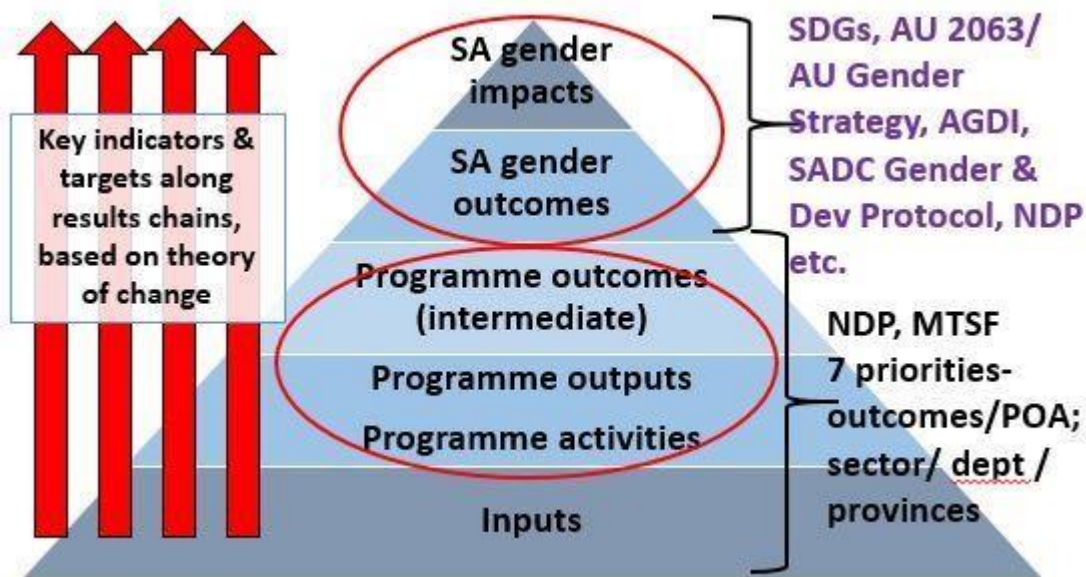
A more detailed elaboration of the key activities envisaged across four different phases from 2018 to 2021 is provided in the table 2 below.

Gender indicator framework

The development of a Country Gender Indicator Framework (CGIF) forms a key component of the GRPBM&E framework. The CGIF should draw from a range of existing indicator frameworks at a global, continental, regional and national level, many of which were discussed above in the section on the policy and legislative context.

The indicator framework is based on an overall theory of change which positions programme outcomes as contributing towards gender outcomes and impacts at a country level. The latter should be aligned with the relevant gender indicators across the SDGs, the AU Gender Strategy, the African Gender Development Index, the SADC Gender and Development Protocol, the NDP and other relevant policy frameworks, as reflected in the figure 7 below. The programme performance indicators will be drawn from multiple sources, including sectoral policies and the NDP outcomes.

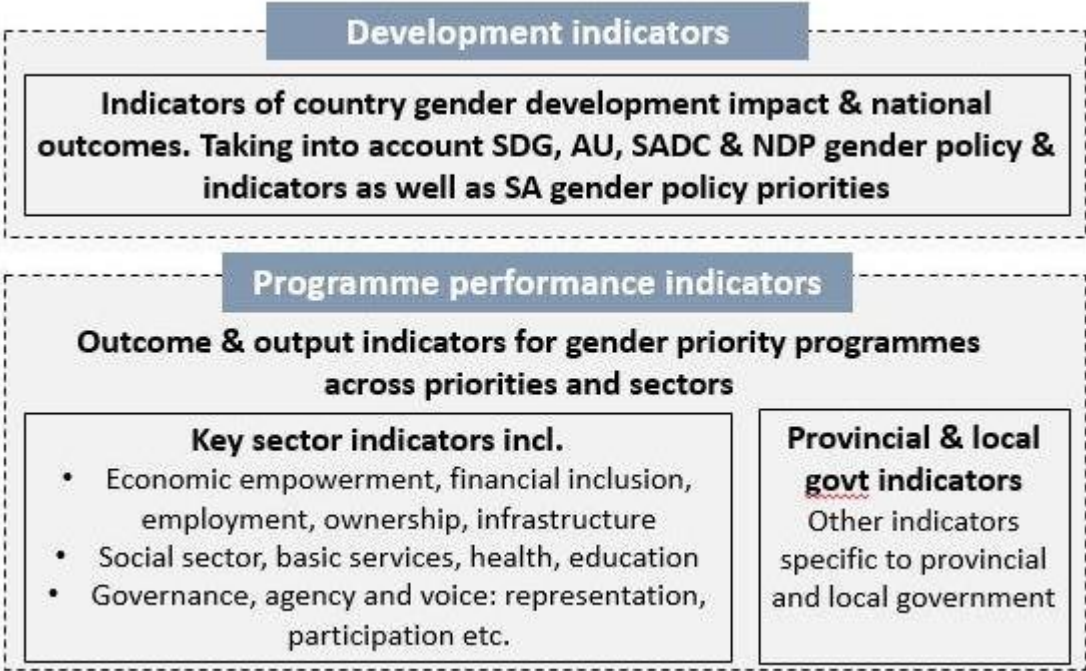
Figure 7: Gender Indicator Framework pyramid



Note: The diagram has been updated in line with the seven priorities of the sixth administration

For the sake of simplicity, the Gender Indicator Framework can be seen as consisting of two main domains, development indicators and programme performance indicators, as depicted in figure 8 below.

Figure 8: Country Gender Indicator Framework (CGIF)



The development of the CGIF was being undertaken as a sub-project within the overall GRPBMEA initiative. The process is being led by the Department of Women in collaboration with DPME, Statistics South Africa, CGE and other government departments. The CGIF is being updated in the context of the sixth administration and its identified seven priority areas.

4.6 State-wide institutionalization

Unlike in the past, when GRB initiatives were implemented in a fragmented manner and were unsustainable, it was essential that the current approach should have buy-in across the state machinery and the institutions of democracy, at both a political and administrative level.

The institutionalization of GRPBMEA across the Executive, Parliament, legislation and Chapter 9 institutions should be seen as a critical success factor. At the level of the Executive, this requires the support and approval of the President and Cabinet; the Minister of Finance and National Treasury; the Minister in the Presidency responsible for Women; the Minister in the Presidency responsible for Planning, Monitoring and Evaluation and DPME, the National Planning Commission and indeed all government departments and public entities.

The implementation of GRPBMEA will not succeed unless it is institutionalized across the administration. This requires the development of incentives and disincentives to change behavior and ensure that Accounting Officers and managers across the government system regard gender mainstreaming in general and GRPBMEA as part of their core responsibilities and mandate. Further, this should not translate into assigning responsibility for GRPBMEA to gender focal points, but embedding it across all programmes and management responsibilities.

Parliament has a critical role to play in holding government accountable to the effective implementation of the GRPBMEA system. In this regard, it is desirable that the system is supported by all political parties in Parliament. Key players will be the Multiparty Women's Caucus, the Portfolio Committee on Women and the Portfolio Committee on Finance. All Portfolio Committees should hold government entities to account in relation to the implementation of GRPBMEA, the achievement of better outcomes for women and girls and gender equality results.

Chapter 9 institutions such as the CGE, the Commission for the Promotion and Protection of the Rights of Culture, Religious and Linguistic Communities (CRL), South African Human Rights Commission SAHRC and the Auditor General also have a key role to play in ensuring the implementation of the system.

In addition to accountability mechanisms within the institutions of democracy, the sustainability of GRPBMEA requires the support of civil society, which should hold government accountable for its implementation and outcomes.

16.7.12. Implementation plan

The implementation plan outlines key phases from 2017/18 to 2020/21 for incremental development and implementation and also identifies specific interventions relating to different PME components within the short-term.

Key phases

The four main phases of the development of the GRPBMEA framework was aligned to government financial years and covering phase 1 in 2017/18, phase 2 in 2018/19, phase 3 in 2019/20 and phase 4 in 2020/21 as detailed below.

Phase One

The initial work undertaken by the DOW on GRB in 2017/18 entailed initial consultation processes with key government stakeholders and resulted in the development of a Draft GRB framework.

Phase Two

Subsequently, a decision was taken to broaden the focus from GRB to gender- responsive planning and the entire public policy cycle. The following key activities and outputs were planned for completion in 2018/19 and by the end of the sixth government term of administration:

- Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework finalized, approved and announced by the President;
- Existing government-wide PME policies, systems and procedures as well as public finance, budgeting and expenditure review systems engendered;

- Country Gender Indicator Framework developed;
- 25-year review on the status of women completed;
- Women's Dialogues undertaken to ensure women's voices are heard and as inputs on gender policy priorities;
- Gender policy priorities for 2020/21 and 2019-2024 are identified and form part of government Mandate Papers to inform annual budget prioritization;
- National School of Government (NSG) capacity building on GRPB implemented; and
- Free State GRB pilot completed.

Phase Three

Phase Three, in 2019/20, was envisaged as the period for implementing the reforms developed and adopted in 2018/19 as well as undertaking a more in-depth review and design process to finalize the GRPBMEA model for South Africa. Among the proposed key activities and outputs in this regard are:

- Plans for the rollout of GRPBMEA are announced by the Sixth administration in 2019;
- Gender indicators are mainstreamed within all key government planning instruments, including the NDP Five-Year Implementation Plan, MTSF, Strategic Plans and APPs;
- The Mandate Paper includes gender priorities;
- Quarterly Gender Performance Reviews are undertaken and tabled in Cabinet system for consideration and corrective interventions;
- An in-depth analysis of key government plans and policies is undertaken using the Gender Results Effectiveness Scale (GRES);
- Country GEWE Policy Priorities and Programme of Action for the period 2019-2024 are developed;
- The GRPBMEA model is finalized and implemented with piloting in selected national departments, provinces and Metros. This includes institutional mechanisms as well as change management, further systems development, guidelines, capacity building and training;
- A formative evaluation for the GRPBMEA system; and

- Initiation of a legislative review.

Phase Four

Phase Four, from 2020/21 onwards, entails a full rollout of the GRPBMEA system as well as further institutionalization and capacity building mechanisms. These include the following:

- Government wide rollout of GRPBMEA at a national level;
- Further development and implementation of institutionalization mechanisms, systems development, capacity building and training;
- An evaluation of the implementation and early outcomes of GRPBMEA;
- Further refinement of the Quarterly Gender Performance Reviews and corrective interventions;
- Gender policy reviews across different sectors; and
- Tabling of legislative revisions.

16.8. ALIGNMENT WITH OTHER STRATEGIES/PLANS

Outcomes based Approach and Priorities; Outcome 09: Outputs

- Differentiated approach to municipal financing, planning and support
- Improving access to basic services
- Implementation of the Community Work Programme (Responsibility of DED)
- Actions supportive of the human settlement outcomes
- Deepen democracy through a refined ward committee model
- Administrative and financial capability.
- Single window of coordination

16.8.1. ALIGNMENT WITH PROVINCIAL PRIORITIES:

OUTCOMES 9 AND 12 OUTPUTS	PRIORITIES
<ul style="list-style-type: none"> ▪ Administrative and financial capability (6) ▪ Differentiated approach to municipal financing, planning and support (1) ▪ Single window coordination (7) 	<ul style="list-style-type: none"> Integrated Municipal Performance Assessment mechanisms finalized (M&E) • Implementation of Single Tier Municipality

16.8.2. MUNICIPAL INSTITUTIONAL SUPPORT AND CAPACITY BUILDING

Key Performance Areas	National and Provincial Outcomes	National Development Plan (NDP)	Measurable Outputs and/or Deliverables	Kgetleng Rivier Specific Programmes
Reintegrating the region	An efficient effective and development orientated public service & empowered, fair and inclusive citizenship.	Improving education, innovation and training	Technical Support and Coordination - Recruitment, Development and retention of critical and scarce skills (Leadership, Finance, Infrastructure)	HR & IDP training/National Support on Retention and Recruitment
			Technical Support and coordination of key oversight committees (Section 79 and MPAC –functionality)	Training of Councillors and Middle managers on MFMA
			Technical Support and Coordination of targeted education, training and development programmes for Councilors and critical technical , management and leadership levels (HR, PMS, Finance, Infrastructure)	Training on PMS and Employment equity
			Technical Support and Coordination of targeted Councilors training and development (Oversight Bodies, Ward Councilors	Ward committee training

MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY

Key Performance Areas	National and Provincial Outcomes	National Development Plan (NDP)	Measurable Outputs and/or Deliverables	Kgetleng Rivier Specific Programmes
<p>Building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.</p>	<p>A responsive accountable effective and efficient local government system</p>	<p>Building a capable state - Fighting corruption and enhancing accountability</p>	<p>Technical Support deployment of expertise and capacity building in the implementation of Municipal OPCA Plans - (Key Controls, IT, HR, PMS, SCM)</p>	<p>Transferring of Skills</p>
			<p>Coordinate and Support - Municipal Viability and Sustainability</p>	<p>Coordinate and Support - Municipal Viability and Sustainability Plan</p>
			<p>Technical Support on the Revenue Value Chain - Credit Control Implementation</p>	<p>Credit Control : Strengthen capacity (Training and Skills Transfers for Officials) through the implementation of the Municipal Debtors</p>
			<p>Data cleansing through the implementation of the debtors book model</p>	

			Establish a call Centre through the debtors book model
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BASIC SERVICE AND INFRASTRUCTURE PLANNING, DEVELOPMENT AND CAPACITY BUILDING

Key Performance	National and Provincial	National Developme	Measurable Outputs and/or Deliverables	Kgetleng Rivier Specific
Plan for efficient and sustainable infrastructure water and Sanitation, and provision	An efficient and responsive Infrastructure	Improving Economic Infrastructure	Monitor and support Implementation of Infrastructure projects to plan and budget	Capacitate PMU unit
			Support and monitor adherence of MIG and other projects	

			8 MISA Engineers providing technical support on business plan compilation, tender evaluation reports, medium and long term infrastructure delivery plans	MISA to deploy qualified engineers
			Mentorship and coaching of staff by MISA Engineers.	
			Coordinate and monitor capacity building initiatives through the Municipal Institution Support Programme.	
			2 Sector plans (Water and Sanitation and Energy/	
			Electricity) analyzed for input into the infrastructure master plans	
			Concept document for the provincial Water Conservation/ Water Demand Management (WC/WDM) Strategy.	

			Develop a funding proposal and plan to support the implementation of the service delivery norm and standards.	Provide technical support to technical services
			Support and monitor the integration of norms and standards in all grant funded projects (MIG, USDG, Human Settlement etc	
			Coordinate and Support Municipal Viability and Sustainability	
			Technical Support on the Revenue Value Chain – Credit Control Implementation	Credit Control : Strengthen capacity (Training and Skills Transfers for Officials) through the implementation of the Municipal Debtors
				Implement water restriction devices
			Technical Support on the Revenue Value Chain – Water and Electricity Demand Management	None (Infrastructure Support)
			Measurable Outputs and/or Deliverable	Kgetleng Rivier Specific Programmes
			Technical Support on Revenue Value Chain Valuation, Billing Meter Management, Care	to develop a Tariff Model. Data through the nation of the debtors model Capacitate Customer care unit

			Technical Support deployment of expertise and capacity building implementation of QPCA Plans - (Key HR, PMS, SCM)	Deployment of 3 Suitably Qualified Drive and Evaluate the achievement of Unqualified Oversight Support Coordination of Municipal Finance
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DISASTER MANAGEMENT AND FIRE & RESCUE SERVICES

Key Performance Areas	National and Provincial Outcomes	National Development Plan (NDP)	Measurable Outputs and/or Deliverables	Kgetleng Rivier Specific Programmes
Releasing Human Potential	A long and healthy life for all South Africans	Create a better South Africa and contribute to a better and safer Africa and World	Disaster and Fire Service Awareness Campaigns across targeted communities	Fire awareness campaign
			Winter awareness campaign International Fire Awareness Week;	Conduct workshop
			United Nations International Strategy for Disaster Risk Reduction (ISDR) week;	Capacitate disaster unit
			Pre summer flood awareness programmes	Provide assistance to the communities
			Establishment of an Interim Provincial Disaster Management Nerve Centre.	
			Approved proposal for the establishment of the Provincial Disaster Management Centre	
			Approved Provincial Disaster Management Plan and Framework	

			<p>Approved Response And Relief Plan.</p> <p>Disaster and Fire Service Awareness Campaigns across targeted communities</p> <ul style="list-style-type: none"> . Winter awareness campaign; . International Fire Awareness Week; . United Nations International Strategy for Disaster Risk Reduction (ISDR) week; . Pre-summer flood awareness programmes; <p>Urban Search and Rescue</p>
			<p>Training and Exercises for the Special Operations Response Team</p> <p>Disaster management training targeted for volunteers in the municipalities</p>

16.9. Community Needs Analysis

WARD 1

<p>ROADS AND STORM WATER</p>	<ul style="list-style-type: none"> • Maintenance of roads • Resealing of Borolelo Main Street • Pave 5km internal roads in Borolelo • Speed Humps in main streets • Roads signs • Storm water drainage in main street
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TOWN PLANNING	<ul style="list-style-type: none"> • Eradication of informal settlement • Building Regulations to be adhered to. • Development of middle class sites
PUBLIC SAFETY	<ul style="list-style-type: none"> • Speed control • Illegal parking especially Trucks • Monitor unlicensed motor vehicle • Upgrading of DLTC • Law enforcement on roads.
WATER	<ul style="list-style-type: none"> • Yard connections • Bulk water supply • Replacement of old pipes
SEWER	<ul style="list-style-type: none"> • Water borne system to communities • Maintenance of sewer networks •
CEMETRIES	<ul style="list-style-type: none"> • Alternative sites for Burial • Maintenance of old grave yards.
PARKS AND RECREATION	<ul style="list-style-type: none"> • Parks • Cutting of grass • Cutting of trees
WASTE	<ul style="list-style-type: none"> • Cleaning of illegal dumping sites • Establishment of dumping sites • Extension of waste collection from households to informal settlements • Refuse bins for communities
ELECTRICITY	<ul style="list-style-type: none"> • Electrification of informal settlements • Upgrading of municipal electrical sub stations • Maintenance of High mast light

LED	<ul style="list-style-type: none"> • Ward Business Forum • Business Sites in Borolelo • Job creation
HOUSING	<ul style="list-style-type: none"> • RDP houses in Borolelo • Completion of RDP Houses old • Creation of Housing Database

WARD 2

ROADS AND STORM WATER	<ul style="list-style-type: none"> • Maintenance of roads • Graveling of roads • Roads signs • Storm water drainage in main streets
TOWN PLANNING	<ul style="list-style-type: none"> • Building Regulations to be adhered to. • Development of middle class sites
PUBLIC SAFETY	<ul style="list-style-type: none"> • Speed control • Illegal parking especially Trucks • Monitor unlicensed motor vehicle • Upgrading of DLTC • Law enforcement on roads
WATER	<ul style="list-style-type: none"> • Yard connections • Water Treatment Works • Replacement of old pipes • Reservoir
SEWER	<ul style="list-style-type: none"> • Water borne system to communities • Maintenance of sewer networks

CEMETRIES	<ul style="list-style-type: none"> • Alternative sites for Burial • Maintenance of old grave yards.
PARKS AND RECREATION	<ul style="list-style-type: none"> • Parks • Cutting of grass • Cutting of trees
WASTE	<ul style="list-style-type: none"> • Cleaning of illegal dumping sites • Establishment of dumping sites • Extension of waste collection from households to informal settlements • Refuse bins for communities
ELECTRICITY	<ul style="list-style-type: none"> • Electrification of informal settlements • Upgrading of municipal electrical sub stations
LED	<ul style="list-style-type: none"> • Ward Business Forum • Business Sites • Job creation
HEALTH	<ul style="list-style-type: none"> • Provision of mobile clinic in farm areas

ROADS INFRASTRUCTURE [needs Gravelling and Blading]

PRIORITY AREA	STATUS QUO	DESIRED SOLUTION
Street Names	Old street names boards	Replacement of old street names boards
Bremmer Street	Gravel	Blading and regravelling of the street
Postma/Dempers/Vester/Hertzog/Kleins/Izaak/Jan van Riebeck	Gravel	Blading and regravelling of the street

Beyers Street	Gravel	Blading and regravelling of the street
Twist Street	Gravel	Blading and regravelling of the street
Kemp Street	Gravel	Blading and regravelling of the street
Combrink Steet	Gravel	Blading and regravelling of the street
Kelly/small/Zuid/Gideon/ Noord/theodor/Kruger/North/ Krom straat	Gravel	Blading and regravelling of the street
Hatting/Prinsloo/Bekker/Kerk/Tau/	Gravel	Blading and regravelling of the street

ROADS INFRASTRUCTURE [needs Patching and Reseal]

PRIORITY AREA	STATUS QUO	DESIRED SOLUTION
Foche StreetBarron/Bekker/Kerk/Bischoff/lovegroove	Warn out tarred	Reseal and Patching
Barnaard/alletta/henny	Warn out tarred	Reseal and Patching
Grass cutting	Grass on side walks	Cutting of grass in all side walks
Sweeping of streets	Streets full of soil and grass	Clean street

ROADS INFRASTRUCTURE [PROVINCE]

PRIORITY AREA	STATUS QUO	DESIRED SOLUTION
R509[P47/2],R509[P47/1],R52[P34/2],R53[P47/3],R53[124/1],P34/1,D114,D826,D2697	The roads are in a bad	Reseal and patching of potholes

	conditions with tar	
D2054,D2038,D84,D606,D128,D2199,D1242,D124,D118,D833,D1618,D667,D2069,D2736,D76,D130,D379,D1616,D542,D1065,S262,D2731,D2485,D1634,1144,D54,2698,D2732,D172/2,D2694,D2216,DS602,D2696,2070,D63,D2316,D2733,D138,D1822,D1600,S141,D142,D2734,D379,D825,D2735,D2052,D119,D2438,D2693,D824,D126,D1635,D2693,S602,D1773,D2728,D1040,D125,D1317,D1575,D1071,D127,D1759,D2737,D1917,D2738,D1643,D63,D266	Gravel Roads	Blading and Regravelling of the Roads

WARD 3

ROADS AND STORM WATER	<ul style="list-style-type: none"> • Maintenance of roads • Pave 2km internal roads in Derby • Speed Humps in main streets • Roads signs • Strom water drainage in main street
TOWN PLANNING	<ul style="list-style-type: none"> • Eradication of informal settlement • Building Regulations to be adhered to. • Development of middle class sites
PUBLIC SAFETY	<ul style="list-style-type: none"> • Speed control • Illegal parking especially Trucks • Monitor unlicensed motor vehicle • Establishment of DLTC • Law enforcement on roads. • Satellite Police Station
WATER	<ul style="list-style-type: none"> • Yard connections • Bulk water supply • Water Treatment Works

SEWER	<ul style="list-style-type: none"> • Water borne system to communities • Maintenance of sewer networks
CEMETRIES	<ul style="list-style-type: none"> • Extension of Cemeteries
EDUCATION	<ul style="list-style-type: none"> • High school in derby
PARKS AND RECREATION	<ul style="list-style-type: none"> • Cutting of grass • Cutting of trees • Construction of Park
WASTE	<ul style="list-style-type: none"> • Cleaning of illegal dumping sites • Establishment of dumping sites • Extension of waste collection from households to informal settlements • Refuse bins for communities
ELECTRICITY	<ul style="list-style-type: none"> • Electrification of informal settlement • Maintenance of High mast light • Street lights on in Town
LED	<ul style="list-style-type: none"> • Ward Business Forum • Business Sites • Job creation
HOUSING	<ul style="list-style-type: none"> • RDP houses • Creation of Housing Database
SPORTS ARTS AND CULTURE	<ul style="list-style-type: none"> • Construction of Multi sports Facility • Community hall • Arts centre
HEALTH	<ul style="list-style-type: none"> • Extension of Clinic

WARD 4

<p>ROADS AND STORM WATER</p>	<ul style="list-style-type: none"> • Maintenance of roads • Pave 5km internal roads • Speed Humps in main streets • Roads signs • Storm water drainage in main street
<p>TOWN PLANNING</p>	<ul style="list-style-type: none"> • Building Regulations to be adhered to. • Development of middle class sites
<p>PUBLIC SAFETY</p>	<ul style="list-style-type: none"> • Speed control • Illegal parking especially Trucks • Monitor unlicensed motor vehicle • Law enforcement on roads.
<p>WATER</p>	<ul style="list-style-type: none"> • Bulk water supply • Water Treatment Works • Maintenance of sewer networks
<p>CEMETRIES</p>	<ul style="list-style-type: none"> • Extension of Cemeteries
<p>PARKS AND RECREATION</p>	<ul style="list-style-type: none"> • Cutting of grass • Cutting of trees • Construction of Park
<p>WASTE</p>	<ul style="list-style-type: none"> • Cleaning of illegal dumping sites • Establishment of dumping sites • Extension of waste collection • Refuse bins for communities
<p>ELECTRICITY</p>	<ul style="list-style-type: none"> • Maintenance of High mast light
<p>LED</p>	<ul style="list-style-type: none"> • Ward Business Forum • Business Sites • Job creation

HOUSING	<ul style="list-style-type: none"> • RDP houses in Reagile • Completion of RDP houses • Creation of Housing Database
SPORTS ARTS AND CULTURE	<ul style="list-style-type: none"> • Extension of Community hall • Arts centre
HEALTH	<ul style="list-style-type: none"> • Extension of Clinic • Clinic to operate 24hrs

WARD 5

ROADS AND STORM WATER	<ul style="list-style-type: none"> • Maintenance of roads • Pave 5km internal roads • Speed Humps in main streets • Roads signs • Storm water drainage in main street • Bridge in EXT 9
TOWN PLANNING	<ul style="list-style-type: none"> • Eradication of informal settlement • Building Regulations to be adhered to. • Development of middle class sites
PUBLIC SAFETY	<ul style="list-style-type: none"> • Speed control • Illegal parking especially Trucks • Monitor unlicensed motor vehicle • Law enforcement on roads. • Establishment of community Police Forum
WATER	<ul style="list-style-type: none"> • Bulk water supply • Water Treatment Works

SEWER	<ul style="list-style-type: none"> • Water borne system to communities • Maintenance of sewer networks
CEMETRIES	<ul style="list-style-type: none"> • Extension of Cemeteries
PARKS AND RECREATION	<ul style="list-style-type: none"> • Cutting of grass • Cutting of trees • Construction of Park
WASTE	<ul style="list-style-type: none"> • Cleaning of illegal dumping sites • Establishment of dumping sites • Extension of waste collection from households to informal settlements • Refuse bins for communities
ELECTRICITY	<ul style="list-style-type: none"> • Electrification of informal settlement • Maintenance of High mast light
LED	<ul style="list-style-type: none"> • Ward Business Forum • Business Sites • Job creation
HOUSING	<ul style="list-style-type: none"> • RDP houses in Reagile • Completion of RDP houses • Creation of Housing Database
SPORTS ARTS AND CULTURE	<ul style="list-style-type: none"> • Construction of Multi sports Facility • Community hall
HEALTH	<ul style="list-style-type: none"> • Extension of Clinic • Clinic to operate 24hrs

WARD 06

ROADS AND STORM WATER	<ul style="list-style-type: none"> • Maintenance of roads • Roads signs • Storm water drainage in main street
TOWN PLANNING	<ul style="list-style-type: none"> • Building Regulations to be adhered to. • Township establishment in Moedwil and Mazista
PUBLIC SAFETY	<ul style="list-style-type: none"> • Speed control • Illegal parking especially Trucks • Monitor unlicensed motor vehicle • Establishment of DLTC • Law enforcement on roads. • Satellite Police Station
WATER	<ul style="list-style-type: none"> • Bulk water supply • Water Treatment Works
SEWER	<ul style="list-style-type: none"> • Water borne system to communities • Maintenance of sewer networks
CEMETRIES	<ul style="list-style-type: none"> • Cemeteries in Mazista
PARKS AND RECREATION	<ul style="list-style-type: none"> • Cutting of grass • Cutting of trees • Construction of Park
WASTE	<ul style="list-style-type: none"> • Cleaning of illegal dumping sites • Establishment of dumping sites • Extension of waste collection Moedwil • Refuse bins for communities
ELECTRICITY	<ul style="list-style-type: none"> • Maintenance of High mast light

	<ul style="list-style-type: none"> • Installation of Streetlights • Electrification of Moedwil
LED	<ul style="list-style-type: none"> • Ward Business Forum • Business Sites • Job creation
HOUSING	<ul style="list-style-type: none"> • RDP houses in Moedwil and Mazista • Creation of Housing Database
SPORTS ARTS AND CULTURE	<ul style="list-style-type: none"> • Construction of Multi sports Facility • Community hall in Ratsegae and Mazista
HEALTH	<ul style="list-style-type: none"> • Construction of clinic

WARD 7

ROADS AND STORM WATER	<ul style="list-style-type: none"> • Maintenance of roads • Pave 5km internal roads • Speed Humps in main streets • Roads signs • Storm water drainage in main street • Tared roads in Koster town • Reseal of roads
TOWN PLANNING	<ul style="list-style-type: none"> • Building Regulations to be adhered to. • Development of middle class sites
PUBLIC SAFETY	<ul style="list-style-type: none"> • Speed control • Illegal parking especially Trucks • Monitor unlicensed motor vehicle • Law enforcement on roads.

WATER	<ul style="list-style-type: none"> • Bulk water supply • Water Treatment Works • Maintenance of sewer networks
CEMETRIES	<ul style="list-style-type: none"> • Extension of Cemeteries
PARKS AND RECREATION	<ul style="list-style-type: none"> • Cutting of grass • Cutting of trees • Upgrading of Koster park
WASTE	<ul style="list-style-type: none"> • Cleaning of illegal dumping sites • Extension of waste collection • Refuse bins for communities
ELECTRICITY	<ul style="list-style-type: none"> • Maintenance of High mast light and streetlights
LED	<ul style="list-style-type: none"> • Ward Business Forum • Business Sites • Job creation
HOUSING	<ul style="list-style-type: none"> • RDP houses in Reagile • Completion of RDP houses • Creation of Housing Database
SPORTS ARTS AND CULTURE	<ul style="list-style-type: none"> • Community hall • Arts centre
HEALTH	<ul style="list-style-type: none"> • Extension of Hospital • Clinic to operate 24hrs

SECTION F:

17. MUNICIPAL PRIORITIES, STRATEGIES, VISION AND MISSION

Vision	A reliable, people-centred, performance-driven champion of sustainable services
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Mission	<p>To deliver sustainable services to our communities through a committed and highly motivated staff by</p> <ul style="list-style-type: none"> • Continuously striving to be better and improve our performance • Ensure compliance to legislation • Listening and responding to our communities and all stakeholders • Facilitating socio- economic activities in our locality • And being financially viable
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Values	<ul style="list-style-type: none"> • Honesty • Transparency • Integrity • Inclusiveness • Commitment and • Accountability
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Current Municipal Priorities	<p>The order of priority was rearranged as follows:</p> <ol style="list-style-type: none"> 1 Water 2 Sanitation 3 Electricity 4 Spatial Planning 5 Roads 6 Local Economic Development 7 Solid Waste and Cemetery
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SWOT ANALYSIS

KRLM Strengths



KRLM Weaknesses



KRLM Opportunities

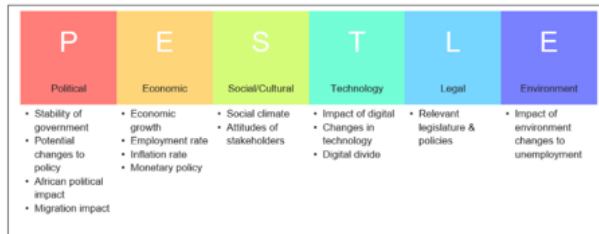


KRLM Threats



11.2 PESTEL Analysis

This session was about analysing the political, economic, socio-cultural, technological, environmental, and legal factors that might have a positive or negative impact on the implementation of our plans.



Define

Political Implications on the achievement of our plan

Economic Implications on the achievement of our plan

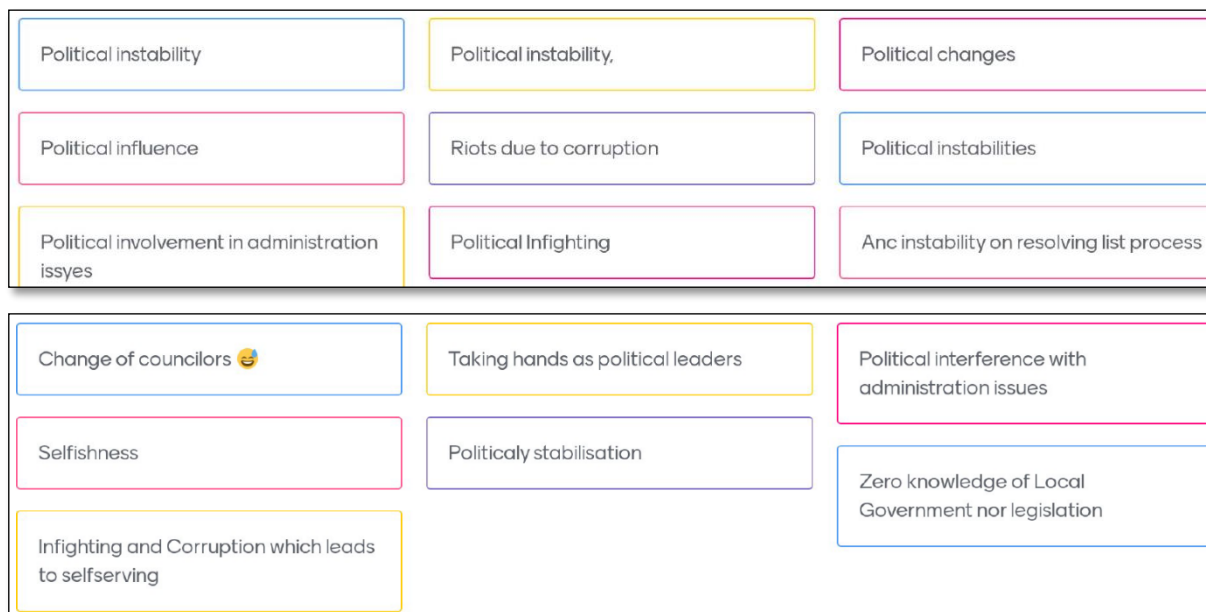
Socio Economic Implications on the achievement of our plan

Technology Implications on the achievement of our plan

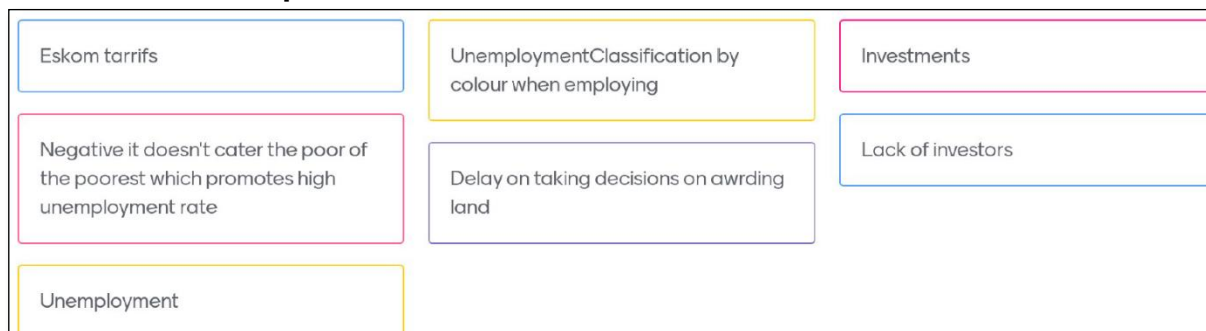
Legal Implications on the achievement of our plan

Environmental Implications on the achievement of our plan

11.2.1 Political Implications



11.2.2 Economic Implications



Unemployed youth	Drought	Unemployed
Unemployed youth	Negative implications. Retrenchment	Access to Capital
Unemployment	Plenty of funding models to explore	High interest rates

11.2.3 Socio Cultural Implications

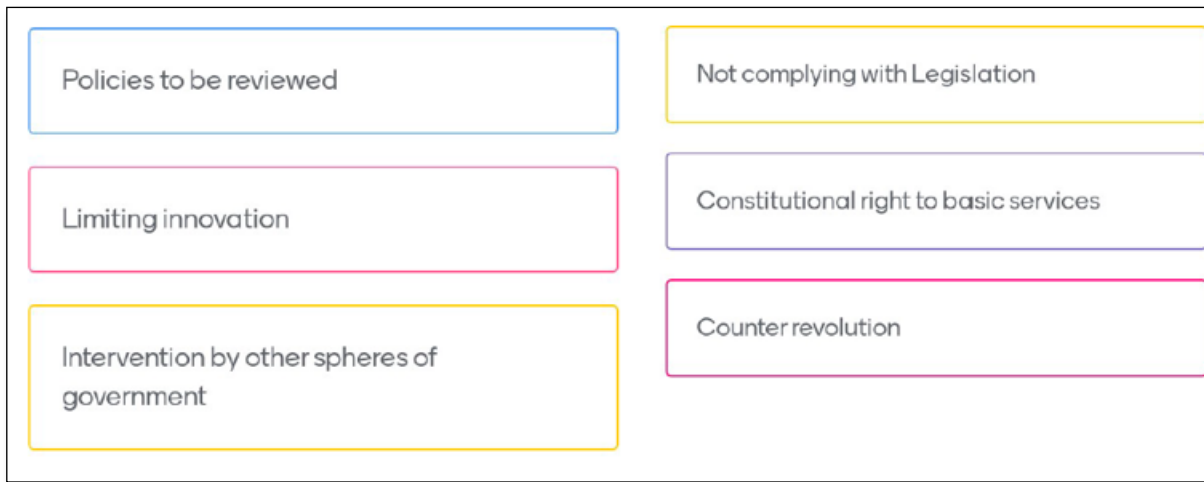
Lack of infrastructure	Data	We need qualified security services
Delays in contracts obligations especially payments#		

11.2.4 Technological Implications

Aged ict infrastructure	Lack of infrastructure	Productivity
Lack of resources	Afraid of change in technology	Morden resources
No access to latest ICT trends and Infrastructure	Smart city implementation possible	Data
It is playing negative role	Lack of resource	Lack of security services
Lack of infrastructure	Resourses	It remains a challenge to the poor

11.2.5 Legal Implications

Lack of by laws	Litigations	Letigations
Litigation by concerned residents	Wrong legal advises	Bias approach
No by laws	Incompetent legal experts	By laws implementation



11.2.6 Environmental Implications



SECTION G

18. MUNICIPAL STRATEGIC OBJECTIVES AND TARGETS

18.8. KPA: GOOD GORVERNANCE & PUBLIC PARTICIPATION

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO ENSURE SOUND GOVERNANCE PRACTICES WITHIN THE MUNICIPALITY								
Reporting culture	Functional PMS Framework	PMS framework developed and revised on an annual basis	An established & effective performance management system framework.	Approved SDBIP and signed Performance agreements	Approved SDBIP and signed Performance agreements	Approved SDBIP and signed Performance agreements	Approved SDBIP and signed Performance agreements	Approved SDBIP and signed Performance agreements
	Cascading of PMS to lower levels of staff	Develop and signed performance plan by all employees timeously	Signed Performance plan by all employees	Signed Performance plan by all employees	Signed Performance plan by all employees	Signed Performance plan by all employees	Signed Performance plan by all employees	Signed Performance plan by all employees
	Development of all mandatory reports	Timeous submission of all mandatory reports	Entrenched culture of reporting	Timeous submission of quality mandatory reports	Timeous submission of quality mandatory reports	Timeous submission of quality mandatory reports	Timeous submission of quality mandatory reports	Timeous submission of quality mandatory reports

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO ENSURE SOUND GOVERNANCE PRACTICES WITHIN THE MUNICIPALITY								
Legislative Compliance	Submission of Revised IDP , Budget & adjustments	Timeous submission of Revised IDP ,Budget & adjustments on an annual basis	Timeous submission of Revised IDP , Budget & adjustments on an annual basis	Timeous submission of Revised IDP , Budget& adjustments	Timeous submission of Revised IDP , Budget& adjustments	Timeous submission of Revised IDP , Budget& adjustments	Timeous submission of Revised IDP , Budget& adjustments	Timeous submission of Revised IDP , Budget& adjustments
	Development and implement municipal by Laws and Policies	An improved and well run municipality	All required by law and policies approved	Enforcement of all by laws and policies	Enforcement of all by laws and policies	Enforcement of all by laws and policies	Enforcement of all by laws and policies	Enforcement of all by laws and policies
	Clean audit opinion	Developed AG recovery plan	AG Queries addressed	Clean audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO PROVIDE SOUND GORVERNANCE FOR LOCAL COMMUNITIES								
Improved Community Participation	Functional ward committees	Established Functional Ward Committees	7 functional ward committees	Functional ward committees	Functional ward committees	Functional ward committees	Functional ward committees	Functional ward committees
	Introduction of an electronic Complain Management System	Effective management of CHS	Improved responds time to customer queries	Continuous reduction of response time	Continuous reduction of response time	Continuous reduction of response time	Continuous reduction of response time	Continuous reduction of response time
	Effective Communication strategy	Develop an effective Communication strategy	Approved Communication Strategy	Constant update communities through website and newsletter	Constant update communities through website and newsletter	Constant update communities through website and newsletter	Constant update communities through website and newsletter	Constant update communities through website and newsletter

18.9. KPA: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO CREATE ECONOMIC OPPORTUNITY WITHIN THE MUNICIPALITY								
Provision of sustainable jobs	Creation of job opportunities through government programmes	No of jobs created through government programmes	1000 Jobs created through government programmes	200 Jobs created through government programmes	200 Jobs created through government programmes	200 Jobs created through government programmes	200 Jobs created through government programmes	200 Jobs created through government programmes
	Facilitation of private sector employment through private initiative.	No of employment opportunities Facilitated through private initiative.	500 Jobs opportunities Facilitated through private initiative.	100 Jobs opportunities Facilitated through private initiative.	100 Jobs opportunities Facilitated through private initiative.	100 Jobs opportunities Facilitated through private initiative.	100 Jobs opportunities Facilitated through private initiative.	100 Jobs opportunities Facilitated through private initiative.

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO CREATE ECONOMIC OPPORTUNITY WITHIN THE MUNICIPALITY								
Support for SMME'S	Creation of SMME's database	Establish SMME's database	Approved SMME's database	30% of business awarded to SMME'S	30% of business awarded to SMME'S	30% of business awarded to SMME'S	30% of business awarded to SMME'S	30% of business awarded to SMME'S
	Develop support plan for SMME'S	No of SMME'S supported	50 SMME'S supported	10 SMME'S supported	10 SMME'S supported	10 SMME'S supported	10 SMME'S supported	10 SMME'S supported

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO CREATE ECONOMIC OPPORTUNITY WITHIN THE MUNICIPALITY								
Increase agricultural production	Provision of support programmes to farmers	A well packaged support plan for farmers	Well-coordinated farming activities	Roll out of support plan for farmers	Roll out of support plan for farmers	Roll out of support plan for farmers	Roll out of support plan for farmers	Roll out of support plan for farmers
	Established poultry cooperatives	No of Poultry cooperatives established	3 Poultry Cooperatives established	Establishment of 3 Poultry cooperatives	Support plan for Poultry cooperatives	Support plan for Poultry cooperatives	Support plan for Poultry cooperatives	Support plan for Poultry cooperatives
	Established crop farming cooperative	No of crop farming cooperatives established	3 of crop farming cooperatives established	Establishment of 3 crop farming cooperatives	Support plan for crop farming cooperatives	Support plan for crop farming cooperatives	Support plan for crop farming cooperatives	Support plan for crop farming cooperatives
	Establish agro-processing industry	Conduct agro-processing feasibility study	Approved agro-processing feasibility study	Hold agro-processing summit	Support for agro-processing industry	Support for agro-processing industry	Support for agro-processing industry	Support for agro-processing industry

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO CREATE ECONOMIC OPPORTUNITY WITHIN THE MUNICIPALITY								
Increase LED Capacity	Established tourism forum	Establish functional tourism forum	Functional tourism forum	Establish tourism forum	Roll out of support plan for tourism industry	Roll out of support plan for tourism industry	Roll out of support plan for tourism industry	Roll out of support plan for tourism industry
	Established annual Kgetleng show	A functional annual Kgetleng show	5 annual Kgetleng Show	1 annual Kgetleng Show	1 annual Kgetleng Show	1 annual Kgetleng Show	1 annual Kgetleng Show	1 annual Kgetleng Show
	Facilitate various business sector forums to culminate in an LED forum for KRLM	Functional forums for various sectors	Vibrant LED forum	Facilitation of the formation of the LED forum.	Develop joint initiatives between the municipality and the LED forum	Implement the joint initiatives	Implement the joint initiatives	Implement the joint initiatives
	Established Small Scale Manufacturing	Functional Small scale Manufacturing	Established charcoal, manufacturing, bakery and cement bricks manufacturing	Implementation of Business plan	Implementation of Business plan	Implementation of Business plan	Implementation of Business plan	Implementation of Business plan

18.10. KPA: BASIC SERVICE DELIVERY & INFRASTRUCTURE

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO PROVIDE SUSTAINABLE SERVICES TO THE COMMUNITY								
Access to water	To provide all household with clean water	No of new households provided with clean water	5000 new households provided with clean water	1000 new households provided with clean water	1000 new households provided with clean water	1000 new households provided with clean water	1000 new households provided with clean water	1000 new households provided with clean water
	Provision of Bulk infrastructure	Km of Bulk pipeline replaced	45 Km of Bilk pipeline replaced in Koster	5 Km of Bilk pipeline replaced	10 Km of Bilk pipeline replaced	10 Km of Bilk pipeline replaced	10 Km of Bilk pipeline replaced	10 Km of Bilk pipeline replaced
	Provision of Bulk infrastructure in Derby and Mazista	Ensure enough bulk water and infrastructure in Derby and Mazista	Bulk Water provided in Derby and Mazista	Conduct Feasibility study	Development of designs	Construction of bulk water supply infrastructure	Construction of bulk water supply infrastructure	Construction of bulk water supply infrastructure
	Replacement of Asbestos pipes with PVC or other	To replace 100% of asbestos pipes	35Km of Pipeline	10km asbestos pipe replace	5km asbestos pipe replace	10km asbestos pipe replace	5km asbestos pipe replace	5km asbestos pipe replace

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO PROVIDE SUSTAINABLE SERVICES TO THE COMMUNITY								
Access to Sanitation	To provide all households with proper sanitation	No of VIP toilets build	300 VIP toilets for Moedwil build	300 VIP toilets for Moedwil build				
	To provide all households with proper sanitation	No of new households connected to sewer network	5000 new households connected to sewer network	1000 new households connected to sewer network	1000 new households connected to sewer network	1000 new households connected to sewer network	1000 new households connected to sewer network	1000 new households connected to sewer network

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO PROVIDE SUSTAINABLE SERVICES TO THE COMMUNITY								
Access to Electricity	Facilitation of electrifying	No of new households facilitated to be electrified	5000 new households electrified	1000 new households electrified	1000 new households electrified	1000 new households electrified	1000 new households electrified	1000 new households electrified
	Provision of High mast lights	No of high mast lights built	15 high mast lights built		5 high mast lights built	5 high mast lights built		5 high mast lights built
	Provision of street lights	No of new street lights built	100 new street lights built		20 new street lights built	20 new street lights built	20 new street lights built	20 new street lights built
	Refurbishment of electrical substations	No of electrical substations Refurbished	2 electrical substation refurbished		1 electrical substation refurbished			1 electrical substation refurbished

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO PROVIDE SUSTAINABLE SERVICES TO THE COMMUNITY								
Access to Refuse Removal	Provision of refuse removal to all households	No of new households increased refuse collected	5000 new households refuse collected	1000 new households refuse collected	1000 new households refuse collected	1000 new households refuse collected	1000 new households refuse collected	1000 new households refuse collected
	Establishment of Regional Landfill site	No of registered Landfill sites established	One regional landfill sites established by 2024		One regional landfill sites established by 2019			

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO PROVIDE SUSTAINABLE SERVICES TO THE COMMUNITY								
Provision of quality roads infrastructure	Provision of Paved roads	Length of roads Paved	25km	5km roads paved	5km roads paved	5km roads paved	5km roads paved	5km roads paved
	Resealed roads	Length of roads resealed	6km	1km roads resealed	1km roads resealed	1km roads resealed	1km roads resealed	2km roads resealed
	Potholes patched	Length of roads potholes patched	7km =(50,000m ²)	10,000m ² potholes patched	10,000m ² potholes patched	10,000m ² potholes patched	10,000m ² potholes patched	10,000m ² potholes patched
	Regravelling and Blading of roads	Length of roads re gravel	35km roads re gravel	10km roads re gravel	10 km roads re gravel	5km roads re gravel	5km roads re gravel	5km roads re gravel

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO PROVIDE SUSTAINABLE SERVICES TO THE COMMUNITY								
Provision of amenities to communities	Construction of multi-purpose Centre	No of multi-purpose Centre build	3 multi-purpose Centre build	1 multi-purpose Centre build	1 multi-purpose Centre build	1 multi-purpose Centre build		
	Upgrading of multipurpose sports facilities	No of multipurpose sports facilities constructed	3 multipurpose sports facilities constructed			1 multipurpose sports facilities constructed	1 multipurpose sports facilities constructed	1 multipurpose sports facilities constructed
	Construction of new Libraries	No of new Libraries built	2 new libraries built		1 new libraries built			1 new libraries built
	Construction of new cemeteries	No of new cemeteries built	2 New cemeteries built		1 New cemeteries built		1 New cemeteries built	
	Coordinating fire services	Facilitation of building new fire station in Swartruggens	1 fire station in Swartruggens		1 fire station in Swartruggens			

18.11. KPA: INSTITUTIONAL TRANSFORMATION

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO ENSURE SOUND GORVERNANCE PRACTICES WITHIN MUNICIPALITY								
Human Resource Development	Alignment of Organizational Structure	Effective Organization	Adequately resourced organization in relation to numbers and competence					Review in line with IDP review
	Effective administration of conditions of Services	Conditions of service administered with the legal and policy framework	Continuous compliance	Corrections/continuous compliance	Corrections/continuous compliance	Corrections/continuous compliance	Corrections/continuous compliance	Corrections/continuous compliance
	Staff morale conducive to excellence in performance	Employee satisfaction survey conducted and Team building programmes implemented	Harmonious working environment and commendable levels of employee performance	Implementation and continuous monitoring of environment	Implementation and continuous monitoring of environment	Implementation and continuous monitoring of environment	Implementation and continuous monitoring of environment	Implementation and continuous monitoring of environment

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO ENSURE SOUND GORVERNANCE PRACTICES WITHIN MUNICIPALITY								
Credible records management and legal services	Credible record management system	Establishment of secure and credible record management system and related policies	Functional record system	Functional Records management system	Functional Records management system	Functional Records management system	Functional Records management system	Functional Records management system
	Conformance to all legal prescriptions	All legal prescripts adhered to	Culture of adherence to legal prescriptions	Application of legal prescriptions	Application of legal prescriptions	Application of legal prescriptions	Application of legal prescriptions	Application of legal prescriptions
	Standardized of contracts	Generic contracts developed	All contract compliant to generic standard and management thereof on an ongoing basis	All contract compliant to generic standard and management thereof on an ongoing basis	All contract compliant to generic standard and management thereof on an ongoing basis	All contract compliant to generic standard and management thereof on an ongoing basis	All contract compliant to generic standard and management thereof on an ongoing basis	All contract compliant to generic standard and management thereof on an ongoing basis
	provision of secretariat competency	Effective secretarial support	An accurate secretarial repository system	An accurate secretarial	An accurate secretarial	An accurate secretarial	An accurate secretarial	An accurate secretarial

		provided to the Council and specific functionaries of administration		repository system	repository system	repository system	repository system	repository system
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18.12. KPA: SPATIAL RATIONALE PLANNING & HOUSING

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO PROVIDE SUSTAINABLE SERVICES TO THE COMMUNITIES								
Provision of Land and sites for Human Settlements	Formalization of informal settlements	No of informal settlements upgraded	3 informal settlements formalized and tenure secured		1 informal settlements formalized and tenure secured	1 informal settlements formalized and tenure secured	1 informal settlements formalized and tenure secured	
	Development of Township establishment for affordable housing	No of affordable sites developed	2000 affordable sites		1000 affordable sites			1000 affordable sites
	Development of RDP sites for low cost housing	No of sites for low cost housing	5000 sites for low cost housing developed	1000 sites for low cost housing developed	1000 sites for low cost housing developed	1000 sites for low cost housing developed	5000 sites for low cost housing developed	5000 sites for low cost housing developed

18.13. KPA: FINANCIAL VIABILITY & MANAGEMENT

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO ENSURE SOUND FINANCIAL MANAGEMENT AND VIABILITY								
MFMA	Implementation of MFMA	% implantation of MFMA	100% on annual basis	100% implementation	100% implementation	100% implementation	100% implementation	100% implementation
	Continuous submission of Annual Financial statements	Regular timeous submission of Annual Financial statements	timeous submission of Annual Financial statements	timeous submission of Annual Financial statements	timeous submission of Annual Financial statements	timeous submission of Annual Financial statements	timeous submission of Annual Financial statements	timeous submission of Annual Financial statements

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO ENSURE SOUND FINANCIAL MANAGEMENT AND VIABILITY								
Asset management and policy implementation	implementation of fixed asset register and asset control system as well as the maintenance thereof	To conduct verification and valuation of all municipal assets, update additions on a monthly basis and compile GRAP compliant asset register annually	Updated asset register and unbundling of assets	To conduct verification and valuation of all municipal assets, update additions on a monthly basis and compile GRAP compliant asset register annually	To conduct verification and valuation of all municipal assets, update additions on a monthly basis and compile GRAP compliant asset register annually	To conduct verification and valuation of all municipal assets, update additions on a monthly basis and compile GRAP compliant asset register annually	To conduct verification and valuation of all municipal assets, update additions on a monthly basis and compile GRAP compliant asset register annually	To conduct verification and valuation of all municipal assets, update additions on a monthly basis and compile GRAP compliant asset register annually

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO ENSURE SOUND FINANCIAL MANAGEMENT AND VIABILITY								
Revenue Collection	Revised policy and updated register	Regular revised policy and no of indigent assisted	Revised policy and 100% indigent assisted	Revised policy and 100% indigent assisted	Revised policy and 100% indigent assisted	Revised policy and 100% indigent assisted	Revised policy and 100% indigent assisted	Revised policy and 100% indigent assisted
	Updating contact details and tariff information on FMS.	% of consumer profile updated	Accurate data	Maintenance of data	Monitor consumption	Monitor consumption	Monitor consumption	Monitor consumption
	Strict implementation of credit control policy	% decrease of debtors	80% of debt collected	Effective implementation of credit control policy	Effective implementation of credit control policy	80% of current debt collected	Effective implementation of credit control policy	Effective implementation of credit control policy
	Increase revenue base	% of revenue increased	50% revenue increased	Monitor financial viability programmes	Monitor financial viability programmes	Monitor financial viability programmes	Monitor financial viability programmes	Monitor financial viability programmes
	Increment of collection rate	% of monthly rates collected	85% collected on monthly basis	85% monthly collection	Continuous implementation of Credit control	Continuous implementation of Credit control	Continuous implementation of Credit control	Continuous implementation of Credit control

Strategic Objective	Measurable Objectives	Key Performance Indicator	5 Year Target	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
STRATEGIC GOAL: TO ENSURE SOUND FINANCIAL MANAGEMENT AND VIABILITY								
Supply chain management policy	Constant review of SCM policy	Effective implementation of SCM policy	Effective SCM unit	Effective implementation of SCM policy	Effective implementation of SCM policy	Effective implementation of SCM policy	Effective implementation of SCM policy	Effective implementation of SCM policy

SECTION H:**19. PROJECTS**

MIG 2022-23 FY PROJECTS		
ITEM	PROJECT NAME	BUDGETED AMOUNT FOR 2022-23 FY
1	Construction of Precast Flushing Toilets in Reagile Ext 8	R11 645 895.7
2	Upgrading of Borolelo storage facility	R4 423 918.44
3	Construction of Internal roads & stormwater in Reagile ext 6&7	R11 533 385.86
	Total allocation	R27 603 200

WSIG 2022-23 FY PROJECTS		
ITEM	PROJEC NAME	BUDGETED AMOUNT FOR 2022-23 FY
1	Replacement of AC pipes in Koster	R17 000 000.00
2	Upgrading of boreholes in Derby	R5 000 000.00
3	Upgrading of Borolelo Booster Pump Station	R5 000 000.00
4	Construction of elevated tank in Koster WTP	R5 000 000.00
5	Construction of Koster raw water bulk pipeline	R10 000 000.00
	Total allocation	R42 000 000.00

SECTION I:

20. MONITORING AND EVALUATION

The Municipal System Act requires all municipalities to adopt a single, inclusive plan for the development of the municipality which according to Section 25 of the Act:

- Links, integrates and coordinates plans and takes into account proposals for the development of the municipality
- Aligns the resources and capacity of the municipality with the implementation of the plan
- Forms the policy framework and general basis on which annual budgets must be based and
- Is compatible with national and provincial development plans and planning requirements that are on the municipality in terms of legislation

Section 25 of the Act lists the core components of the IDP, these include:

- Developing a long-term vision for the development of the municipality with special emphasis on the municipality's most critical developmental and internal transformation needs
- Assessing the existing level of development in the municipality and identifying communities which do not have access to basic municipal services
- Setting out development priorities and objectives for Council's elected term, including its local economic development aims and its internal transformation needs
- Development strategies which are aligned with national or provincial sectoral plans
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality
- Applicable disaster management plans
- A financial plan with a budget projection for at least the next three years and a
- Set of key performance indicators and performance targets

While being a legislated requirement, the Integrated Development Plan will be supported by complementary reprocesses that will ensure that the implementation and realization of strategic objectives as follows:

- I. Service Delivery and Budget Implementation Plan (both top layer and technical)
- II. Performance contracting
- III. Performance management
- IV. Legislative and complementary reporting including monthly, half year and annual reporting on financial and non-financial indicators of performance

These processes will assist in the monitoring and evaluation of all activities with particular emphasis on integrity and usefulness of performance information. All reporting will ensure that council is enabled to substantively exercise its oversight responsibility while the accounting officer is similarly enabled to ensure the efficiency and efficacy of all administrative inputs.

All efforts will be made to ensure that indicators of performance measure economy, efficiency, effectiveness and equity. Although reporting on performance focuses mainly on historical information, a clear focus and attention will be paid on the corrective action where desired levels of performance have not been achieved.

21. CONCLUSION

The achievement of the priorities highlighted as key challenges herein is critical and only achievable through the commitment devotion and dedication of all the municipal staff and councillors, coupled with the availability of sufficient resources.

The compilation of this IDP was guided by the principles of ensuring substantive public participation as guided by the Batho pele Principles which seeks to ensure that services are delivered in a way that recognizes and protects the fundamental human rights of citizens.

All efforts were made to ensure that dependable and verifiable information is used in order to achieve proper planning.

The IDP was also informed by a vigorous process of assessing past performance to ensure that developmental goals are cumulatively achieved and that corrective measure find sufficient prominence going forward.

A number of key information has been made available which is bound to elevate the substantive quality of this strategic document, inter alia, the land audit as well as the spatial development framework.

The successful implementation of this IDP depends largely on the management of performance in the municipality including adherence to legislated and other complementary reporting.