



2023-2024 REVIEW
INTERGRATED
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 a 2023-2024 Reviewed Integrated Development Plan

The Municipality developed a 5 year IDP to guide service delivery in a coordinated approach, 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. Electricity load shedding also affected the municipal income as most of the businesses around the municipality are affected. We would have loved to see more support coming from out 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 constricted 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

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- 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.

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
Cllr 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 G.C. Letsoalo

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 Ordinnce,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 Leviers 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 Review the 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:

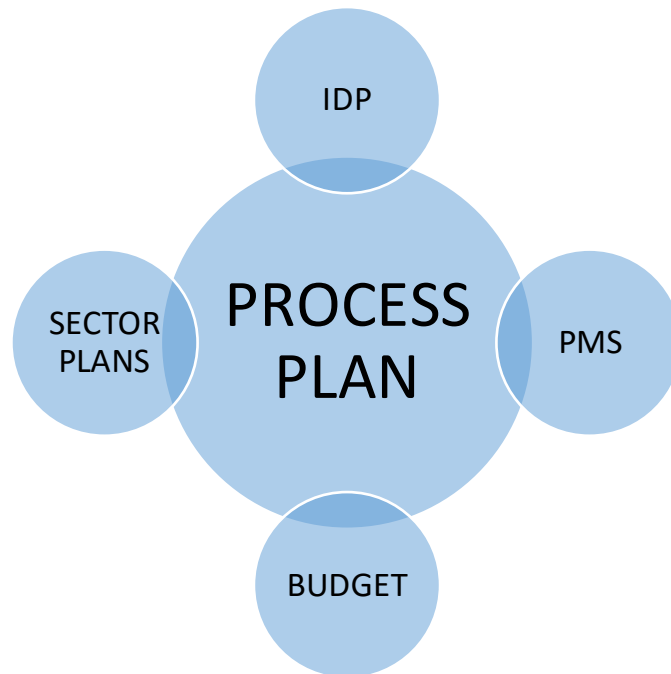
The Mayor of a municipality must-

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 202021	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	08-15 October 2021	Community meetings

			Directors Mayor/Speaker		
	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
STRATEGIES	Development of municipal strategies	Sector committees	Departments and Directors	12-26 November 2021	Meetings
	Alignment of Strategies with Sector Plans	Sector Committees	Directors and Councillors	02 December 2021	Meeting
	Consolidations of Strategies	IDP	IDP	December 2021	Desktop work
	Project formulation and costing	Cluster meetings	Relevant officials	11-12 January 2022	Meetings
	Mid Term Assessment	Strategic Planning	All stakeholders	January 2022	Meeting

PROJECTS	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	March 2022	Meeting

			Directors)		
	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.	Newspaper 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	Handing them over	MM	26 May 2022	Hand over

	issued to the mayor by the Municipal Manager.				
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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.

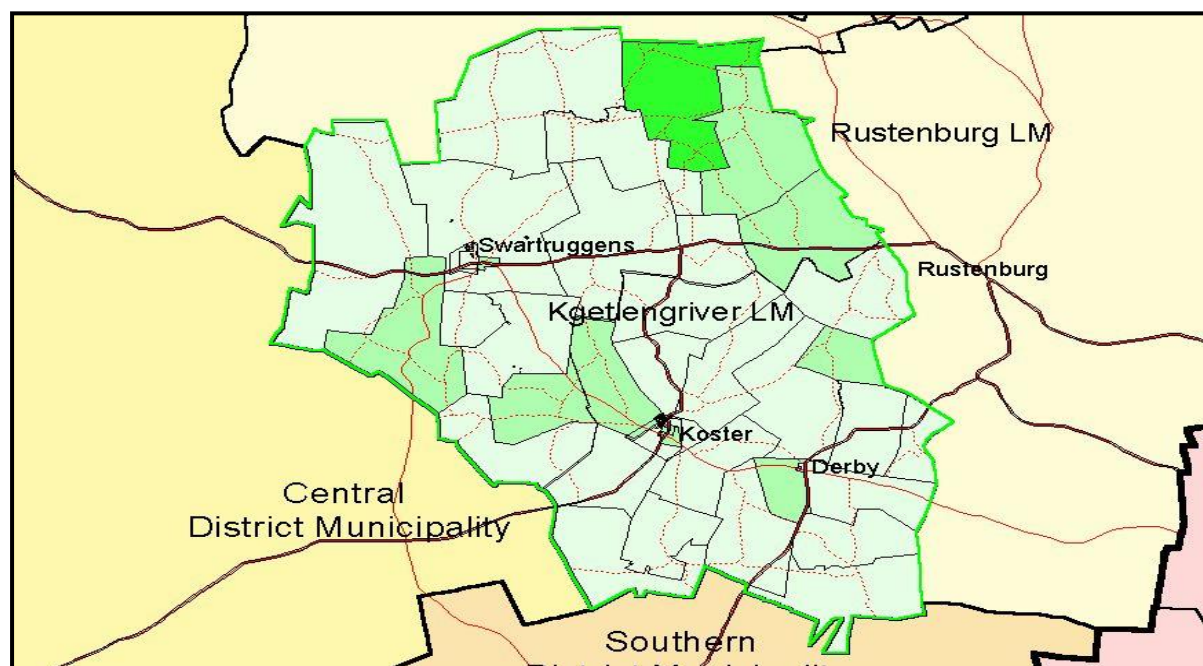
Table1. Illustrates Kgetlengrivier Local Municipality wards and nodes

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

The purpose of this section is to provide a statistical basis for the formulation of strategic interventions. The analysis undertaken in this chapter provides insight into the economic circumstances found in the KRLM. This section therefore predominantly uses secondary data to explore the socio-demographics, infrastructure, Labour and sectoral profiles of Kgetlengrivier LM.

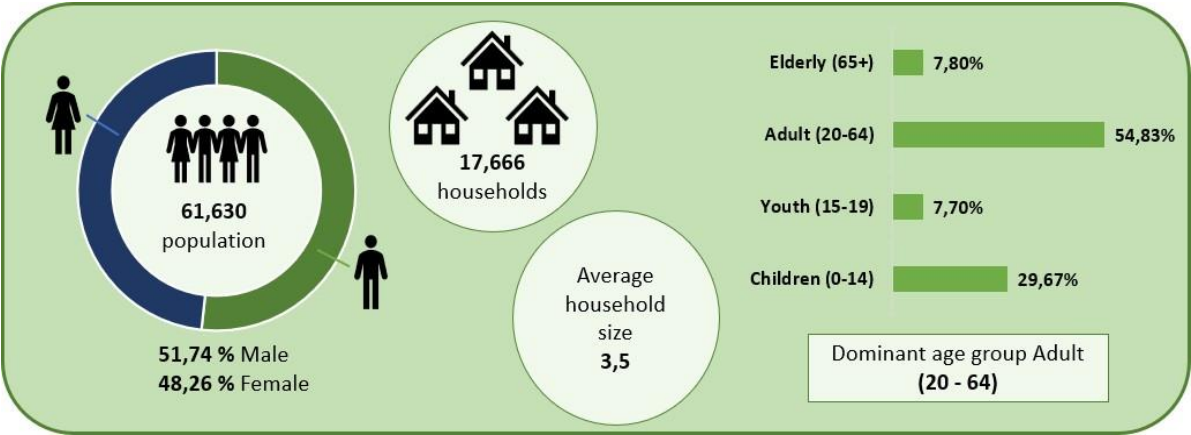
3.1. Social-Demographic Profile

The purpose of this sub-section is to analyses the socio-demographic profile of the Kgetlengrivier LM and in so doing, determine the extent to which its demographics are influencing the local municipality's economic performance. The social demographic profile first examines the population dynamics of Kgetlengrivier LM. Thereafter, the section investigates the household dynamics, income distribution and educational levels within Kgetlengrivier LM.

3.1.1. Population Overview

This section provides an overview of the overarching population statistics of the Kgetlengrivier LM, and in so doing, aims to provide greater insight into the socio-demographic conditions of the KRLM. Figure 3-1 provides a general overview of the KRLM's population.

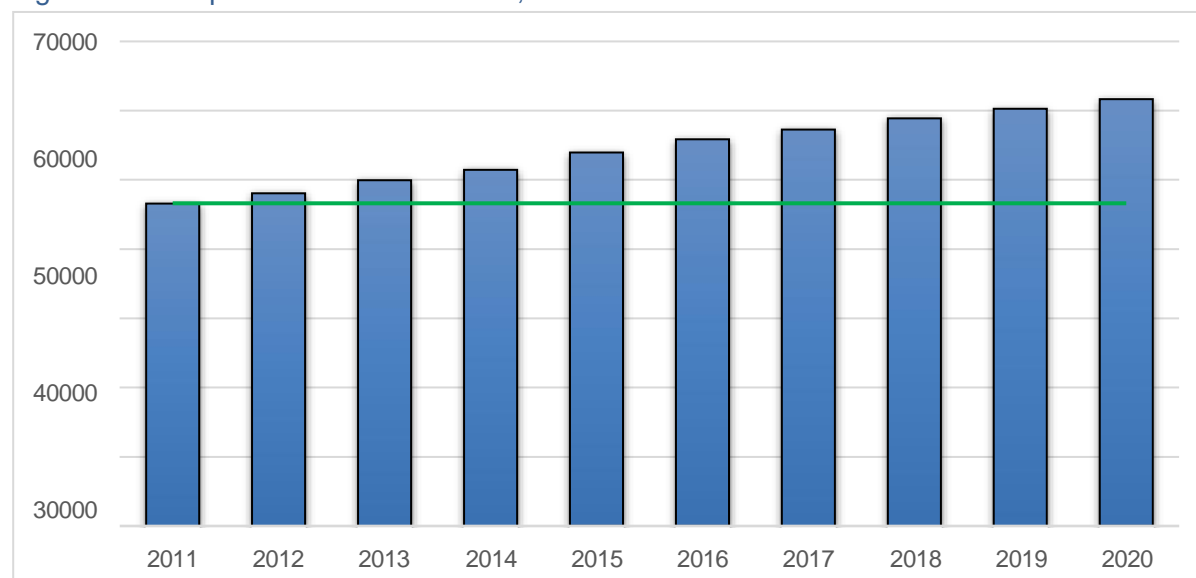
Figure 3-1: General Population Overview KRLM, 2020



Source: (Quantec, 2022)

Figure 3-1 depicts KRLM's population mostly consisting of individuals aged between 20-64 (working-age group). Moreover, 51.75% are males and 48.26% are females. In 2020, the total population size of the KRLM was 61,630 in 2020 and it had 17,666 households in its jurisdiction, with an average household size of 3.5 people per home. Figure 3-2 below, graphically illustrates the population growth figures of the local municipality.

Figure 3-2: Population Growth KRLM, 2011-2020



Source: (Quantec, 2022)

Figure 3-2 illustrates Kgetlengrivier LM's population increasing year-on-year (YoY). The increasing population levels could be considered a positive indicator of economic growth, as increasing population levels could lead to increased economic activity in a region. However, increasing population levels could also be considered negative. If an economy is not able to provide its increasing population with employment opportunities, unemployment rates increase. Table 3-1 below compares the average growth rate (AGR) of the national, provincial, district and local municipalities.

Table 3-1: Population AGR, 2011 - 2020

Vicinity	AGR (2011-2020)
South Africa	1,38%
North West	1,56%
Bojanala DM	2,32%
Kgetlengrivier LM	2,84%

Source: (Quantec, 2022)

It can be noted from Table 3-1, that the KRLM's population's AGR is significantly higher than that of the nation, province, and district. However, it is important to note that KRLM's population could be considered small, thus enabling them to exhibit higher growth rates which are statistically less significant. Therefore, Table 3-2 is provided below to investigate the previously mentioned.

Table 3-2: Population Size & Density Comparison of Local Municipalities within BDM, 2020

Vicinity	Area (km²)	Area % Of DM	Population	Population % Of DM	Density People per (km²)
Moretele LM	1,378.73	7,52%	233,568	12,11%	169
Madibeng LM	3,839.21	20,94%	584,263	30,30%	152
Rustenburg LM	3,423.27	18,67%	729,321	37,82%	213
Kgetlengrivier LM	3,973.11	21,67%	61,63	3,20%	16

Moses Kotane LM	5,719.07	31,19%	319,377	16,56%	56
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Source: (Quantec, 2022)

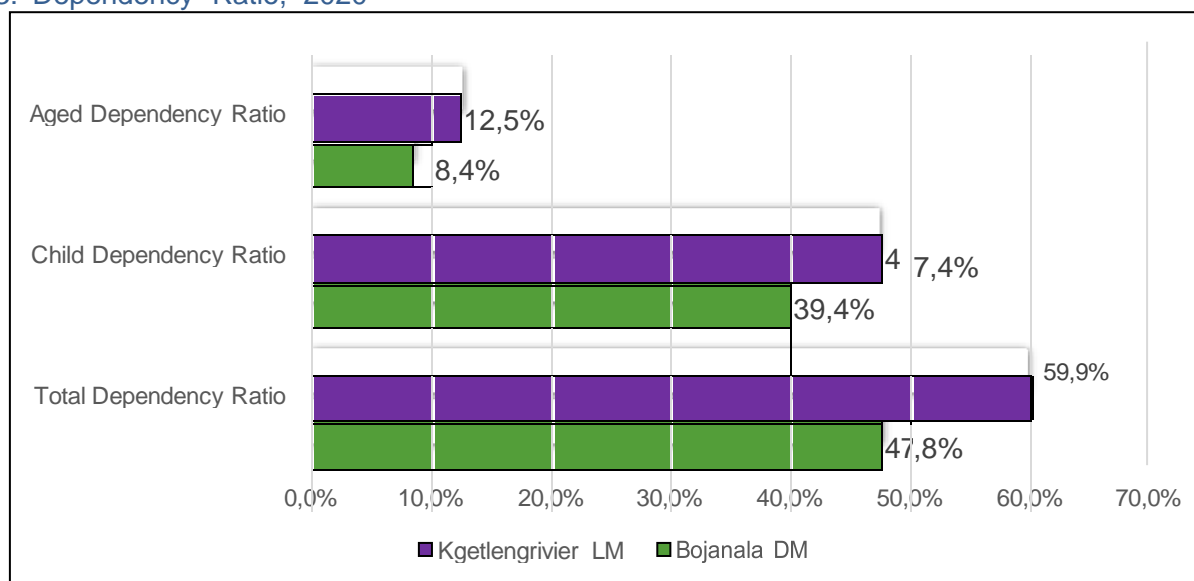
Table 3-2 depicts KRLM contributing 3.2% of the Bojanala District Municipality's total population size, which therefore confirms that KRLM growth rates are statistically less significant. Another notable observation in Table 3-2 is the combination of small population size and a large land mass, which translates into low population density (16 people per km²).

Population density's effect on economic growth is a debated concept, however, what has been noted, is each economy has its economic conditions and therefore its economic response to high or low population densities. None the less, almost any economy should wish to attract employed individuals to its region or attract individuals through employment, and in so doing, positively increase its population size and therefore its density.

3.1.2. Dependency Ratio

There are three representations of the dependency ratio: the child-dependency ratio, the aged-dependency ratio and the total dependency ratio. The child-dependency ratio represents the number of children (0-14) per 100 working-age population, while the aged-dependency ratio illustrates the number of elderly (65+) individuals per 100 working-age population. The total-dependency ratio depicts a ratio of youth and the elderly relevant to the working-age population. The higher the dependency ratio, the more people are reliant on the working age population. Noting South Africa's considerably high unemployment figures, high dependency ratios are not beneficial to economic growth as the combination contributes to increasing poverty levels (Sinnathurai, 2013) (Rachmawati, 2015). Figure 3-3 below graphically compares KRLM dependency ratios.

Figure 3-3: Dependency Ratio, 2020



Source: (Quantec, 2022)

Figure 3-3, depicts KRLM having a higher dependency ratios than that of the overall district, which should be of concern to the local municipality. Table 3-3 below illustrates the AGR of the KRLM's

dependency ratios from 2011 to 2020 and therefore provides greater context to the current trajectory of the KRLM's dependency ratios.

Table 3-3: Dependency Ratio AGR, 2011-2020

Dependency Ratio	AGR (2011-2020)
Total Dependency Ratio	0,06%
Child Dependency Ratio	-0,25%
Aged Dependency Ratio	1,66%

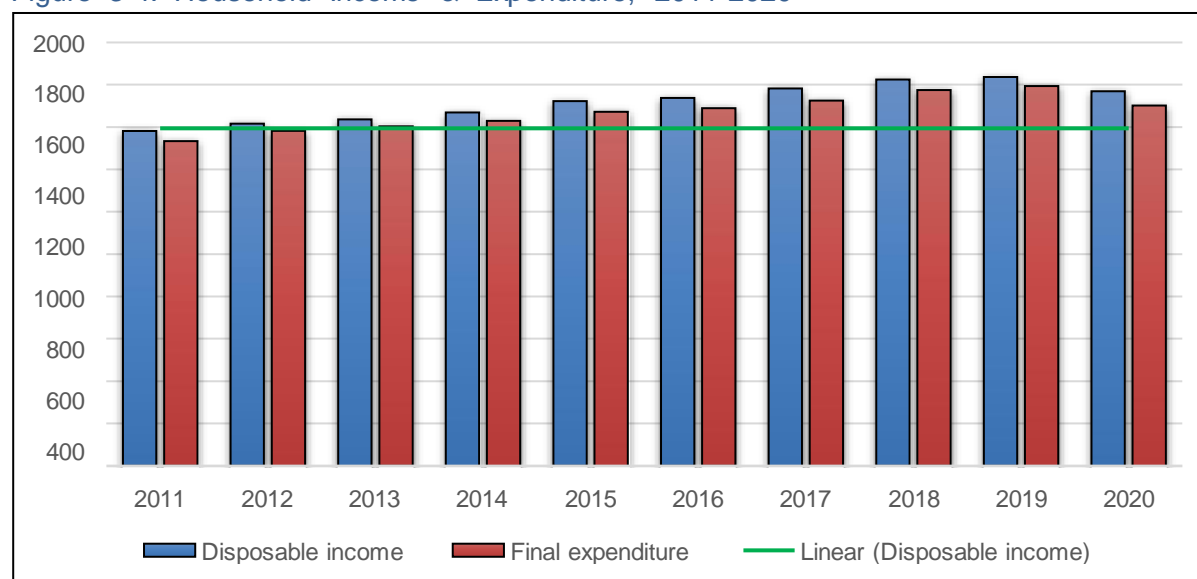
Source: (Quantec, 2022)

Table 3-3 depicts KRLM experiencing a decline in its child dependency ratio, which is a positive, however, the aged dependency ratio has been increasing at a higher rate, which is negative. It is to be noted that the population sizes of the different age groups must be taken into consideration. Therefore, the total dependency ratio is provided. The KRLM has experienced a total dependency ratio average growth rate of 0.06% YoY, which does not represent an immediate threat to the LM, as the increase is slight, almost decreasing the total dependency ratio. However, it is still important to note that the KRLM total dependency rate is significantly higher than that of the district, which is a concern.

3.1.3. Household Income and Expenditure

Through the evaluation of a region's household income and expenditure levels, a better understanding is gained of the economic activity taking place in the region. Household income reflects the income received by a population, which can then be expended to purchase necessary goods and services (household expenditure), thus stimulating economic activity. Therefore, local municipalities should strive to create an economic environment that enables job creation and in so doing, increase household income levels in its jurisdiction. Figure 3-4 graphically illustrates KRLM's household income and expenditure levels from 2011 to 2020.

Figure 3-4: Household Income & Expenditure, 2011-2020



Source: (Quantec, 2022)

Excluding 2020, it can be noted that the KRLM's households' income and expenditure levels were increasing YoY. The decrease depicted in 2020 is likely due to the economic impacts experienced due to the Covid-19 pandemic. Overall, the KRLM has been showing consistent Growth in terms of household income and expenditure levels. To better understand the trajectory of KRLM's increasing income and expenditure levels, the average growth rates of KRLM (2011-2020) are compared to that of the district, province, and nation in Table 3-4 below.

Table 3-4: Household Income & Expenditure, AGR

Disposable income	AGR
South Africa	0,88%
North West	1,17%
Bojanala DM	1,34%
Kgetlengrivier LM	1,26%
Final Expenditure	AGR
South Africa	0,74%
North West	1,01%
Bojanala DM	1,17%
Kgetlengrivier LM	1,17%

Source: (Quantec, 2022)

It can be noted from Table 3-4 that the KRLM's income AGR is higher than that of the province and nation, which is positive, however, the LM's growth is less than that of the district. This implies a positive indication of future local economic growth for the KRLM, as the districts experience more growth than the general province or nation, which the LM could benefit from.

In terms of expenditure, the KRLM is experiencing higher growth rates than that of the province and nation. When comparing the LM to the DM, it can be noted that they are experiencing the same AGR, which is beneficial to both LM and DM. Ultimately, the previously mentioned should contribute to the future local economic development of KRLM.

3.1.4. Gini Coefficient

In terms of the income distribution, it is generally more beneficial to an economy to have a larger number of the population receiving smaller incomes (income-equality), than having a small group of the population receiving large incomes (income-inequality). Enhanced income distribution ultimately contributes towards the overall elevation of poverty, as more people have access to funds, and can therefore tend to their basic needs.

Therefore, the Gini coefficient is used to measure income inequality across the population. The coefficient value condenses the entire income distribution for an area into a single number between 0 and 1, where a value closer to 1 indicates total inequality and a value closer to 0 indicates income equality. Table 3-5 compares KRLM's Gini coefficient to that of the nation, province and district.

Table 3-5: Gini Coefficient, 2020

Vicinity	Gini
South Africa	0,68
North West	0,72
Bojanala	0,71

Source: (Quantec, 2022)

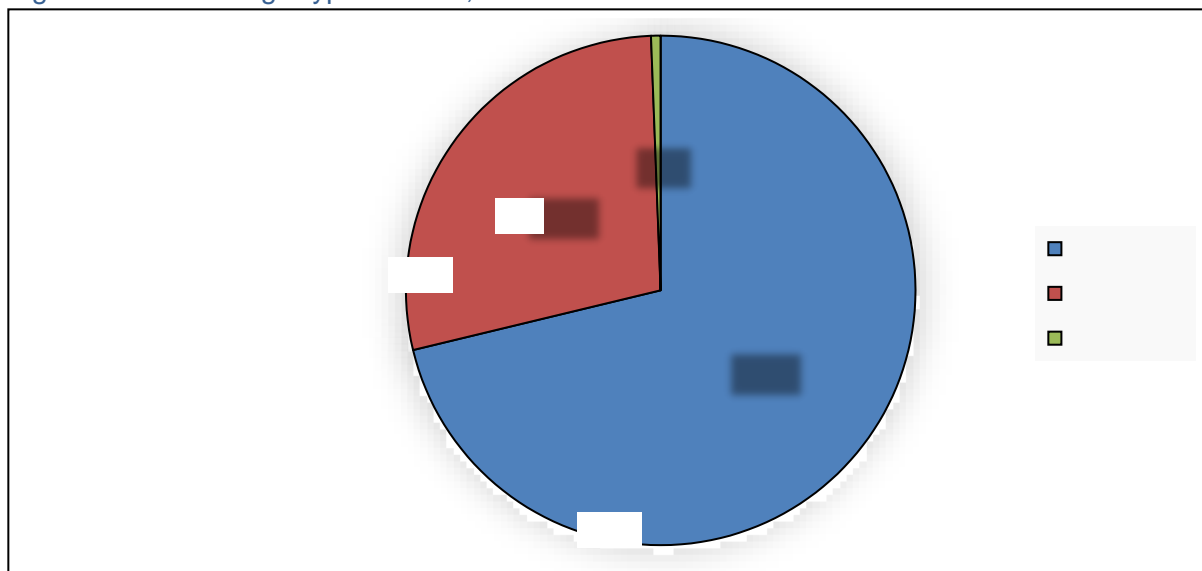
Table 3-5 depicts KRLM having a lower Gini coefficient than that of the province and district, which is a good economic indication. However, the Gini coefficient is still not considered to be “healthy”, as it is on par with the national Gini coefficient, which is one of the highest in the world (World Population Overview, 2022). Therefore, interventions should seek to contribute towards improved income distribution, as the previously mentioned is concerning.

3.1.5. Dwelling Types

Dwelling types can primarily be classified into formal, informal and traditional dwellings. Formal dwellings refer to a structure built according to approved plans, i.e. a house on a separate stand, a flat or apartment, a townhouse, a room in a backyard, or rooms or flatlets elsewhere. Informal dwellings are makeshift structures not erected according to approved architectural plans—for example, shacks or shanties in informal settlements or backyards. In its turn, traditional dwellings are huts or structures made of traditional materials such as straw or clay.

The economic importance of a dwelling type partially stems from the access it provides to infrastructure. As an example, a formal dwelling usually has greater access to electricity than an informal dwelling, thus enabling residents to make use of electronic equipment and therefore increasing the market of those selling electronic appliances. Figure 3-5 is provided that graphically illustrates the dwelling type composition of the KRLM.

Figure 3-5: Dwelling Types KRLM, 2020



Source: (Quantec, 2022)

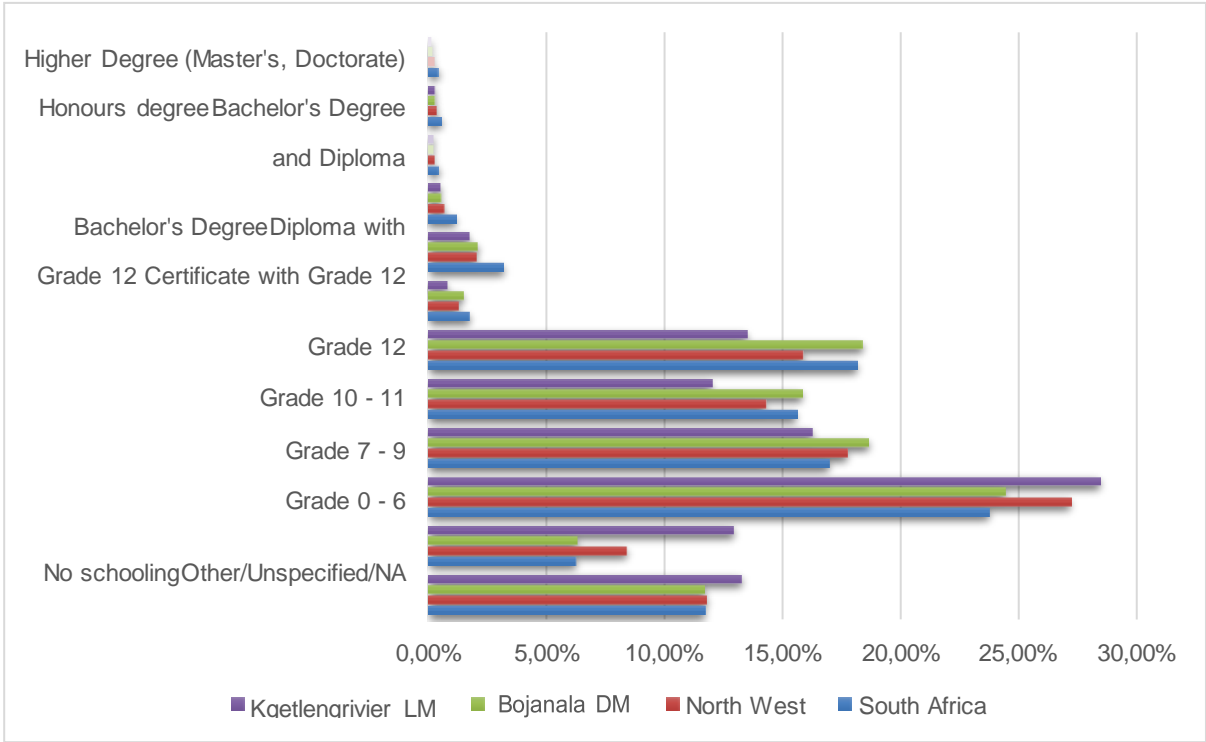
Figure 3-5 shows that the KRLM has the largest portion of its residents residing in formal dwellings, a significant proportion in informal dwellings and a very small portion living in informal dwellings. Therefore, KRLM's dwelling type figures are not necessarily of immediate concern, however, a focus should still exist to periodically increase the portion of the KRLM population residing in formal dwellings, and in so doing, systematically contribute towards economic growth.

3.1.6. Education

It is to be noted that high levels of education (Grade 12+) are associated with higher levels of human capital, which enables people to find employment in skilled occupations and therefore earn higher incomes, which enables them to improve their standard of living while contributing to the larger economy. Moreover, low levels of education (Grade 11-) are associated with lower levels of human capital, which generally refer to those who find employment in low-skill or semi-skilled occupations, and therefore earn less.

It is important to take into consideration the significance of low-skilled Labour. Even though low-skilled workers earn less, they still contribute significantly to the larger economy. Ultimately, an economy needs to consist of a balance between an educated and a less educated workforce, relevant to the employment requirements of the businesses within an economy. It is important to note education drives economic growth (Brewer & McEwan, 2010). Therefore, if no schooling exists, it becomes problematic, and attention needs to be stewarded towards its improvement. Figure 3-6 graphically illustrates the educational levels of the nation, province, district, and local municipality.

Figure 3-6: Education, 2020



Source: (Quantec, 2022)

Figure 3-6 depicts KRLM having the largest portion of its population achieved low educational levels (Grade 0-6, no schooling or an unspecified), compared to the other local municipalities in the DM, as well as the lowest portion of its residents with higher educations (Grade 12+). The portion of the KRLM population with no schooling or “unspecified” education should be of concern to KRLM. Moreover, the data implies that KRLM’s population is mostly suited for low- skilled employment opportunities. Therefore, strategic interventions should seek to attract investment that cultivates job creation for low-skilled laborers. However, the focus should not solely be on the previously mentioned.

3.2. Bulk Services Profile

The bulk services profile analyses the basic service delivery of KRLM and compared to other local municipalities within the Bojanala DM. The basic services that will be analyzed are water, sanitation, refuse removal, electricity and telecommunications. Although telecommunication is not necessarily considered a basic service, due to the ever-increasing presence of the fourth industrial revolution, its existence should be considered important to economic development. Therefore, it has been incorporated into the chapter.

3.2.1. Access to Water, Sanitation, Electricity, Refuse Removal

A LM's ability to supply basic services plays a critical role in the economic development of a region. This principle is derived from the need of the local populous and businesses established in the region, to tend to their day-to-day needs. In terms of the local populous, if basic services are not adequately supplied, the quality of life perceived by residents is negatively affected. As a result, residents might relocate to different regions or residents of other regions might be discouraged from relocating to KRLM.

In terms of businesses, they require basic services to conduct their day-to-day operations. If these services are not adequately supplied, businesses cannot operate optimally and therefore experience profit loss, ultimately discouraging investment. Table 3-6 is provided below that depicts the service delivery figure of all the LMs in the Bojanala DM, the Bojanala DM itself and the province.

Table 3-6: Basic Service Delivery BDM, 2020

Vicinity	Electricity	Municipal refuse removal	Flush chemical toilet or	Water in dwelling or yard
North West	83,94%	51,02%	45,88%	69,91%
Bojanala DM	84,03%	51,46%	37,98%	73,36%
Moretele LM	92,17%	1,18%	6,53%	71,02%
Madibeng LM	80,63%	26,41%	31,97%	67,48%
Rustenburg LM	82,78%	71,11%	56,86%	84,14%
Kgetlengrivier LM	77,56%	46,19%	67,01%	81,51%
Moses Kotane LM	89,97%	82,77%	14,65%	56,18%

Source: (Quantec, 2022)

Table 3-6 depicts KRLM having good water delivery compared to its neighboring LM and the province, noting that Rustenburg LM slightly outperforms the KRLM. In terms of access to electricity, KRLM is the lowest performing LM in the DM. This is a concerning factor to consider in terms of economic growth, as almost any business is greatly reliant on electricity provision. When assessing municipal refuse removal, it can be noted that the KRLM is far from being the lowest performing LM, however, it is important to note that the KRLM's service delivery is still not competitive in terms of Rustenburg and Moses Kotane LM. Finally, when considering access to flush and chemical toilets (sanitation), KRLM seems to be performing significantly well compared to its neighboring LMs.

Noting the previously mentioned, "access" to basic services is not the only determining factor contributing toward basic service delivery in a local municipality. Consistency and quality of

Those basic services play a significant role. Therefore, primary research seeks to further investigate the previously mentioned within the potential analysis, and in so doing, determine the actual condition of basic service delivery in KRLM.

3.2.2. Access to Telecommunications

Telecommunications refers to communication over a distance by cable, telegraph, telephone, or broadcast. As previously mentioned, telecommunications are not necessarily regarded as a basic service, however, due to the ever-increasing need and dependency on telecommunications, its importance is justified in terms of economic growth and therefore, is important to assess.

Annexure C is provided that contains the LTE map coverage of the four largest telecommunications providers in South Africa (Vodacom, MTN, Telkom and Cell C) over the three main settlements in KRLM (Swartruggens, Koster and Derby).

It can be noted from Annexure C that the KRLM's three main settlements seem to have adequate telecommunications access (Depicted in pink, purple and blue on the respective maps). The statement is based on the premise that the above maps depict three of the four service providers supplying LTE coverage in all three towns, with the exception being Telkom lacking coverage in Koster. Ultimately, telecommunication will require continuous upgrading as the world continues to move towards the fourth-industrial revolution and new technologies are developed. Therefore, KRLM should continually encourage the development of telecommunications infrastructures in its jurisdiction.

3.3. Labour Profile

The purpose of this section is to analyze some of the Labour profile indicators of the KRLM and in so doing, determine to what extent the Labour conditions found in the LM are influencing economic performance. The Labour profile first examines the unemployment rate of the KRLM, relevant to the district, province, and nation. Thereafter, the total employment figures are compared and lastly, the Labour absorption rates are assessed to provide final insights.

3.3.1. Unemployment Rate

The unemployment rate is a measure of the frequency of those who are unemployed, which is typically calculated as a percentage of the number of unemployed individuals and those individuals currently in the Labour force. The evaluation of the unemployment rate provides insight into how severe the employment circumstances are changing in an LM. Table 3-7 below depicts KRLM's unemployment rate, as well as AGR (trajectory) relevant to the district, province and nation.

Table 3-7: Unemployment Rate, 2011-2020

Vicinity	Unemployment Rate	AGR
South Africa	29,17%	3,43%
North West	30,15%	4,36%
Bojanala	30,28%	6,41%
Kgetlengrivier	22,93%	5,23%

Source: (Quantec, 2022)

The table above depicts KRLM's unemployment rate as significantly lower than that of the district, province, and nation. The depicted unemployment rate of the KRLM should be considered a strength of the local municipality. However, when comparing the AGR of the KRLM to the nation and province, it can be noted that KRLM's unemployment rate is increasing more aggressively YoY, which is a threat. The previously mentioned should be of concern to the local municipality and most definitely justifies the need for local economic development.

3.3.2. Total Employment

Total employment consists of formal and informal employment. Formal employment refers to employment established on a working, long-term contractual agreement between employer and employee, whereas informal work is short-term or temporary employment.

Ideally, an economy wishes to offer more formal employment opportunities to its residents than informal. This is due to formal employment providing greater economic consistency and stability to individuals and therefore the region they reside in. However, it is still important to note that informal employment plays a significant role in the overall health of an economy, as informal employment is preferred above no employment. Table 3-8 is provided that depicts the relationship between formal and informal employment relevant to the national, provincial, district and local populations.

Table 3-8: Total Employment, 2020

Employment	South Africa	North West	Bojanala DM	Kgetlengrivier LM
Formal	76,7%	75,8%	77,9%	68,3%
Informal	23,3%	24,2%	22,1%	31,7%

Source: (Quantec, 2022)

It can be noted from Table 3-8 that the KRLM has a higher portion of its population informally employed, compared to the national, provincial and district, which should be considered a concern to the KRLM. Ideally, the local municipality should aim to periodically improve the relationship between its formal and informal employment opportunities, whilst still showing growth in both divisions. Therefore, Table 3-9 is provided below that depicts the AGR's of formal and informal employment.

Table 3-9: Employment AGR, 2011-2020

Formal Employment	2011	2020	AGR
South Africa	10511056	11708359	1,2%
North West	731780	759272	0,4%
Bojanala DM	411330	416699	0,1%
Kgetlengrivier LM	8946	10638	1,9%
Informal Employment	2011	2020	AGR
South Africa	3816091	3549140	-0,8%
North West	272175	242436	-1,3%
Bojanala DM	132872	118015	-1,3%
Kgetlengrivier LM	5004	4942	-0,1%

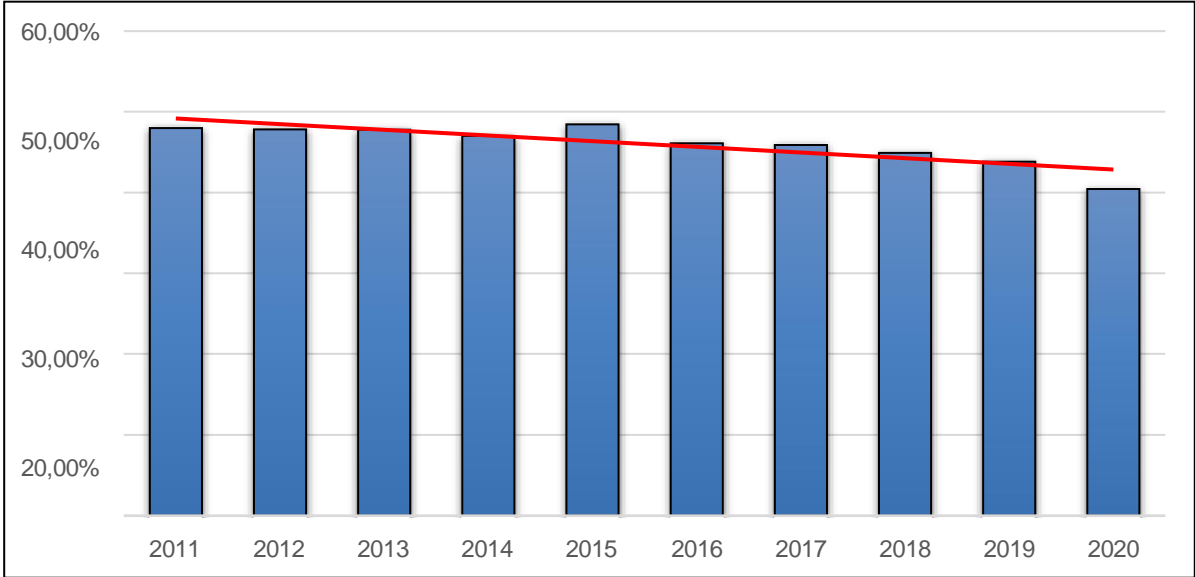
Source: (Quantec, 2022)

Table 3-9 depicts more promising figures for the KRLM. It can be noted that the KRLM is exhibiting the highest formal employment average growth rate figures compared to that of the nation, province and district, as well as the lowest decline in informal employment opportunities. The previously mentioned suggests that the KRLM is in the process of improving its employment relationship. However, it is still important to note that informal employment is declining.

3.3.3. Labour Absorption Rate

Labour absorption rate illustrates the proportion of the working-age population in KRLM (aged 15-64) that are employed. The Labour absorption rate is used to gain a deeper understanding of how well the KRLM's industries are absorbing its working-age population. Figure 3-7 is used to graphically illustrate the KRLM's Labour absorption rate YoY and in so doing its trajectory.

Figure 3-7: Labour Absorption Rate KRLM, 2020



Source: (Quantec, 2022)

The above figure depicts a declining Labour absorption rate in KRLM, which suggests that the LM has been losing its ability to employ its working age population YoY. Figure 3-7 does however depict a significant drop in absorption during 2020, which is likely to be attributed to the economic impacts of the Covid-19 pandemic. The overall trajectory of the KRLM Labour absorption rate is most definitely a concern to the economic wellbeing of KRLM and points toward the need for local economic development.

3.4. Sectoral Profile

This section purposes to examine the sectoral profile of the KRLM, and in so doing, provide a statistical base for the future identification of potential strategic interventions relevant to key sectors.

The section firstly provides a sectoral overview of the KRLM's industries that aims to assess how well the KRLM's economy is diversified, and which industries are significant employers. The section also considers import and export statistics of the KRLM industries to better understand

The overall sectoral growth. The section then continues to analyze each economic driver's performance relevant to KRLM's neighboring local municipalities.

The study categorizes these various industries into two categories for effective analysis. These categories are economic drivers and economic enablers. Economic drivers are those industries which provide the initial drive for establishment in a region, whereas the other industries are required by the economic drivers to function and are therefore considered economic enablers. The categorization is based on the premise that economic drivers stimulate the need for economic enablers.

The Economic drivers in the Kgetlengrivier LM have been identified as the following:

- Agriculture
- Mining and Quarrying
- Manufacturing
- Wholesale and Retail Trade
- Financial Services
- Tourism (Cross-cutting)

The Economic enablers in the Kgetlengrivier LM have been identified as the following:

- Construction
- Utilities
- Transport, storage and communication
- Government Services
- Public Services

The previously mentioned industries are discussed as relevant to the sector it forms part of. These sectors are known as the Primary, Secondary and Tertiary Sectors, noting that Tourism is a cross-cutting industry and is therefore discussed separately. In layman's terms, the Primary Sector refers to those entities that extract raw material from the earth. The Secondary Sector refers to entities that process the raw materials (provided by the Primary Sector) into finished goods. The Tertiary sector then purchases those finished goods (provided by the Secondary Sector) and sells them to the public.

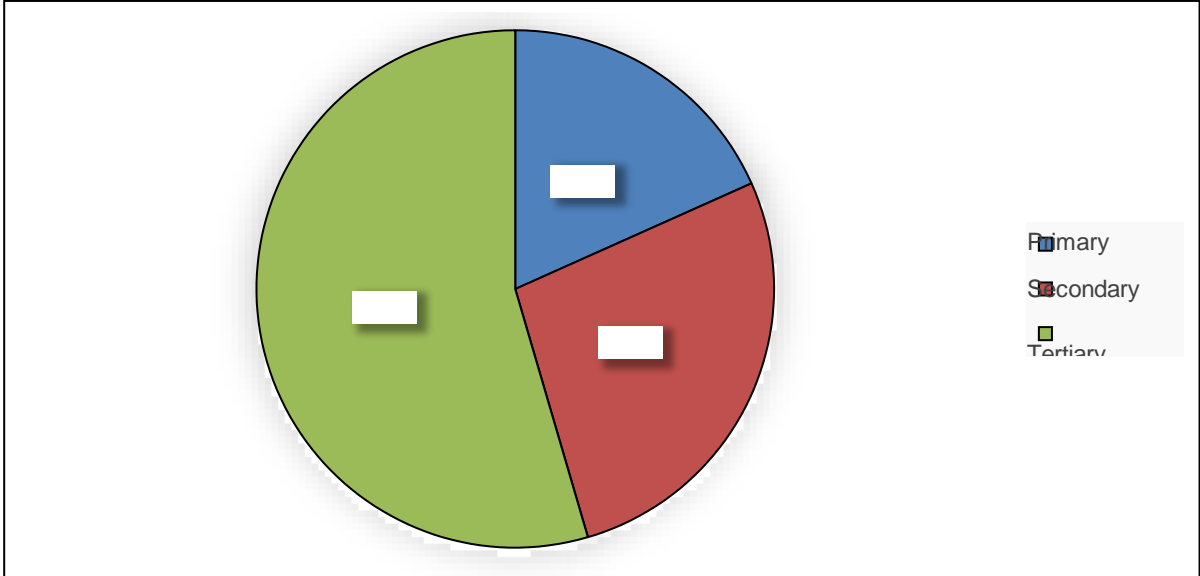
3.4.1. Sectoral Overview

The sectoral overview provides a broad analysis of the primary, secondary and tertiary sectors within the KRLM. The section starts by evaluating KRLM's overall sectoral GVA contribution and then the trend index figures, which indicate economic diversification. Finally, the portion of each industry's GVA contribution is compared to the larger district. This final analysis is conducted to further understand how KRLM's sectoral composition compares to that of the overall district.

3.4.1.1. Sectoral Contribution and Diversification

Figure 3-8 graphically illustrates the relationship between KRLM's sectors, considering total GVA contribution. The depiction provides context to how well KRLM's economy is diversified, which is significantly important to the long-term economic sustainability of the local municipality and is explained later in more depth.

Figure 3-8: Sectoral GVA Contribution KRLM, 2020



Source: (Quantec, 2022)

It can be noted from the above figure that the Kgetlengrivier LM's economy seems to be well diversified, as its total GVA contribution is made up of significant portions of each sector. To gain a better understanding of how well the KRLM's economy is diversified, a Tress Index is used as a measurement of economic diversification.

The Tress index is a measurement of a region's economic diversification that ranges from zero and one hundred, where zero represents a totally diversified economy (positive) and one hundred represents an economy that is concentrated in only one industry (negative). Economic diversification provides a good indication of the level of risk exposure an economy has to exogenous shocks. Therefore, the Tress index is used to indicate potential economic risk exposure within an area. Ultimately, a higher value is associated with higher risk exposure. Table 3-10 compares the tress index figures of the nation, province and district relevant to KRLM.

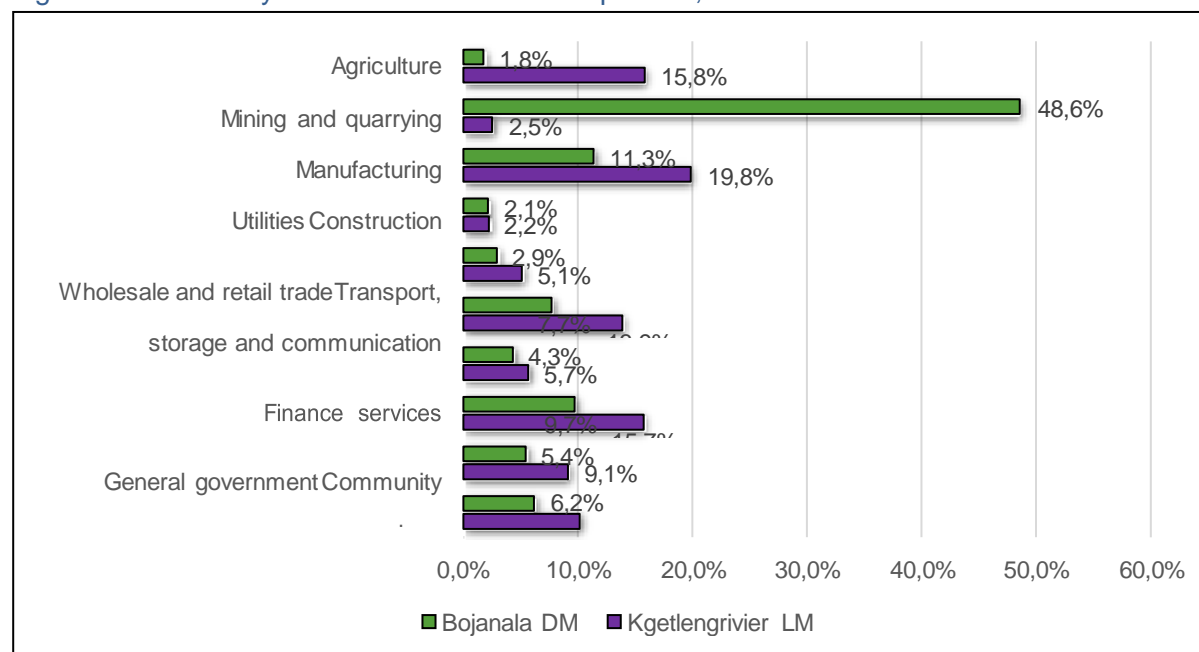
Table 3-10: Tress Index, 2020

Vicinity	2020
South Africa	42,7
North West	39,9
Bojanala	50,1
Kgetlengrivier	38,4

Source: (Quantec, 2022)

Table 3-10 depicts KRLM exhibiting a lower tress index value that the nation, province, and district, which indicated that KRLM's economy is more diversified that that of the larger nation, province, and district. As previously mentioned, higher economic diversification equites to lower levels of economic risk from exogenous shocks. To gain a better context of the economic diversification found in KRLM, the relationship between the various industries is depicted in Figure 3-9 below.

Figure 3-9: Industry GVA Contribution Comparison, 2020



Source: (Quantec, 2022)

Figure 3-9 depicts the KRLM statistics in purple and the Bojanala DM in green. It is clear from the figure above that KRLM economy is considerably more diversified than the overall district, as eight of the ten industries in the KRLM have a larger share in the total GVA contribution of their respective economies. KRLM's economic diversity is a notable strength of its economic well-being.

An important observation to make from Figure 3-9, is that the KRLM's most significant industries. These industries are Agriculture, Manufacturing, Finance Service and Wholesale and Retail trade. These four industries, as previously mentioned, are four of the six economic drivers identified.

3.4.1.2. Imports & Exports

The evaluation of import and export statistics aims to provide further insight into the overall strength of each industry within KRLM's economy. Ideally, any economy wishes to export more than it imports. Table 3-11 is therefore provided below that depicts the Import-Export ratio (Export/Imports) and average growth rates (AGR) of the KRLM economic industries.

Table 3-11: Industry Import & Export KRLM, 2011-2020

Industry 2020	Import AGR 2011-2020	Export AGR 2011-2020	Import-Export Ratio
Agriculture	-23,64%	4,19%	111,69
Mining and quarrying	17,37%	-16,07%	0,21
Manufacturing	7,99%	5,97%	0,61
Utilities			1
Construction	-2,04%	3,44%	1,96
Wholesale and retail trade	-8,07%	-10,68%	0,88
Transport, storage and communication	-10,01%	-6,25%	0,79
Finance services	-1,27%	-3,13%	1,04
General government services			1

Community services	-4,81%	-1,80%	1,79
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Source: (Quantec, 2022)

Table 3-11 depicts KRLM having a considerably strong and self-reliant agricultural sector, as the industry has a considerably high import-export ratio. Moreover, the agricultural sector is showing promising signs of growth, as its imports are decreasing drastically and its export increasing significantly. It is however important to note that only two of the five economic drivers (Agriculture and Financial Services) have positive import-export ratios and only two of the five have an increasing export AGR (Agriculture and Manufacturing). The previously mentioned statistics should be of concern to the KRLM, as the data could imply that KRLM is slowly losing its economic diversity. The LM should therefore focus its efforts on supporting and enabling these industries to further expand in the KRLM and in so doing, further stimulate the local economy.

3.4.1.3. Job Creation

Table 3-12 depicts the Labour contribution statistics of KRLM. Again, the average growth rates (AGR) are provided as an indication of growth trajectory, accompanied by two percentages that represent each industry share in the Labour contribution profile of KRLM and the Bojanala DM.

Table 3-12: Sectoral Job Contribution KRLM, 2011-2020

Industry 2020	Portion of Labour LM	AGR 2011-2020 LM	Portion of Labour DM	AGR 2011-2020 DM
Agriculture	24,8%	2,2%	4,8%	2,2%
Mining and quarrying	2,4%	-1,4%	36,0%	-1,3%
Manufacturing	11,7%	0,6%	6,4%	-1,9%
Utilities	0,1%	-0,5%	0,2%	-0,9%
Construction	4,3%	-1,2%	3,8%	0,1%
Wholesale and retail trade	20,8%	1,1%	17,3%	0,7%
Transport, storage and communication	2,0%	1,3%	2,5%	0,0%
Finance services	8,5%	1,9%	8,8%	1,0%
General government services	4,1%	1,2%	4,0%	1,1%
Community services	21,3%	1,3%	16,3%	0,8%

Source: (Quantec, 2022)

It can be noted from Table 3-12 that KRLM's four largest job contributors are Agriculture, Manufacturing, Wholesale and Trade and Community Services, which are all showing positive growth. However, an important observation to make is that the KRLM's mining and Quarrying industry is showing negative growth, which should be a concern to the local municipality as Mining and Quarrying is considered a significant job creator in South Africa. Therefore, strategic interventions should look at supporting and enabling the mining and quarrying industries within the KRLM, and in so doing, utilize the significant job creation potential presented by the mining and quarrying industry.

3.4.2. Primary Sector

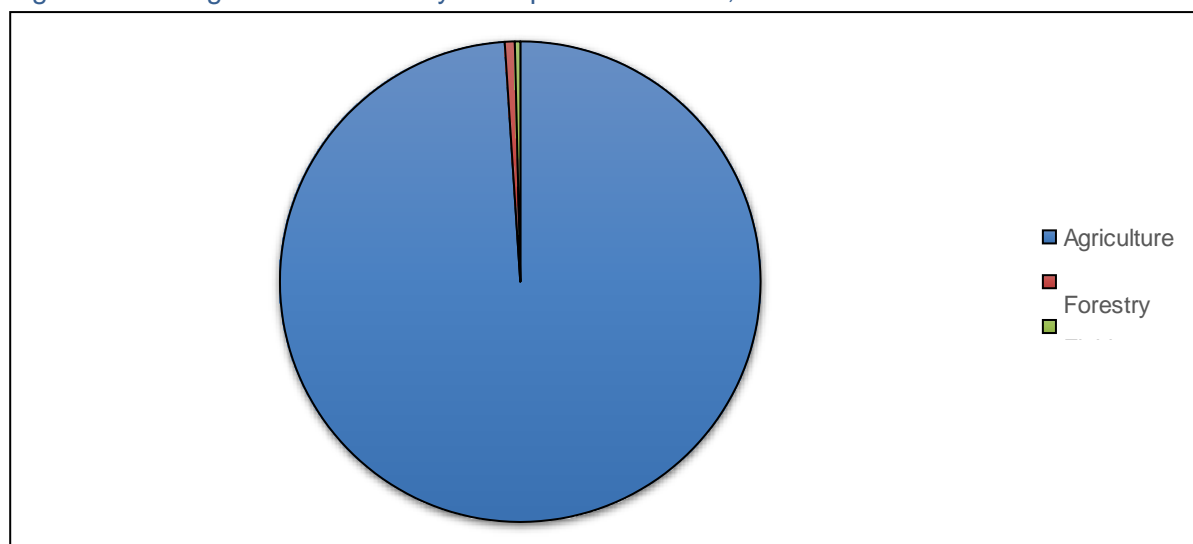
The following sub-section provides a deeper insight into the economic driver found within the primary sector of the KRLM (agriculture and mining and quarrying). The analysis starts by assessing the sub-category composition of the KRLM's economic driver. A graph is then provided that depicts each LM's share in the total GVA output of DM, specific to the sub-categories found within each economic driver. Thereafter, a table is proved that shows each sub-category AGR.

Agriculture

The agriculture industry comprises of establishments primarily engaged in growing crops, raising animals, harvesting timber, hunting animals and harvesting fish on farms or from their natural habitats. Agriculture presents opportunities for downstream economic activities and job creation and therefore has the potential to stimulate economic growth. The agricultural sector is mainly dependent on climatic conditions for its success; therefore, agricultural productivity will vary yearly. Figure 3-10 graphically depicts the portion that each sub-category's contributed to the total GVA contribution of the agricultural industry of KRLM. The sub-categories of the agricultural industry are as follows:

- Agriculture
- Forestry
- Fishing

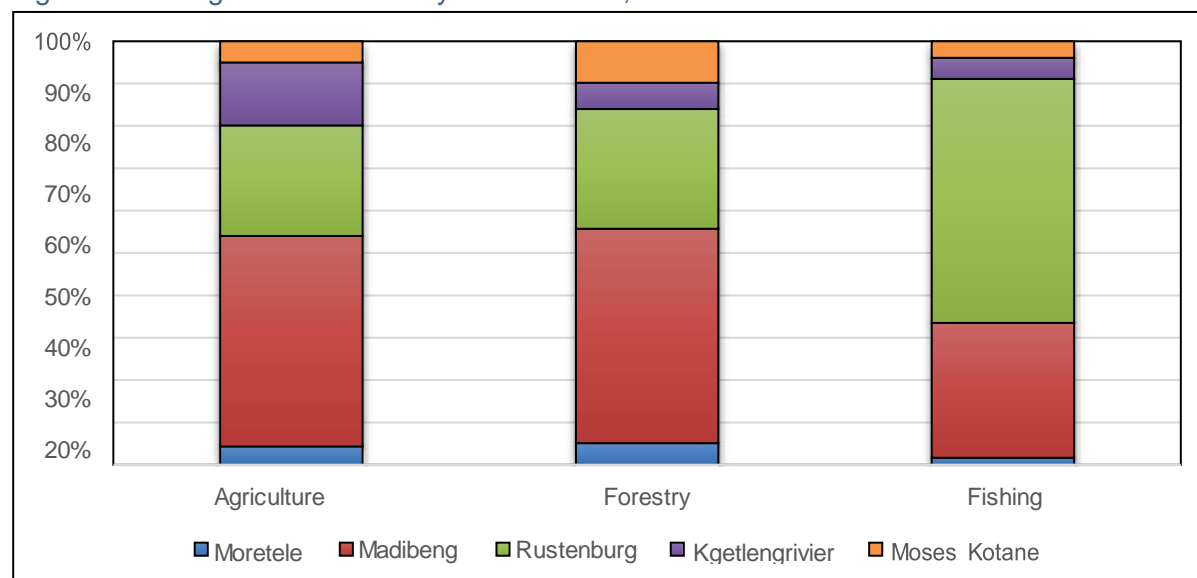
Figure 3-10: Agricultural Industry Composition KRLM, 2020



Source: (Quantec, 2022)

It can be noted from Figure 3-10 that the agricultural industry within the KRLM is almost comply comprised of agriculture (99%), noting that forestry contributed roughly 1% to the total GVA output in 2020, and Fishing hardly anything. In terms of contribution to the larger district, Figure 3-11 below graphically depicts each LM's share in the total GVA output of the Bojanala DM, relevant to each sub-industry found in the agricultural industry.

Figure 3-11: Agricultural Industry GVA Share, 2020



Source: (Quantec, 2022)

Figure 3-11 depicts Madibeng and Rustenburg LM as the largest contributors to the Agricultural industry in the Bojanala DM's. It can be noted that the KRLM's presence is fairly significant in the agricultural, however less significant in terms of forestry and fishing. Table 3-13 provides the AGR of the above municipalities. This is done to better understand the future growth trajectories of the previously mentioned industries.

Table 3-13: Agricultural Industry AGR, 2011-2020

Sub-category (Agriculture)	Moretele LM	Madibeng LM	Rustenburg LM	Kgetlengrivier LM	Moses Kotane LM
Agriculture	7,8%	5,9%	5,7%	5,6%	5,5%
Forestry	-3,8%	-4,0%	-3,6%	-2,5%	-6,8%
Fishing	6,5%	7,1%	6,4%	4,5%	6,6%

Source: (Quantec, 2022)

It can be noted from Table 3-13 that agriculture is showing growth across all the municipalities in the Bojanala DM. This might indicate a promising future for agriculture in the district that the Kgetlengrivier LM could take advantage of. Fishing has also shown growth across all local municipalities; however, it is important to note that fishing is considered a difficult industry to partake in. The difficulty stems from the need for specific climatic and geographical conditions that might not be naturally available. Considering fishing's low contribution to the KRLM total GVA output, it can be estimated that these conditions might not naturally exist in the KRLM. Organizations could consider artificially creating these climatic conditions; however, those operations usually require considerable amounts of consistent electricity and clean water sources. Noting the electrical interruptions caused by load-shedding, the fishing industry's heavy reliance on electricity adds to the challenging conditions faced by prospective fishing businesses. Therefore, fishing is rarely found to be viable in South Africa.

Forestry on the other hand has shown negative growth YoY, which might indicate the KRLM has less favorable climatic and geographical conditions than other regions outside of the district or the demand for forestry has decreased. It should also be noted that forestry relies on specific

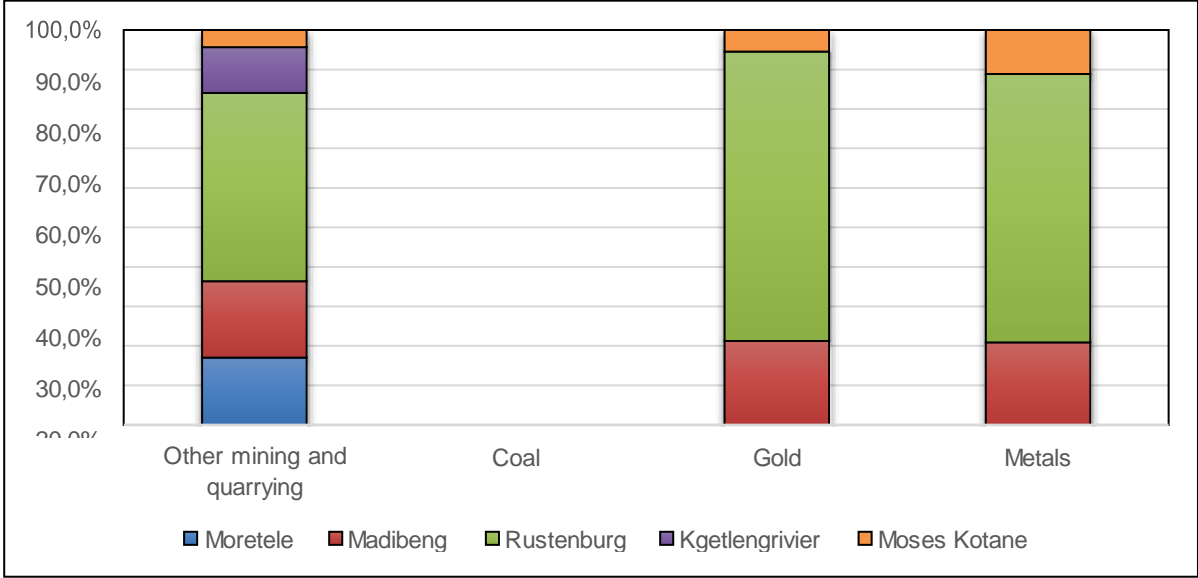
Climatic and geographical conditions to be feasible. Considering KRLM's strong agricultural growth, presence and contribution in the Bojanala DM, compared to the overall diminishing forestry growth in the district and forestry's small GVA contribution in KRLM, an indication is provided that those conditions do not necessarily exist in KRLM, primary data could, however. Prove different.

Mining and Quarrying

Figure 3-12 graphically depicts the portion that each sub-industry contributed to the total GVA contribution of the mining and quarrying industry in the Bojanala DM. The sub-categories of the mining and quarrying industry are as follows:

- Gold
- Metals
- Coal
- Other Mining and Quarrying

Figure 3-12: Mining Industry GVA Share, 2020



Source: (Quantec, 2022)

Figure 3-12 depicts Rustenburg LM as the largest contributor to the mining and quarrying industry of the Bojanala DM's. Furthermore, the figure also depicts Kgetlengrivier LM only partaking in the extraction of “other mining and quarrying” and no coal production taking place in the Bojanala DM.

It is important to take into consideration that mining and quarrying is completely dependent on naturally available resources. In other words, if the minerals do not exist, mining cannot take place thus, potentially explaining the coal production in the Bojanala DM. Table 3-14's depicts the AGR figures of the above sub-sectors, excluding coal.

Table 3-14: Mining Industry AGR, 2011-2020

Sub-category (Mining and Quarrying)	Moretele	Madibeng	Rustenburg	Kgetlengrivier	Moses Kotane
Gold	N/A	-0,1%	1,3%	N/A	-0,6%
Metals	N/A	5,0%	3,0%	N/A	3,7%
Other mining and quarrying	5,7%	2,6%	2,4%	0,5%	1,1%

Source: (Quantec, 2022)

Table 3-14 depicts overall YoY growth in the Bojanala DM, with the exception of gold. It can be noted that the gold industry has shown declining AGR across the DM, with Rustenburg LM being an exception. These figures are not necessarily alarming as the declines seem to be slight but decline nonetheless. Metals seem to be showing consistent growth YoY across the DM, as well as other mining and quarrying. In terms of the “other mining and quarrying” of the KRLM, it should be noted that the LM’s growth seems to be significantly less than that of its neighboring LMs. It is however important to note, that the significant decline can be attributed to specific challenges faced by extracting a particular commodity in the KRLM. Further research intends to investigate which resources are extracted in the KRLM in an attempt to identify potential future opportunities for local economic growth.

3.4.3. Secondary Sector

The following sub-section provides a deeper insight into the economic driver found within the secondary sector of the KRLM (manufacturing). The sub-section starts the analysis by assessing the sub-category composition of the KRLM’s economic driver. Thereafter, an annexure (Annexure B) is provided that depicts each LM’s share in the total GVA output of DM, specific to each sub-category found within manufacturing. The annexures AGR are then analyzed to further understand the business conditions in the region.

Manufacturing

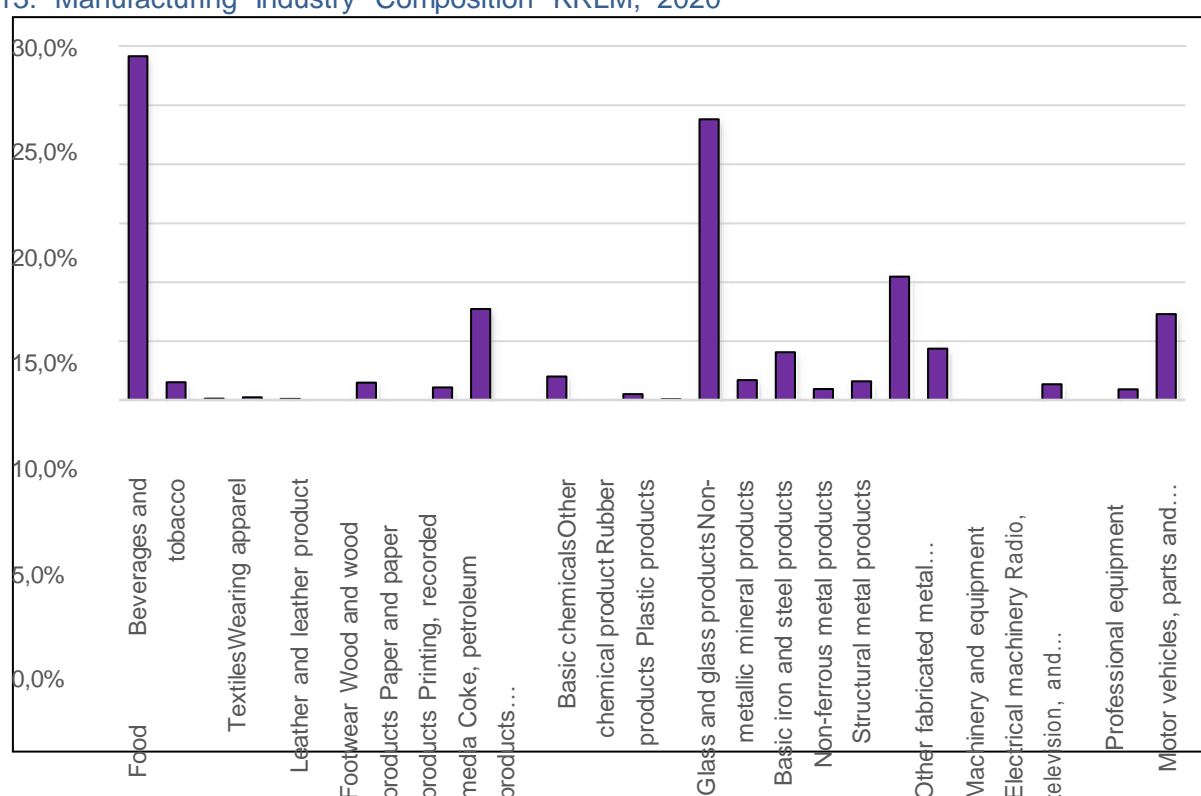
Manufacturing is an important economic driver as it functions as a link between the primary and tertiary sectors. Furthermore, manufacturing can create significant employment opportunities in a region, as it not only requires its Labour force but also facilitates upstream and downstream economic activities. One of the contributing factors to the operational efficiency of manufacturing is how readily available the resources are that it intends to process. Ultimately, shorter distances imply reduced transport costs.

A bar chart is used below due to the sheer number of sub-categories that exist within the manufacturing industry. Figure 3-13 depicts the portion each sub-category contributes to the total GVA contribution of the manufacturing Industry in the KRLM. The sub-categories of the Manufacturing Industry are as follows:

1. Food	15. Glass and glass products
2. Beverages and tobacco	16. Non-metallic mineral products
3. Textiles	17. Basic iron and steel products
4. Wearing apparel	18. Non-ferrous metal products

5. Leather and leather product	19. Structural metal products
6. Footwear	20. Other fabricated metal products
7. Wood and wood products	21. Machinery and equipment
8. Paper and paper products	22. Electrical machinery
9. Printing, recorded media	23. Radio, television, and communication apparatus
10. Coke, petroleum products and nuclear fuel	24. Professional equipment
11. Basic chemicals	25. Motor vehicles, parts and accessories
12. Other chemical product	26. Other transport equipment
13. Rubber products	27. Furniture
14. Plastic products	28. Other manufacturing groups

Figure 3-13: Manufacturing Industry Composition KRLM, 2020



Source: (Quantec, 2022)

Figure 3-13 depicts KRLM manufacturing industries mainly partaking in Food, Coke, petroleum products and nuclear fuel producers, non-metallic mineral products, machinery and equipment, electrical machinery and other manufacturing goods. It can be noted that food and non-metallic mineral products are KRLM's largest manufacturing industries.

Annexure B depicts the portion each sub-category contributed to the total GVA contribution of the Manufacturing Industry of the Bojanala DM. The Annexure also shows the AGR of each sub-category thus indicating the growth trajectory of the respective sub-category.

It can be noted from Annexure B that KRLM's non-metallic mineral products (15.2%) and electrical

machinery (14.4%) contributed a considerable share of Bojanala DM's total GVA output. Moreover, electrical machinery manufactured has been showing YoY growth however, non-metallic mineral production has not.

Annexure B also depicts the coke, petroleum products and nuclear fuel industry in the Bojanala DM showing promising growth figures compared to other sub-categories. Referring to Figure 3-13 above, KRLM's coke, petroleum products and nuclear fuel production does exist and is significant, which is favorable considering the promising growth figures in the district. Another sub-category to take note of is basic iron and steel products manufacturing. Annexure A depicts KRLM showing the highest AGR compared to the other LM's in the DM, as well as other fabricated metal and machinery products and equipment manufacturing showing similar traits.

Ideally, the local municipality should be aware of the operational benefits it possesses, and which businesses are expanding in its vicinity. Through the acquisition of the previously mentioned, the LM can more effectively steward its resources, to better create an enabling environment that is favorable to those businesses it wishes to attract. However economic environment should ideally be able to facilitate and therefore enable almost any business that wishes to establish itself in KRLM.

3.4.4. Tertiary Sector

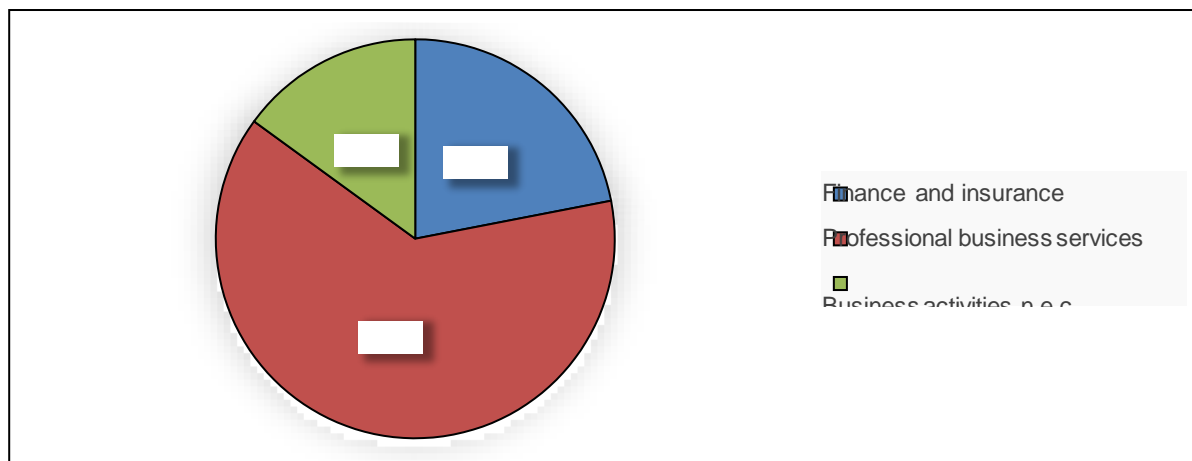
The following sub-section provides a deeper insight into each economic driver found within the tertiary sector of the KRLM (wholesale and retail trade and financial services). The analysis starts by assessing the sub-category composition of the KRLM. A graph is then provided that depicts each LM's share in the total GVA output of DM, specific to the sub-categories found within each economic driver. Thereafter, a table is proved that shows each sub-category AGR.

3.4.4.1. Finance, Insurance, Real estate and Business services

Financial services, also known as finance, insurance, real estate and business services, are those businesses that sell non-tangible products to their desired target markets. To be more specific, financial services tend to the financial needs of other economic industries, as well as the public sector, therefore, it can be noted the financial services industries' growth is correlated with population levels. These industries generally refer to businesses such as credit unions, banks, credit-card companies, and insurance companies. Figure 3-14 graphically depicts the portion that each sub-category contributed to the total GVA contribution. The sub-categories of the financial services industry are as follows:

- Finance and insurance
- Professional business services
- Business activities n.e.c.

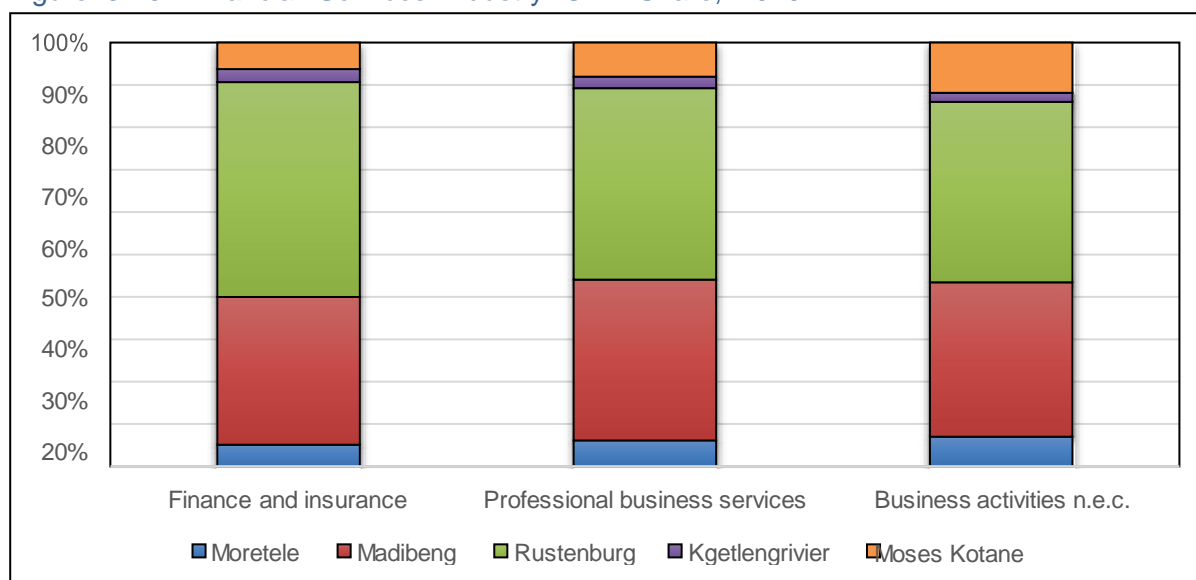
Figure 3-14: Financial Services Industry Composition KRLM, 2020



Source: (Quantec, 2022)

Figure 3-14 depicts KRLM's financial services industry most consisting of professional business services industries. It is however important to note the significant presence of financial and insurance and business activities n.e.c. industries. Figure 3-15 is given below that provides further insight into how significant the previously mentioned statistics are in comparison with KRLM's neighboring LM's.

Figure 3-15: Financial Services Industry GVA Share, 2020



Source: (Quantec, 2022)

Figure 3-15 depicts KRLM contributing a relatively small share towards the total GVA contribution of the Bojanala DM, which could be attributed to KRLM's considerably small population. However, increasing the presence of the industry does enhance economic diversification, which contributes to the long-term sustainable local economic growth of the KRLM. Table 3-15 is therefore provided, which depicts the AGR of each sub-category of KRLM financial services industry, relative to its neighboring LM's.

Table 3-15: Financial Services Industry AGR, 2011-2020

Sub-category (Financial Services)	Moretele	Madibeng	Rustenburg	Kgetlengrivier	Moses Kotane
Finance and insurance	-1,1%	0,8%	-0,6%	0,9%	-2,0%

Professional business services	1,6%	2,4%	1,2%	1,9%	1,7%
Business activities n.e.c.	-0,8%	1,2%	0,8%	2,3%	-0,5%

Source: (Quantec, 2022)

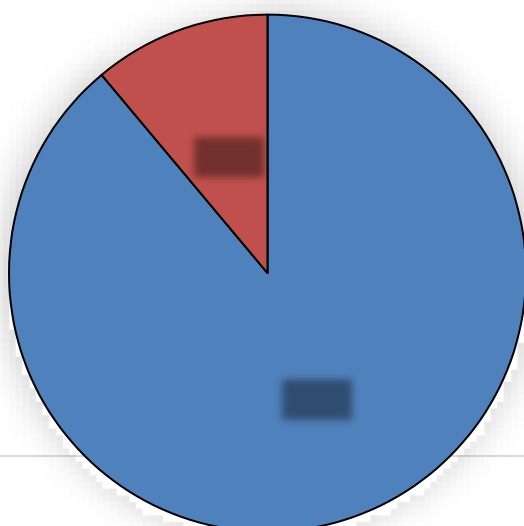
It can be noted from the above table that KRLM and Madibeng LM have been the only LM to exhibit growth in their finance and insurance industries. Noting the slight AGR declines experienced by neighboring LM's, the data seems to simply reflect a level of stagnation in this industry. It can be noted that financial services generally all depend on telecommunications and ICT infrastructure to accomplish their day-to-day operations. This is mainly due to the technological area of the current day and age and how businesses depend on digital means of communication, as well as other business operations. In terms of population growth levels, enhancing telecommunications and ITC infrastructure could contribute to the attraction of Individuals to KRLM, as the quality of life will improve. LMs can therefore focus its efforts on ensuring that telecommunications and ICT infrastructure are sufficient to support the financial businesses they wish to attract, and in so doing, simultaneously increase the quality of life perceived by its residents.

3.4.4.2. Wholesale and Retail Trade, Catering and Accommodation Services

Wholesale and retail trade, also known as wholesale and retail trade, catering and accommodation industry, is an extremely diverse industry, as it tends to all almost every need of the public and private sectors. It is important to note that wholesale and retail trade, catering and accommodation industry is not only an economic driver, but to a degree, an economic enabler. It functions as an economic enabler due to the reliance that businesses and residents have on the goods and services provided by the industry. The presence of wholesale and trade in an area is dependent on various factors, but mainly the demand of a market to sell its goods or services to (size of population). Therefore, a larger population could contribute to the industry's growth. Figure 3-16 graphically depicts the portion that each sub-category's contributed to the total GVA contribution of the wholesale and retail trade industry of KRLM. The sub-categories of the wholesale and retail trade industry are as follows:

- Wholesale and retail trade
- Catering and accommodation services

Figure 3-16: Wholesale and Retail Trade Composition KRLM, 2020

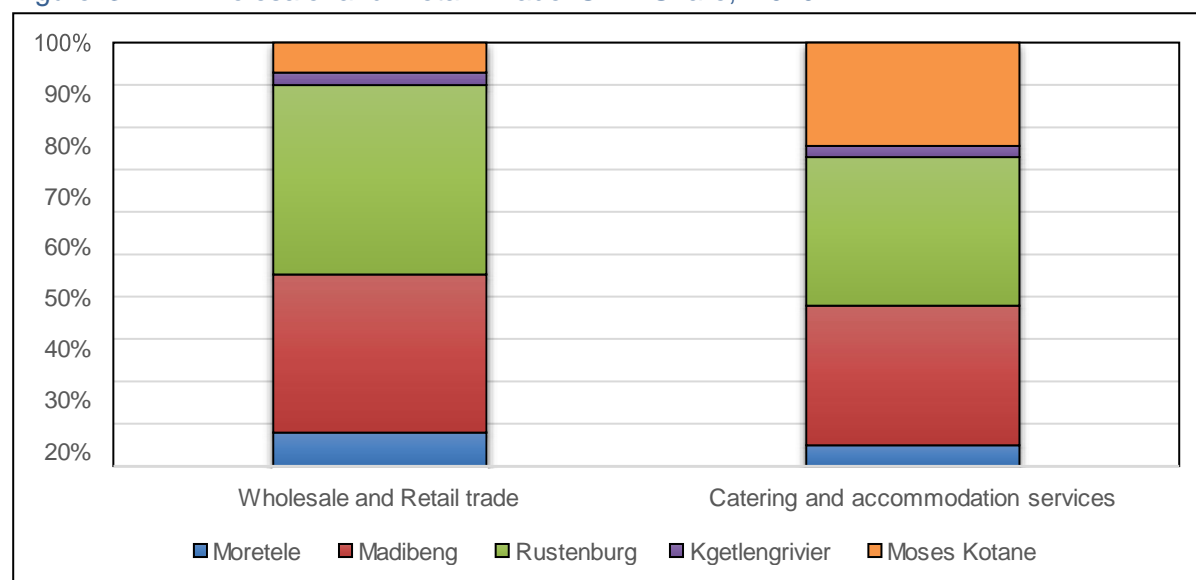




Source: (Quantec, 2022)

Figure 3-16 depicts KRLM's wholesale and retail trade, catering and accommodation services industry mostly consists of wholesale and retail trade. It is important to note that this industry does provide a more significant indication of the touristic activity taking place in the region, however, it is not a direct indicator, as the growth of the industry mainly stems from population levels. Tourists are however notable consumers of over-the-counter goods (wholesale and retail trade) and catering and accommodation services. To further understand the significance of the data depicted in Figure 3-16, Figure 3-17 is provided below that compares the wholesale and retail industry of the KRLM share to its neighboring LM's in the Bojanala DM.

Figure 3-17: Wholesale and Retail Trade GVA Share, 2020



Source: (Quantec, 2022)

It can be noted from Figure 3-17 that the KRLM has a considerable small share in the total GVA contribution of the Bojanala DM. This is likely due to KRLM's small population size relative to its neighboring LMs. Table 3-16 below aims to indicate the overall trajectory of the industry within the Bojanala DM.

Table 3-16: Wholesale and Retail Trade AGR, 2011-2020

Sub-category (Wholesale and Retail Trade)	Moretele	Madibeng	Rustenburg	Kgetlengrivier	Moses Kotane
Wholesale and Trade	-1%	1%	1%	1%	-1%
Catering and accommodation services	-10%	-7%	-8%	-6%	-11%

Source: (Quantec, 2022)

The above table indicates the whole district experiencing similar wholesale and retail trade AGRs, either a slight growth or decline. It is believed that the previously mentioned suggests an overall stagnation in the region. Catering and accommodation services shows significantly decreasing levels of AGR across all LMs in the Bojanala DM. It is important to note that KRLM is exhibiting the least aggressive decline. It is believed that the LM should seek to stimulate population growth through job creation, as well as improve its tourism products and in so doing, potentially increase the profitability of these industries.

3.4.5. Tourism

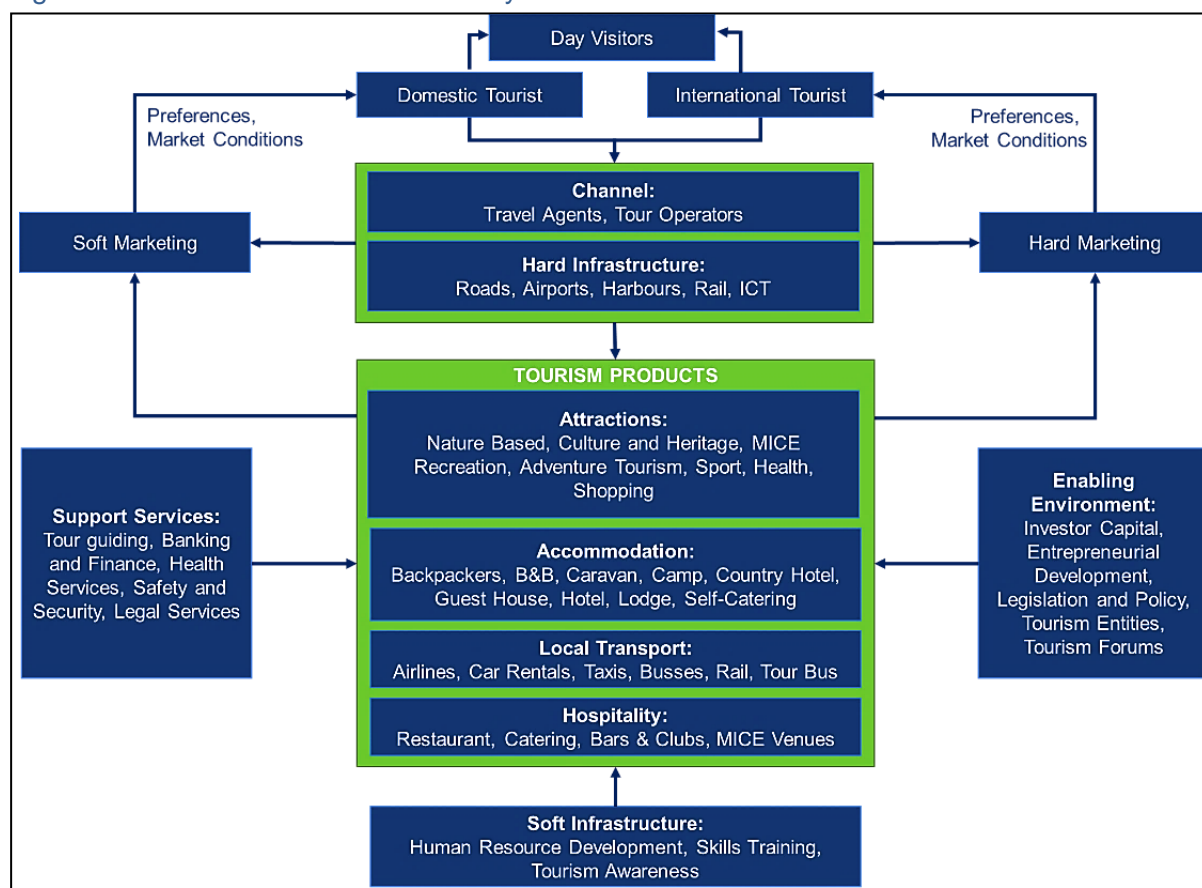
Tourism comprises activities, services and industries which deliver a travel experience that entails transportation, accommodation and other hospitality services provided for individuals or groups

travelling from home.

Tourism should be viewed as a holistic system that cuts across various economic sectors. South Africa has a competitive advantage when it comes to the tourism industry considering that Tourism is one of the leading industries in the world and South Africa. Similarly, the NDP 2030 recognizes tourism as one of the main drivers of employment and economic growth in South Africa. It should be noted that the significance of tourism in South Africa is further embedded in the Constitution, where tourism is listed as a functional area of concurrent national and provincial legislative competence.

The industry is more than a group of products and services provided to the tourist t—it is a holistic system that spans several economic sectors. Figure 3-18 provides an overview of the holistic tourism industry.

Figure 3-18: Holistic Tourism Industry



Source: (Urban-Econ, 2019)

The figure above shows that tourism development within Kgetlengrivier LM requires forward and backward linkages between the various tourism products, and between tourism products and supporting services. All elements of the holistic system need to be in place for the tourism sector in the municipality to unlock its latent potential.

The Kgetlengrivier LM IDP provides insights into the potential that may exist within the local municipality. The IDP refers to the competitive advantages that the LM has based on its connectivity to the N4 national road, as well as its various tourist attractions. The IDP mentions the following:

- Private game farms

- The cultural activities of local people
- Facilities such as caravanning, camping sites, chalets, water sports, fishing, bush camps, game viewing and lodges.

Examples of the above tourism attraction in KRLM are as follows:

- Seboka Game Lodge
- Woodridge Palms Hotel
- Boe-boe's Nest
- Africa Maximum Safaris
- Umbabala Bush Camp
- JareeKloof Game Farm
- Akwaaba Lodge & Predator Park
- Swartruggens dam
- Koster dam
- Koster golf course
- Anglo-Boer war museum in Swartruggens

3.5. Opportunity Analysis

The opportunity analysis aims to provide an analysis of the possible factors that could aid or are possibly hindering the Kgetlengrivier LM in terms of its economic growth and in so doing, identify possible strategic interventions that might stimulate local economic growth. The chapter, therefore, investigates KRLM's cross-cutting factors such as mobility corridors, quality of life, economic nodes, ease of doing business and marketing and promotion, as well as the economic drivers namely, agriculture, mining and quarrying, manufacturing, wholesale and retail trade and financial services. The analysis will seek to identify strategic interventions that will encourage economic growth.

The chapter primarily makes use of primary data; however, secondary data is still used where applicable. The primary data used in this chapter include stakeholder consultations, as well as observations made during the Kgetlengrivier municipal tour. Secondary data includes the previous chapters (policy review and situational analysis), as well as new data from sources such as news articles, research documents, census data, maps, etc.

3.5.1. Cross-Cutting Factors

This section aims to analyse some cross-cutting factors that have a holistic impact on the local economic development of the KRLM and in so doing, identify opportunities for local economic growth. Cross-cutting factors are those factors that have a significant impact on almost every industry within a local economy. Each sub-section is therefore analyzed individually to better identify opportunities. These cross-cutting factors are mobility corridors, quality of life components, surrounding economic nodes and marketing and promotion initiatives.

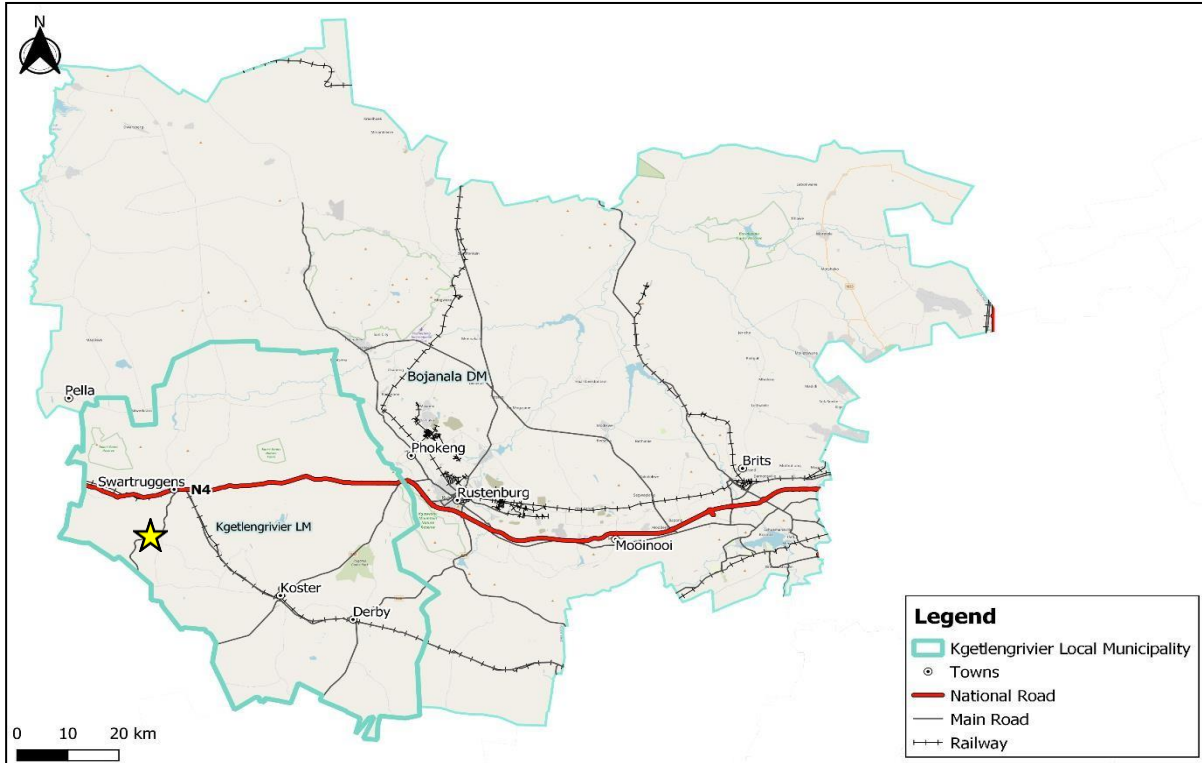
3.5.2. Mobility Corridors

Mobility corridors refer to infrastructures that facilitate significant amounts of traffic and therefore holistically influence the economic activities taking place in a region. Mobility corridors could include road, rail, water, or air travel infrastructures.

Observations

According to the Bojanala Platinum IDP of 2017-2018, the district possesses significant road, rail, and air mobility corridors. However, only two of the previously mentioned mobility corridors relate to KRLM, namely the N4 national “road” passing through Swartruggens and the “rail” way running through Derby, Koster and Swartruggens. Map 4-1 below, graphically illustrates the main road and rail infrastructure found within Bojanala DM.

Map 4-1: Bojanala DM Road and Rail Infrastructure



Source: (MapAble®, 2021)

Map 4-1 depicts the N4 national road connecting Kgetlengrivier LM to the Gauteng province, which houses two of South Africa’s main economic hubs (Pretoria & Johannesburg). Furthermore, the N4 passes near Brits, Mooinooi, Rustenburg and then passes through Swartruggens, which then continues to Zeerust, Groot Marico and then leads to Mahikeng or Botswana border. All the previously mentioned economic nodes house economic activity, which ultimately links KRLM to a larger economy and causes significant traffic to pass through Swartruggens.

In terms of regional roads, the R53, marked with a yellow star on Map 4-1, was in an almost unusable state. Picture 4-1, illustrates the previously mentioned.

Picture 4-1: R53, 2022



Source: (Elmar Swart, 2022)

It is important to note that the R53 connects Swaruggens to Lichtenburg and Ventersdorp, which both house significant economic activity. According to stakeholders, vehicles are avoiding these roads completely, which ultimately discourages any economic activity that could manifest due to the road's ideal connectivity.

Opportunity

Based on the previously mentioned, an economic opportunity exists to utilize the flow of traffic provided by the N4 national road. Furthermore, an opportunity exists to restore the N53 to an operable state and in so doing, potentially catalyze economic activity in KRLM. Ultimately, the potential lies within attracting tourists and capitalizing on transport vehicles that make use of these roads. The potential presented by transport vehicles could be capitalized using a truck stop near Swaruggens. In terms of attracting tourism, the opportunities will be discussed in its relevant sub-section.

3.5.3. Quality of Life

Quality of life, in the context of the study, refers to the overall enjoyment of those who reside or conduct business in KRLM. The section considers key factors impeding local economic development in KRLM. These factors are basic service delivery, the authentic feel of towns, and education facilities.

Basic Services Provision

According to Section 152 (1) of the constitution of South Africa, local municipalities are mandated to provide basic services to their communities. It should be noted that "there is a definite relationship between service delivery and local economic development" (Ramafambe & Mears, 2011). Ultimately, basic services enable economic activity. As an example, if basic services are not adequate, businesses cannot operate optimally, which inevitably decreases profitability, discourages investment, and therefore hinders economic growth.

A webinar was recently conducted by "The Municipal Edge", addressing strategies for local economic development, which Urban-Econ attended. It was mentioned during the webinar that international, as well as national investors, consider "municipal strength" when selecting a region they wish to establish in. Basic service delivery was mentioned as a key indicator of municipal strength. It is therefore of

paramount importance that a local municipality adheres to its constitutional mandate and in so doing, enables and encourages economic growth.

The primary research revealed that the issue of service delivery was extremely prominent in KRLM. Every business, resident, and relevant stakeholder that Urban-Econ engaged with underlined the issue of service delivery in the local municipality. Businesses mentioned that service delivery is the main reason for their inability to expand. Furthermore, multiple news articles have been published regarding the issue.

The services in question were water, electricity, sanitation and refuse removal service delivery, with water and sanitation as the main concerns. Stakeholders also mentioned the pollution of the KRLM Rivers. Further investigation found a news article published by News24 on 23 April 2021, stating the following, “The North West High Court in Mahikeng ruled earlier that the municipality had failed in its Constitutional duty to supply clean drinking water to the Community, and to stop raw sewage from running into the Elands and Koster rivers” (Monama, 2021). The previously mentioned significantly affect not only the agricultural sector but tourism as well. Despite the economic implications, the lack of basic services delivery paints a negative perception of the local municipality, which could discourage investment. Moreover, the Bojanala platinum district municipality environmental management framework noted that the Elands Rivers play a crucial role in the ecosystem of the district and should therefore be preserved.

Aesthetic Feel

An aesthetic feel refers to the overall look and feel of an area. Simply put, the authentic feel is related to how people perceive the area. It is important to note that the aesthetic feel of an area has a significant impact on SMMEs, as well as tourism. The impact of an aesthetic feel is directly related to the “place” component that businesses take into account when considering the four Ps of marketing.

An aesthetic feel can be influenced by various factors such as litter, crime and inadequate infrastructure. Moreover, inadequate town planning and poor regulation of construction also have a significant bearing on the aesthetic feel of an area. As an example, if an industrial area is combined with a commercial area, the probability of a restaurant emerging in that zone diminishes. This is due to the unpleasant aesthetic feel that is associated with an industrial zone. Furthermore, if trucks and transport vehicles are located in front of commercial shops, the attractiveness of those businesses is impeded, or those businesses are simply overlooked.

During the KRLM tour, a negative aesthetic feel was noted in both Swaruggens and Koster. Moreover, business owners affirmed that the aesthetic feel of these towns is most definitely impeding their ability to generate income. The most prominent issues noted by business owners were basic service delivery, poor road infrastructure and the presence of trucks in front of commercial businesses. Moreover, litter was very prominent in Swaruggens. Picture 4-2 depicts the severity of the concern. The picture was taken along the N4 national road passing through Swaruggens.

Picture 4-2: Swartruggens, 2022



Source: (Elmar Swart, 2022)

Excessive litter, such as that depicted in Picture 4-2, could be significantly discouraging tourism in Swartruggens, as tourists are more likely to move on to the next town that has a more appealing authentic feel. Furthermore, significant numbers of trucks were stationed in front of commercial businesses in both Swartruggens and Koster, which ultimately influences the aesthetic feel of those areas and therefore negatively affected businesses. Moreover, factors such as poor road conditions and non-functional streetlights also affect the aesthetics of a town. It was noted during the municipal tour that both Swartruggens and Koster have deteriorated roads and non-functional streetlights.

Education

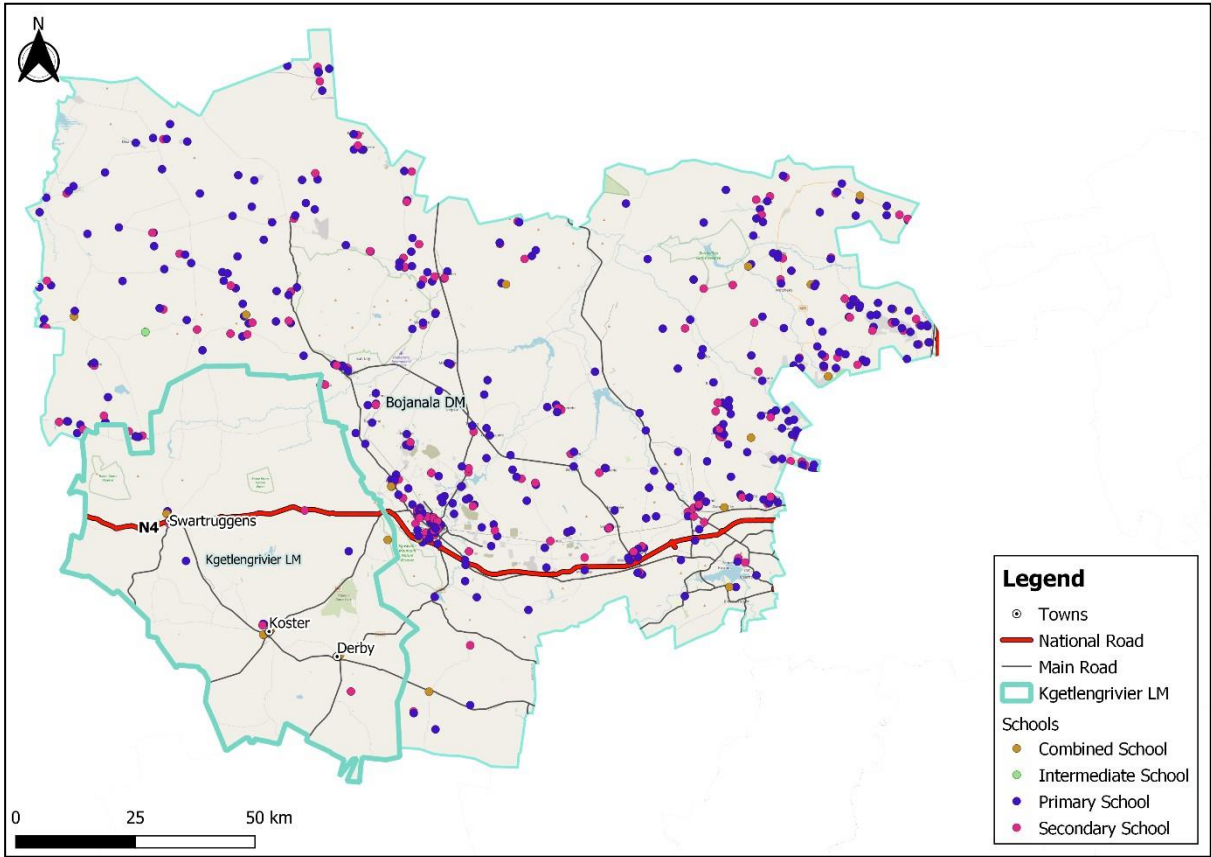
One of the important observations made during the situational analysis was that the KRLM has significantly low education levels compared to the larger district, nation and province. Figure 3-6 depicted KRLM having a larger portion of its population with “no schooling” than that of its neighboring local municipalities.

“Education has long been viewed as an important determinant of economic well-being. The theoretical growth literature emphasizes at least three mechanisms through which education may affect economic growth. First, education can increase the human capital inherent in the Labour force, which increases Labour productivity and thus transitional growth toward a higher equilibrium level of output. Second, education can increase the innovative capacity of the economy and the new knowledge of new technologies, products, and processes promote growth. Third, education can facilitate the diffusion and transmission of knowledge needed to understand and process new information and to successfully implement new technologies devised by others, which again promoted economic growth” (Brewer & McEwan, 2010).

It is important to note that the availability of educational facilities (schools & libraries) plays a crucial role in the overall education levels found in a region. Schools should ideally be located near towns or settlements to reduce transport costs associated with greater distances and in so doing, enable poorer communities to access education. Moreover, educational facilities should provide a conducive learning environment to those who make use of them. Map 4-2 depicts the educational facilities found within the

Bojanala district municipality, excluding libraries.

Map 4-2: Educational facilities, Bojanala district



Source: (MapAble®, 2021)

Map 4-2 depicts KRLM with far fewer educational facilities than that of its neighboring LMs. However, the KRLM does have a significantly smaller population size, which might explain the previously mentioned. Stakeholders confirmed that the issue of education does not necessarily stem from the availability of schools, or the distance scholars must travel, but rather from the quality of the facilities schools and libraries offer.

Due to the ever-increasing presence of the fourth industrial revolution and therefore the technological area, the need for ICT facilities within schools and libraries is of paramount importance. ICT infrastructures have enabled new and effective methods of skills development, which as previously mentioned, have an impact on economic growth. With the use of ICT infrastructures, the local municipality could facilitate skills development specifically related to its most prominent industries and in so doing, increase the quality of the workers provided to those industries and enhance the LM's educational levels.

Opportunity

Based on the previously mentioned, the economic opportunities that may exist with the KRLM are very prominent. Firstly, significant interventions are needed regarding basic service delivery, especially water and sanitation. Second, road and streetlight repairs could holistically contribute toward the aesthetic feel of KRLM towns and in so doing, aid business development and performance. Third, the development of recycling centres could be erected to address the litter issue identified in Koster and Swartruggens. Moreover, it is believed that a recycling center might possess an opportunity for job

creation. Fourth, truck stops in both Koster and Swartruggens should stimulate job creation, contribute to the aesthetic feel of both towns and preserve road infrastructures. Lastly, the encouragement and enabling of skills development within the local municipality is strongly advised. The previously mentioned can be accomplished through interventions such as the upgrading of public libraries, the incentivizing of education and the establishment of agricultural schools.

3.5.4. Economic Nodes

An economic node, in the context of the study, refers to a settlement, town or entity that houses significant economic activity.

Observations

In terms of opportunities presented by economic nodes, Rustenburg has been identified as an economic node that might possess a significant opportunity for KRLM. The situational analysis depicted Rustenburg LM as the largest economic contributor to the Bojanala DM. Moreover, Rustenburg LM houses the largest portion of the population of the district and has been exhibiting the highest average growth rate compared to its neighboring LMs, which can be noted in Table 4-1 below.

Table 4-1: Population statistics, 2022

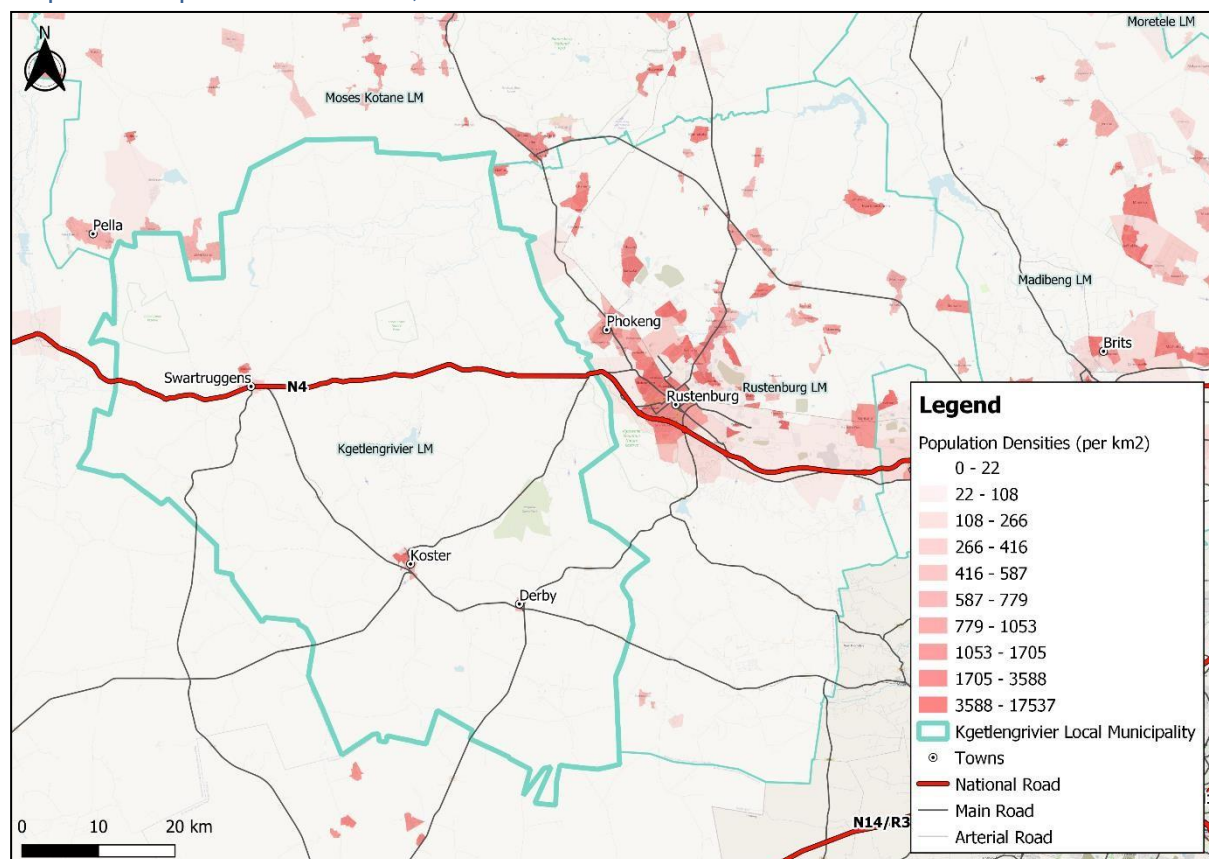
	2011	2020	AGR	Portion of Bojanala DM
Moretele LM	50750,97	63904,82	2,59%	10,08%
Madibeng LM	144209,4	194269	3,37%	30,64%
Rustenburg LM	191727,2	261175,3	3,49%	41,19%
Kgetlengrivier LM	13259,73	17666,45	3,24%	2,79%
Moses Kotane LM	75907,38	97108,35	2,77%	15,31%

Source: (Quantec, 2022)

In terms of the opportunity that might exist, it was noted during the local municipal tour that residential developments were taking place on the outskirts of Rustenburg along the N4. An investigation was launched to determine the need for those residential developments and in so doing, identify opportunities for KRLM. According to real estate agents in Rustenburg, two significant developments were taking place along the N4 namely, an initiative by Royal Bafokeng to house its employees and a new lifestyle estate, namely Hex River lifestyle estate. Multiple retail agencies stated that the development of the lifestyle estate was due to the high demand for rental properties in and around Rustenburg and that the developers found great success in selling their properties because of it.

Moreover, it was confirmed that a trend has now arisen where people no longer need to live near their workplace, and because of it, are more drawn to areas that are aesthetically appealing and less dense. The trend is primarily due to the digital era, as well as the Covid-19 pandemic forcing people to work from home. The previously mentioned has encouraged and enabled businesses to have their employees work remotely. Map 4-3 graphically illustrates the population densities of Kgetlengrivier and Rustenburg local municipality, where high population densities have been depicted in red.

Map 4-3: Population densities, 2022



Source: (MapAble®, 2021)

Map 4-3 illustrates the most significant portion of Rustenburg LM's population resides within and around Rustenburg. Moreover, other clusters do exist to the north and east of the city, which are likely due to the mining activity taking place in those areas. An important observation is a lack of clusters to the west of the local municipality, more specifically, within Kgetlengrivier LM. According to stakeholders and real estate agents, the main reason for a lack of development to the west of Rustenburg is due to the lack of basic infrastructure in those areas.

Opportunity

Based on the previously mentioned trend noted in the housing market, as well as the high demand for rental properties in and around Rustenburg, there might be an opportunity to attract developers to the west of Rustenburg through the extension of basic services to those areas.

3.6. Marketing and Promotion

Marketing and promoting play a crucial role in the success of an initiative. Ultimately, if those whom the initiative wishes to attract are not aware of the initiative, it becomes redundant. The principle applies to both business initiatives and initiatives embarked on by the local municipality.

3.6.1. Observations

The Covid-19 pandemic, accompanied by the presence of the fourth industrial revolution has increased the effectiveness of online marketing, as people have become more adapt to digital

Means of communication. Websites are commonly used as an entry point to digital marketing. It was noted that the local municipal website seems to be out of date and contains very little information regarding KRLM or the industries it houses. Moreover, the website is aesthetically unappealing compared to other local municipalities such as Rustenburg and does not facilitate any means of e-governance.

An observation made during the municipal tour was the lack of marketing initiatives relating to the N4 national road passing through Swartruggens. As previously mentioned, the N4 facilitates large quantities of traffic and therefore has significant marketing potential. The N4 should be considered one of the KRLM's economic advantages and should therefore be utilized to its fullest potential. Moreover, the local municipality could facilitate evening to further raise awareness of KRLM and in so doing attract tourism and potentially investment in KRLM.

3.6.2. Opportunity

An opportunity exists to upgrade the local municipal website. Ultimately, the website should provide the foundation for almost any information relating to KRLM. Furthermore, there is an opportunity to utilize the marketing potential presented by the N4 national road through interventions such as increased road signage and billboards. Evening could also be beneficial to the local municipality as it would not only seek to attract investment but also reflect KRLM's degree of commitment to its economic development.

3.7. Industry Related Factors

This section aims to analyse each economic driver within the KRLM and in so doing, identify opportunities for local economic growth. Each sub-section firstly provides a brief overview of the industries key statistical observations. Thereafter, possible growth opportunities are identified, which then lays the foundation for strategic interventions.

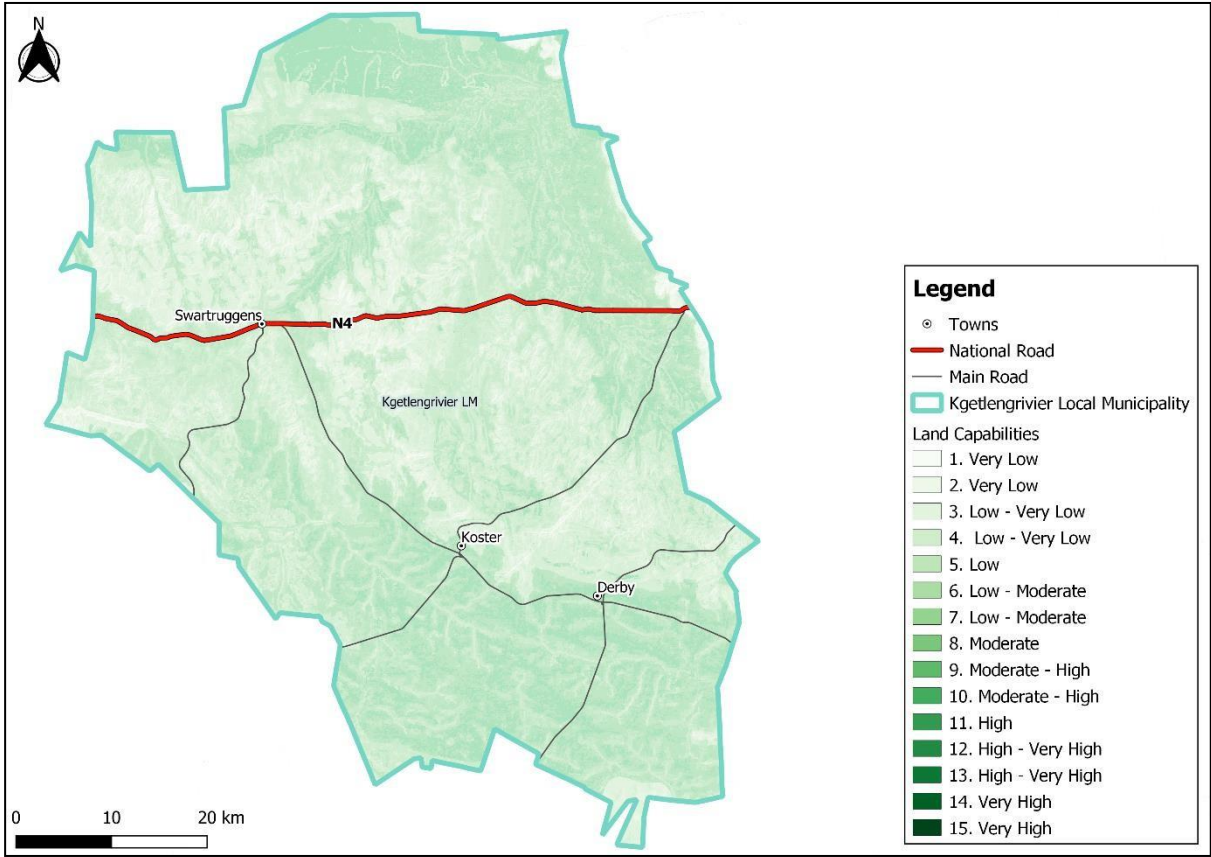
3.7.1. Agriculture

The agricultural sector is mainly dependent on climatic conditions for its success; therefore, the section will consider possible climatic factors that are aiding or hindering the KRLM agricultural industry. It is however important to note that agriculture, as any business, also depends on other factors such as operational skills, logistics networks, basic services infrastructure, and security to conduct its day-to-day operations. Therefore, the section will not solely consider climatic conditions, but rather an opportunity identified relating to the agricultural industry of the KRLM.

Observations

An important consideration in terms of the potential that may exist with agriculture is the capability of land found in KRLM. Land capability can be defined as the extent to which the land can meet the needs of one or more uses, under defined conditions of management, without permanent damage. For example, a potential farm could have perfect climatic conditions but might be located in a zone which is almost impossible to access. Map 4-4 depicts the land capability of KRLM.

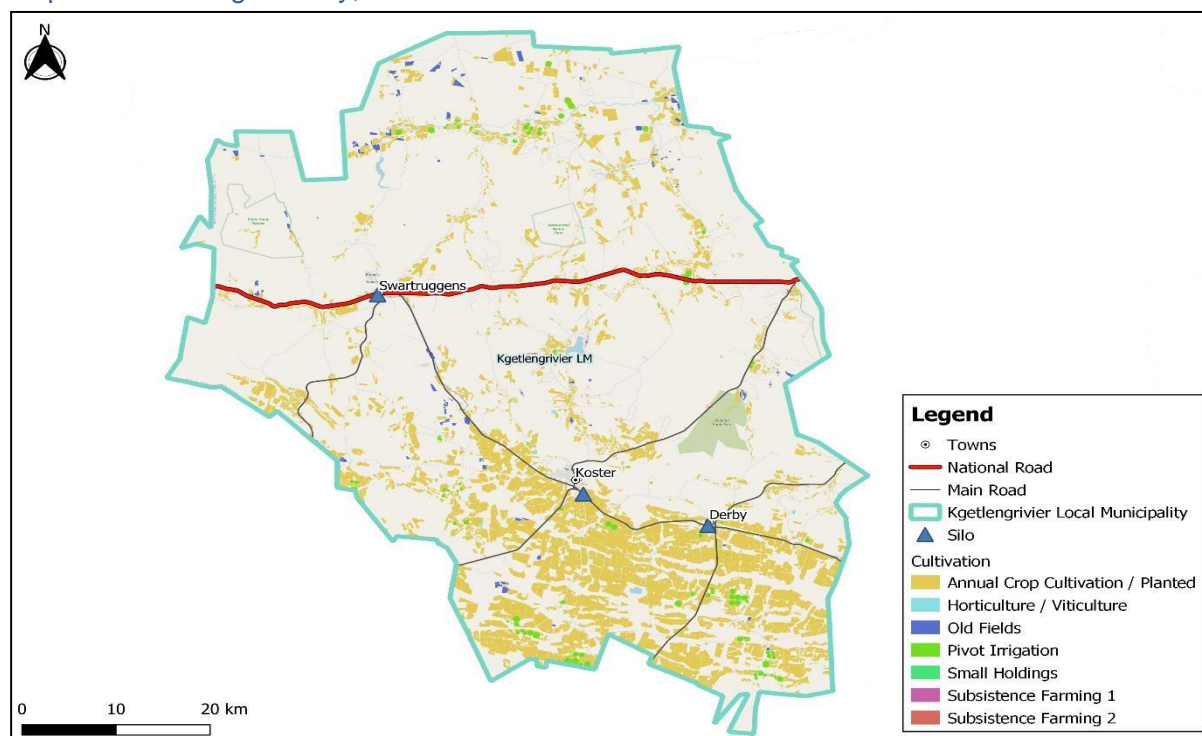
Map 4-4: Land Capability, KRLM



Source: (MapAble®, 2021)

Noting the significant presence of green areas on Map 4-4, KRLM seems to have considerably capable land throughout the local municipality. The previously mentioned justifies the strong agricultural presence noted in the situational analysis. The opportunities that may exist are likely to be identified in areas that have the high capability but are underutilized. Map 4-5 is therefore provided below that depicts the farming activity taking place in KRLM.

Map 4-5: Farming activity, KRLM



Source: (MapAble®, 2021)

Map 4-5 depicts significant agricultural activity near Koster and Derby, which correlates with the capability depicted in Map 4-4. However, to the north of the N4 road, Map 4-4 depicts considerably capable land that is underutilized compared to those areas to the south. The origin of the underutilization could be attributed to less favorable infrastructural conditions found to the north of the N4. Map 4-5 depicts that the closest silo to those zones is located within Swartruggens, which is considerably further away than those agricultural practices located to the south, which enjoy multiple silos, within their direct vicinity.

Furthermore, it can be noted that the southern area has considerably better access to road infrastructures. Satellite imagery, as well as observations made during the municipal tour, revealed that the road infrastructure found to the north of the N4 mostly consists of dirt roads. Furthermore, stakeholders confirmed that those roads require scrapping, which has been neglected by the local municipality. It is important to consider that poor road infrastructure could lead to reduced agricultural output. The previously mentioned is primarily due to goods being damaged whilst in transit or damage to the transport vehicles themselves, causing delays, increased operational costs and reduced revenue.

Moreover, an important observation is the lack of an agricultural master plan for Kgetlengrivier LM. An agricultural masterplan refers to “a plan for identifying crop types anticipated to be planted, anticipated for the expansion of agricultural or horticultural activities into areas of the farm management unit currently not cultivated and/or irrigated, and/or the amount of impervious surface planned on the farm management unit during the effective period of the water usage certification” (Law Insider, 2022). Based on the previous definition, an agricultural master plan could function as a powerful marketing tool to attract investment, as well as an insightful tool to guide agricultural growth in the local municipality.

Opportunity Analysis

An opportunity exists to upgrade the road infrastructure to the north of the N4, and in so doing provide favorable road conditions to farmers located in that region. Moreover, the upgrading of road infrastructures should aid the tourism industries in those areas as well. Road infrastructure improvements refer to interventions such as gravel road scrapping schedules or the tarring of specific gravel roads. Furthermore, the opportunity exists to develop an agricultural master plan that should prove to be very beneficial to the future growth of the agriculture sector of KRLM.

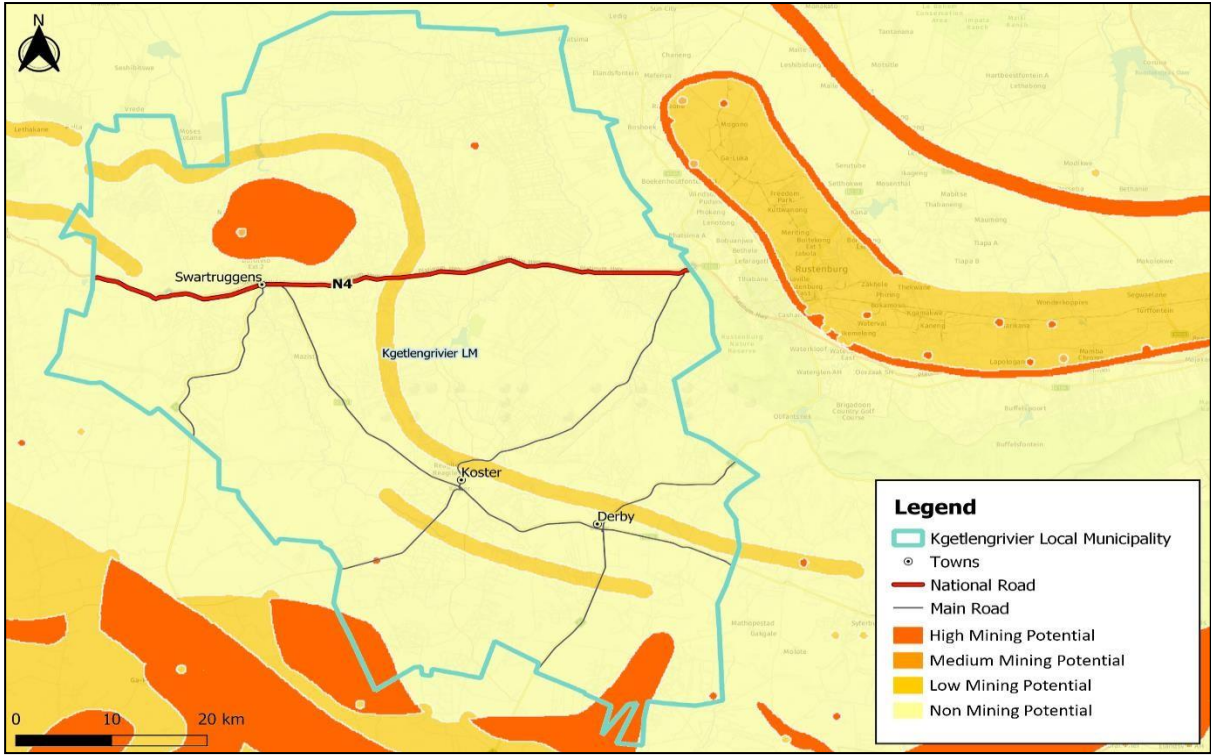
3.7.2. Mining and Quarrying

Mining potential is mainly dependent on the availability of resources to extract. Therefore, the section will consider the availability of resources in KRLM and in so doing, evaluate the mining potential in the area, as well as identify challenges faced by the mining and quarrying industry in KRLM.

Observations

Mining, as previously stated is primarily reliant on the availability of resources to extract. Therefore, Map 4-6 is provided below that depict the availability of resources and therefore, the mining potential in KRLM.

Map 4-6: Mining potential, KRLM

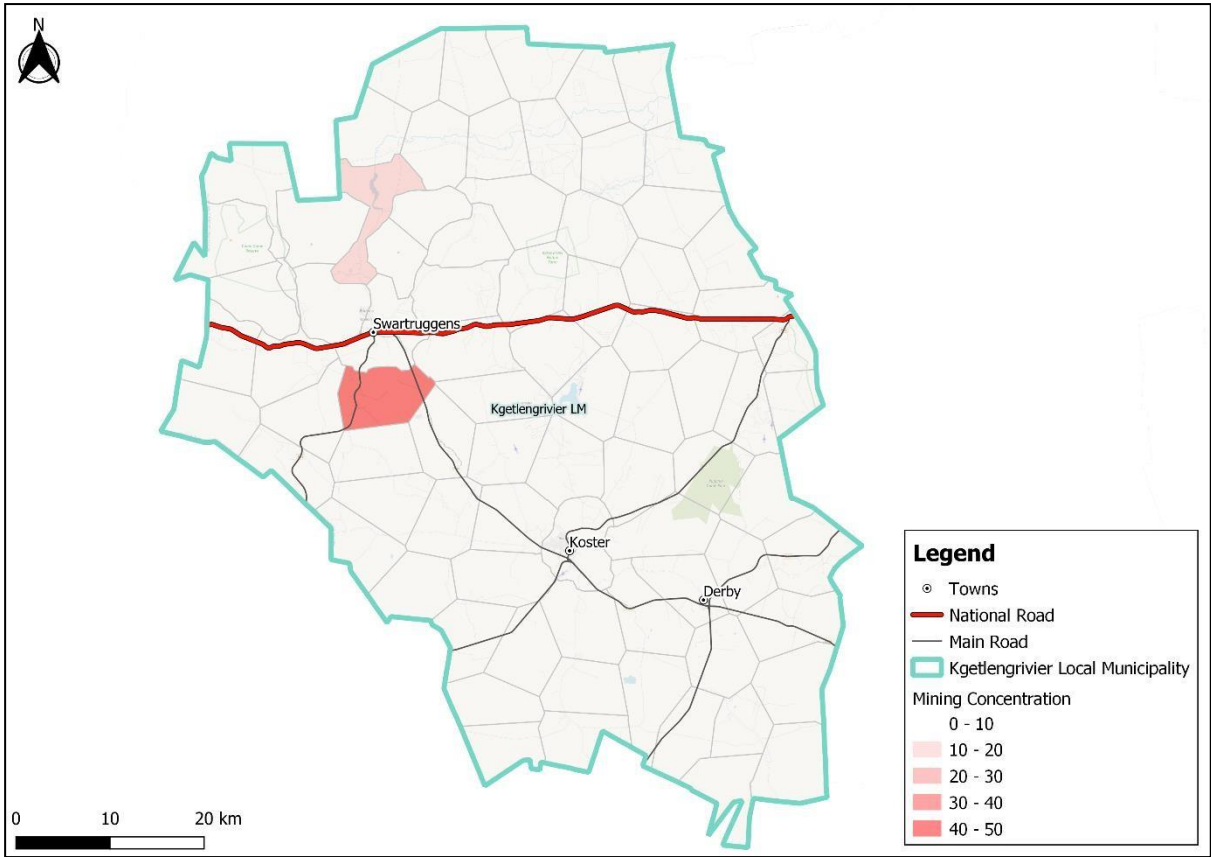


Source: (MapAble®, 2021)

Map 4-6 depicts a considerable area of the local municipality housing mining resources. A notable observation is the high mining potential found just north of Swartruggens. Moreover, a “resource belt” seems to be located through the local municipality that possesses “medium mining potential”. The potential that might exist will likely be identified by evaluating areas that

Have potential but are currently underutilized. Map 4-7 is therefore provided, which depicts the GVA contribution of mines in the local municipality and in so doing, provides an indication of the mining activity taking place in the region.

Map 4-7: Mining Concentration, KRLM



Source: (MapAble®, 2021)

Map 4-7 depicts mining activity taking place to the north and south of Swartruggens. The previously mentioned mining activities have been identified as diamond mining operations to the south and slate mining to the north. When considering the information depicted in Map 4-6, it can be observed that there could be untapped mining potential within KRLM, however, the potential is low. Considering the prominence of mining in the district, if potential exists and has not yet been underutilized, there is likely a justifiable reason for its underutilization. Likely, the belt to the north of Koster has already been occupied for agriculture, as depicted in Map 4-5, however, the underutilization of the larger belt to the south is unclear.

During the local municipal tour, stakeholders prominently mentioned that illegal mining activities were taking place within the local municipality. Stakeholders confirmed that these practices are not only negatively impacting the environment but ultimately the legal mining entities as well. Moreover, farmers have built up a negative perception of the mines as a result. According to stakeholders, farmers are now actively resisting further development of mining practices in the region, which is problematic for the future development of the industry.

Opportunity

An opportunity exists to aid the mining industry through the eradication of illegal mining practices within its borders. The municipality could act through the implementation of a bi-law that tightens law compliance in this regard.

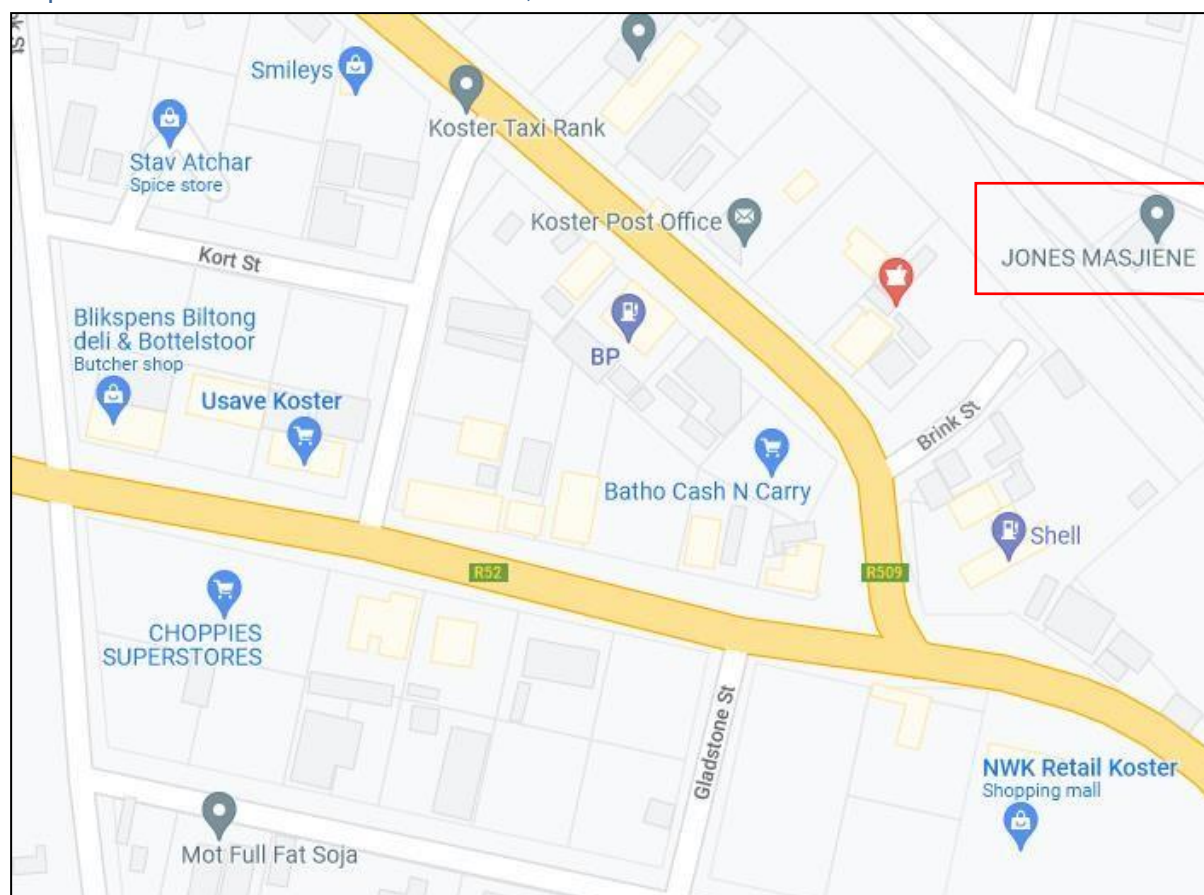
3.7.3. Manufacturing

Manufacturing does not necessarily depend on climatic conditions or immediately available resources such as the primary sector, but rather on an enabling environment to facilitate its operations. Therefore, municipal efforts should focus on creating a holistic enabling environment that can adequately facilitate most manufacturing entities and in so doing, encourage diverse investment. Ultimately, those specific industries with potential will have a greater chance to establish in KRLM if the environment enables it. Therefore, this section emphasizes identifying enabling environment elements, rather than identifying specific industries that might have potential.

Observations

During the municipal tour, it was observed that Koster's industrial businesses seemed to be almost overlapping its commercial businesses. To demonstrate the previous statement, Map 4-8 is provided below.

Map 4-8: Koster R52 & R509 Junction, 2022



Source: (Google Maps, 2022)

“Jones Masjiene”, marked with a red square on Map 4-8, is a manufacturer located in Koster. It can be noted from the above map that Jones Masjiene is within one kilometer of commercial

Businesses such as Koster post office, Shell and Batho Cash N Carry. Town planning should seek to avoid the previously mentioned through effectively zoning industrial, residential and commercial land and in so doing, preserve the aesthetic feel around commercial businesses, as well as the road infrastructures.

Another observation made during the municipal tour was the increasing cable theft activity in the region. Multiple businesses, as well as stakeholders, confirmed the issue. Moreover, during the tour, power was out in Koster. Reliable sources confirmed the origin was cable theft.

Opportunity

An opportunity exists to improve future zoning, based on the guidelines provided by the Spatial Planning and Land Use and Management Act (SPLUMA). Moreover, an opportunity exists to zone vacant municipal land for future industrial developments and in so doing, expand the industrial zone of Koster and promote the land for that purpose. The land audit recently conducted by Cadre Plan Pty (Ltd), on behalf of the municipality confirms that Koster does house vacant municipal land. The selected zone can be promoted through the incorporation of increased security measures to that specific area, decreasing cable theft and therefore aiding business productivity.

3.7.4. Wholesale and Retail Trade

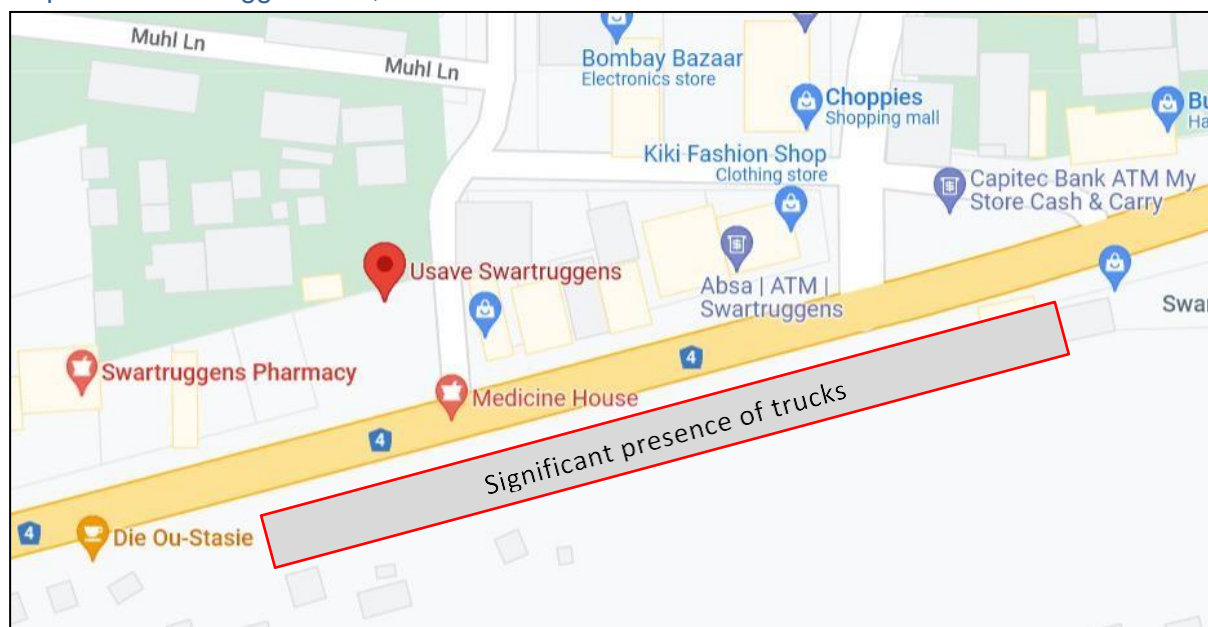
Wholesale and retail trade is mainly dependent on the existence of a population base to sell their goods and services. However, it is important to consider that businesses still require an environment that enables their day-to-day operations. Therefore, municipal efforts should focus on creating a holistic enabling environment that can adequately facilitate most wholesale and retail trade entities and in so doing, encourage diverse investment. Therefore, this section emphasizes identifying enabling environment elements, rather than identifying specific industries that might have potential.

Observations

During the municipal tour, hawkers were consulted to determine their perceptions and challenges and in so doing, possibly identify opportunities for intervention. It was noted that some of the hawkers were from Rustenburg, selling their goods in Swartruggens. The migration was due to the abundance of hawkers in Rustenburg and the abundance of traffic flowing through Swartruggens. According to stakeholders, hawkers are becoming more and more prominent in Swartruggens, which is likely attributed to increasing unemployment figures. In most cases, clusters of hawkers can usually be found near taxi ranks, truck stops or bus depots, as they have a greater ability to sell their goods.

As previously mentioned in Chapter 4.1, no designated truck stops exist in Swartruggens or Koster. Therefore, trucks simply stop opposite commercial businesses, more specifically, in front of grocers such as “Usave” and “Choppies”, impeding the aesthetics of the town and depriving hawkers of an opportunity to sell their goods. The previously mentioned can be graphically observed on Map 4-9 below.

Map 4-9: Swaruggens N4, 2022



Source: (Google Maps, 2022)

The lack of truck stops is believed to have a significant impact on the development of the KRLM wholesale and retail trade industry. If truck stops were to be established, it is very likely that the aesthetics of Swaruggens and Koster will improve, thus complimenting formal businesses, but hawkers should have greater ability to sell their goods as well.

In terms of informal trade facilitation, Mazista, located approximately 10km north of Swaruggens, is a settlement most comprised of RDP (Reconstruction and Development Programme) houses erected by the government. It was noted during the local municipal tour that transport vehicles do not have an established depot to facilitate the transport needs of residents. Map 4-10 depicts Mazista's layout in an attempt to provide context to the previously mentioned.

Map 4-10: Mazista, 2022



Source: (Google Earth, 2022)

It was observed that transport vehicles were mostly stationed in the area circled in red on Map 4-10. However, no informal trade was taking place in this area, which was considered strange as informal trading is usually established close to transport establishments. Non-the less, in anticipation of the possible future expansion of Mazista, the transport needs of residents will only continue to increase. The establishment of a formal bus and taxi depot, combined with an informal trade hub might significantly catalyze economic activity in Mazista.

Opportunity

An opportunity exists to support the establishment of truck stops in both Koster and Swartruggens and if successful, potentially catalyze significant economic activity in the local municipality. Moreover, an opportunity exists to facilitate informal trade in Mazista through the erecting of an informal trade hub, combined with a taxi and bus depot.

3.8. Financial Services

The financial services industry is mainly dependent on ICT and telecommunications infrastructure, as well as population figures. The industry's dependency on telecommunications and ICT infrastructure stems from the non-tangible nature of the products the industry provides to its customers. When comparing the financial sector to other industries, companies operating in this industry generally have a greater need to store and protect information digitally. Financial services industries are therefore more concentrated in large cities due to the availability and adequacy of ICT and telecommunications infrastructure to facilitate their operational needs, as well as the availability of a large population. This section will therefore emphasize the availability and adequacy of ICT and telecommunications infrastructure in KRLM and in so doing, potentially identify opportunities for intervention.

Observations

In terms of ICT and telecommunications infrastructure, two main infrastructures are evaluated to determine if an opportunity exists for intervention namely, cell tower coverage and access to fibre optic cables. During the municipal tour, businesses and residents were engaged to gain an understanding of the current ICT infrastructures found in KRLM. Mention was made of fibre optic cable installations taking place in the local municipality. The previously mentioned was also physically observed. In terms of cell tower coverage, the situational analysis found that Telkom is the only service provider that does not offer LTE coverage in all three towns, with Koster as its exception.

Opportunity

Understanding that fibre optic cable installation is an ongoing process and requires time and investment from the private sector and that installations are already taking place within the local municipality, no alternative opportunities have been identified. In terms of cell tower coverage, noting that only one of the four major service providers (Telkom) lacks coverage in only one town (Koster), does not indicate a justifiable reason for intervention.

3.9. Tourism

The tourism industry is mainly dependent on a source of attraction however, it has been noted, in most cases, and that a source of attraction does not by itself possess enough motivation to attract tourists. It is important to note that tourists continue to depend on basic services and the availability of goods and services when visiting a region. They pay attention to the aesthetic feel of an area, as well as how many tourism destinations are readily available. Ultimately, tourism depends on the holistic development of a local economy to flourish, as it is considered a holistic sector. The section will therefore note key observations made during the municipal tour and the situational analysis.

Observations

The first notable observation during the local municipal tour was the lack of tourism signage throughout the local municipality. The local municipality should make every effort to raise awareness of its tourism industries and in so doing, support its local businesses. As an example, Swartruggens possesses significant Anglo Boer War history. A local businessman in Swartruggens has taken the liberty of erecting a museum regarding the previously mentioned, however, no signage exists relating to its existence. Additional interventions such as tourism maps and info centres could further aid local businesses by raising awareness.

In terms of tourism sites, a few sites were observed and analyzed for potential. The first sight that is believed to possess significant potential is the Koster golf course. However, the facility is currently in a dilapidated state, which can be observed through Picture 4-3 and Picture 4-4 below, taken during the local municipal tour.

Picture 4-3: Koster golf course, 2022



Source: (Elmar Swart, 2022)

Picture 4-4: Koster golf course, 2022



Source: (Elmar Swart, 2022)

Observations such as those depicted in Picture 4-3 and Picture 4-4 should be of great concern to the local municipality, as the aesthetic feel of the golf course is significantly compromised, which ultimately discourages tourism. According to stakeholders, Picture 4-4 depicts sewerage leaking into the golf course, the smell was also noted during the site visit. Ultimately, factors such as these render the golf course economically redundant. Interventions should seek to revive the potential of the golf course and in so doing, catalyze potential economic activity.

The second potential site noted, was an open section of land located outside of Koster. The site has been marked with a red circle on Map 4-11 below.

Map 4-11: Koster, 2022



Source: (Google Earth, 2022)

The land audit recently conducted by Cadre Plan Pty (Ltd) confirmed that the marked section is municipally owned land, currently vacant. Interventions should seek to utilize the vacant land for local economic development. The establishment of an All-Terrain-Vehicle (ATV) course might be an ideal opportunity for local economic development. Interventions such as the previously mentioned could encourage economic activity in and around Koster, as well as contribute to the holistic development of the KRLM tourism industry.

Lastly, it was noted that KRLM does not possess a Tourism master plan. The development of a tourism master plan should be extremely beneficial to the local economic development of KRLM, as it will seek to guide the development of the KRLM tourism industry in much greater detail than the LED Strategy.

Opportunity Analysis

An opportunity exists to revitalize the Koster golf course to a state where the site is aesthetically pleasing to tourists and locals. The local municipality should consider is the privatization of the golf course by means of a long-term lease agreement. Furthermore, the establishment of adventure tourism activities such as an ATV course outside of Koster might prove to be favorable to the local economic development of the area. Moreover, the opportunity exists to develop a Tourism master plan for the KRLM and in so doing, guide the holistic development of the industry. Lastly, an opportunity exists to promote the KRLM tourism industry through tourism signage, maps, an info centre and the municipal website.

3.10. Municipal Efficiency

This chapter aims to address facets of a local municipality that may contribute to the effective implementation of the LED strategy. It is important to note that the success of the LED is based on the municipalities' ability to implement the strategy. Therefore, the chapter speaks to municipal competency, collaboration and sustainability.

3.10.1. Municipal Competency

Municipal Competency refers to the local municipalities' ability to achieve a particular goal, which, in the case of an IDP, refers to implementing the strategy and achieving local economic growth.

It is to be noted that within any organization, the competency level of the individuals they employ, has a massive bearing on the organization's ability to successfully achieve its goals. Therefore, it is of paramount importance, that any origination, whether public or private, must ensure that the most competent individual is selected to achieve a particular task. It is important to note that competency stems not only from an individual's technical ability (qualification and experience) to execute a task; however, competency relates to various other factors such as understanding of their task/objective, communication, and people skills, as well as the individual's motivation and overall work ethics. Ultimately, each task requires its standard of competency and therefore, the municipality needs to take measures to ensure that those they employ, are competent to achieve the task they are assigned with. Examples of these measures are skill audits, as well as the formulation of benchmarks and training programmes.

Ultimately, if an organization does not ensure that its members are competent, it cannot achieve its goals. Concerning the IDP, if competent members are not selected to implement the IDP, the local economic growth will be significantly impaired and may even cause economic degradation. Therefore, the local municipality must take measures as part of the LED strategy, to ensure that their employees are competent, otherwise, the strategy becomes redundant.

3.10.2. Municipal Collaboration

Municipal Collaboration refers to the interrelation of the three spheres of government cooperating to provide communities with a comprehensive package of services (ETU, 2006). It is important to note that the developmental agenda cannot be achieved by local government on its own. Local government requires the support and participation of other spheres of government to achieve its development goals and ultimately address the triple challenges of poverty, inequality and unemployment in its jurisdiction.

Chapter 3 of the Constitution further provides the principles of cooperative government and intergovernmental relations in Section 47. A key principle to note is that the cooperation amongst the different spheres of government must be conducted "in mutual trust and good faith" as means to harmonise the interrelations of the spheres. The principle also relates to Section 47 (3) where intergovernmental disputes should be reasonably settled using mechanisms and procedures provided for that purpose.

The principles provide the foundations within which the spheres of government can coexist towards the fulfilment of the developmental outcomes set out in the Constitution, with the assumption of the integrity of each sphere of government as stated in the White Paper on Local Government (1998). The White Paper further provides considerations that speak to a “whole of government” approach that involve:

- Collectively harnessing all public resources behind common goals and within a framework of mutual support
- Developing a cohesive, multi-sectoral perspective on the interests of the country, and respecting the discipline of national goals, policies and operating principles
- Coordinating their activities to avoid wasteful competition and costly duplication
- Utilizing human resources effectively
- Settling disputes constructively without resorting to costly and time-consuming litigation
- Rationally dividing the roles and responsibilities of government, to minimize confusion and maximize effectiveness amongst them

The three spheres of government are therefore required to observe and adhere to the principles of cooperative government which provide that the spheres of government must exercise their powers and functions in a manner that is respectful to one another as well as cooperate and coordinate their actions with one another. The Intergovernmental Relations Framework Act enables this cooperation and coordination through the establishment of intergovernmental structures between the three spheres of government. Furthermore, section 5 (b) directly states that the spheres of government must also consult other affected organs of state in areas that lack formal procedures when conducting their respective affairs, which also relates directly to Section 5 (c) regarding implementing policy or legislation affecting the “material interests of other governments”.

It is important to note the influence of traditional authorities within the context of local economic development. The NDP-2030 makes the following statement, “A layer of complexity comes from the role assigned to traditional leadership. Traditional leadership plays an important role in facilitating communication with South Africa's citizens to improve the effectiveness of developmental local government. However, confusion emerges when traditional forms of authority are legislated, as traditional leadership structures may then displace or duplicate the role of the state. This has the potential to create disjuncture between the traditional authorities' land-usage rights and the responsibilities of municipalities to deliver services to that land.” It is important to note that the Traditional Leadership and Governance Framework Amendment Act, 2003 states that traditional leaders must “promote the principles of co-operative governance in its interaction with all spheres of government and organs of state; and promote an efficient, effective and fair dispute-resolution system, and a fair system of administration of justice, as envisaged in the applicable legislation.”

Based on the above-mentioned, government collaboration is extremely important to local economic development, and addresses the challenges of poverty, inequality and unemployment. Furthermore, it is important to take into consideration the impact that traditional authorities have on local economic development. Therefore, a local municipality

Should strive to increase its overall collaboration with other spheres of government, as well as a traditional leader and in so doing, enhance its capability to stimulate local economic growth.

3.10.3. Municipal Sustainability

Municipal sustainability speaks to the long-term sustainability of a municipality through the effective use of resources to steer growth and development, with considerations on social, economic and environmental impacts on the municipality that are supported by infrastructure development as well as good governance principles. Growth within the municipality hinges on a holistic development approach that is synchronized with the outcomes of the NDP as well as aligned with the UN Sustainable Development Goals 2030.”

Urban-Econ was appointed by the Municipal Demarcation Board to conduct a study to determine if municipalities in South Africa complied with the demarcation objectives in Section 24 of the Municipal Demarcation Act, which provided four broad themes:



Section 25 of the Municipal Demarcation Act states the “factors to be considered” that are essential for achieving the demarcation objectives set out in Section 24. These objectives and factors show similarities to the objects of local government outlined in Section 152 of the Constitution of South Africa, which broadly addresses governance, service delivery, social and economic development, as well as the financial and administrative capacity of a municipality.

The study identified several indicators that have the most influence on the ability of a municipality to comply with the demarcation objectives. The key indicators that affect municipal sustainability include the following.

- **Own revenue generated:** Municipalities that generate their revenue through the collection of rates and taxes can fulfil their constitutional obligations with better efficiency and thereby provide better service levels and sustainably improve their infrastructure considerations. The ability to generate revenue, as a municipality, is crucial as it affects the operations of the municipality.
- **Education:** Education is highly correlated with employment and affects production within the local economy through the skills levels of the personnel, suggestive of the importance of education. A highly educated Labour force of varying skill levels has the potential to drive economic changes and stimulate the economy to achieve the desired growth.
- **Agriculture and Agro-processing:** Primary sector industries are economic enablers that play a vital role in the economy as the providers of raw materials. The size of the agriculture industry, in particular, has a direct influence on several variables such as Labour absorption and the GVA within the secondary and tertiary sectors, respectively.
- **Connectivity and access to transport:** Connectivity plays a critical role in economic development as it provides access to economic opportunities and allows for the flow of goods via multimodal transportation, including road and railway. Transport infrastructure improvements are expected to create better connectivity and boost local economic activities.

- **Geography type:** Municipalities with a high proportion of people in urban or farm areas were more likely to comply with demarcation objectives as revenue can be generated through the collection of rates and taxes, thereby enabling the municipalities to improve infrastructure conditions and provide better services to their respective communities. The core issue with municipalities with predominantly rural areas is that there is generally a small tax base from which the municipalities can generate revenue, which significantly impacts service delivery and the sustainability of the municipalities.

These indicators are vital for the sustainability of Kgetlengrivier LM and play a critical role in steering the economic growth of the municipality. Although several of the indicators discussed do not form a direct part of the LED strategy, they serve as pivotal factors to consider in the long-term planning of the municipality that will directly impact the local economic environment.

3.11. E-Governance

“Electronic Governance is the application of Information and Communication Technologies (ICTs) for delivering government services through the integration of various stand-alone systems between Government-to-Citizens (G2C), Government-to-Business (G2B), and Government-to-Government(G2G) services” (IGI Global, 2022).

ICT plays a crucial role in the day-to-day operations of consumers and businesses, now more than ever. As mentioned in previous chapters, the presence of the fourth industrial revolution is becoming more prominent by the day. Moreover, due to the circumstances cultivated by the Covid-19 pandemic, people have become more reliant on electronic means of accomplishing tasks and acquiring information. Therefore, the use of e-governance could significantly aid municipal efficiency and in so doing, reflect municipal strength and effectivity, which ultimately contributes to investor confidence and therefore, local economic development

E-governance presents a plethora of advantages, such as the cultivation of a more inclusive economy, high operational efficiency, reduced operational cost of government, increased ease of doing business and an improved municipal reputation (emunicipality, 2022). Factors such as the previously mentioned should be noted by the government and effort should therefore be focused on implementing e-governance to the best of their ability. E-governance can be facilitated through a municipal website.

SECTION C

4. GORVERNANCE AND INSTITUTIONAL ARRENGENGMENTS

4.1. 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:

	COUNCILLOR V.S. MOLATOLE WARD 1 ANC		COUNCILLOR WDF ROCHER WARD 2 INDIPENDENT
	COUNCILLOR M.L. MOLEFE WARD 3 ANC		COUNCILLOR T.K. MOTAUNG WARD 4 ANC
	COUNCILLOR K.A. SELAOLANE WARD 5 ANC		COUNCILLOR A.A. SELALEDI WARD 6 ANC

	COUNCILLOR S.J.P. MATSHELA WARD 7 ANC		COUNCILLOR T.C. JACOBS PR ANC
	COUNCILLOR P.J. BREET PR VF+		COUNCILLOR J.C. POTGIETER PR VF+
	COUNCILLOR I.M. MAPHANGA PR DA		COUNCILLOR B.C. MOKONE PR EFF
	COUNCILLOR O.E. MUTOMBENI PR EFF		

4.1.2. 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

Audit Committee

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


Financial Misconduct Board

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

4.2. 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
	MR G.C. Letsoalo Municipal Manager	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.
	Mr. M. Khunou Chief Financial Officer	This department is responsible for financial management, budgetary process as well as revenue enhancement.
	Mr. T. Meerken Director Infrastructure and Technical Services	The department is responsible for Water and Sanitation,, Electricity and Roads and storm water
	MR. K. Manentza Acting Director Community Services	The department is responsible for Waste Management, Parks and Cemeteries, Libraries, Public Safety and community facilities

	MR. M. Wadee Acting Director Corporate Services	The department is responsible for Administration, Legal and Human Resources
	Mr. L. Phakathi Acting Director: Local Economic Development and Planning	Responsible for town planning, Building Inspectorate, Housing and Local Economic Development.

SECTION D:

5. DEPARTMENTAL FUNCTIONS AND ORGANIZATIONAL ARRANGEMENTS

5.1. OFFICE OF THE MUNICIPAL MANAGER

5.1.1. *Departmental Mandate*

- ❖ To provide strategic direction of the municipality.

5.1.2. *Functions*

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

5.1.3. 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.

	<ul style="list-style-type: none"> ❖ Outstanding oversights reports. ❖ Late or none submission of reports. ❖ Shortage of personnel ❖ System of delegation
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5.2. DEVELOPMENT PLANNING & LED

5.2.1. Departmental Mandate

To provide Spatial Planning and enhance Local Economic Development

5.2.2. Functions

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

5.2.3. CHALLENGES

FUNCTION	CHALLENGES
Spatial planning	<ol style="list-style-type: none"> 1. None availability of budget 2. Shortage of Human capacity 3. None reviewed by laws & policies
Building control	<ol style="list-style-type: none"> 1. No localised building by laws 2. Old & out dated tariff
Housing coord	<ol style="list-style-type: none"> 1. Land availability 2. Incomplete township process 3. Blocked projects 4. No title deeds 5. Illegal occupation of houses 6. Servicing project areas
Land Admin	<ol style="list-style-type: none"> 1. Double occupation 2. Land availability 3. Non registered sites 4. Incomplete T/ship process 5. Illegal land invasion

LED	<ol style="list-style-type: none"> 1. Poor budget 2. Poor internal integration 3. Lack of Human resource
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5.3. COMMUNITY SERVICES DEPARTMENT

5.3.1. *Departmental Mandate*

- ❖ To provide services to communities.

5.3.2. *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

5.3.3. 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.

	<ul style="list-style-type: none"> ❖ 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 Swaruggens is in bad condition. ❖ Lack of road markings. ❖ 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 Swaruggens, 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

5.4. BUDGET AND TREASURY

5.4.1. Departmental Mandate

To provide financial support to the municipality

5.4.2. Functions

Revenue Management

Supply Chain Management

Asset Management

Budget and Reporting

Expenditure

5.4.3. 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

5.5. COPORATE AND SUPPORT SERVICES

5.5.1. Departmental Mandate

To provide Human resources and support to the municipality

5.5.2. Functions

Human Resources

Administration

Secretarial Services

ICT

Legal

5.5.3. 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:

6. 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.

6.1. Kgetleng Rivier Spatial Development Framework

6.1.2. 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.

6.1.3. 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

6.1.4. 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.

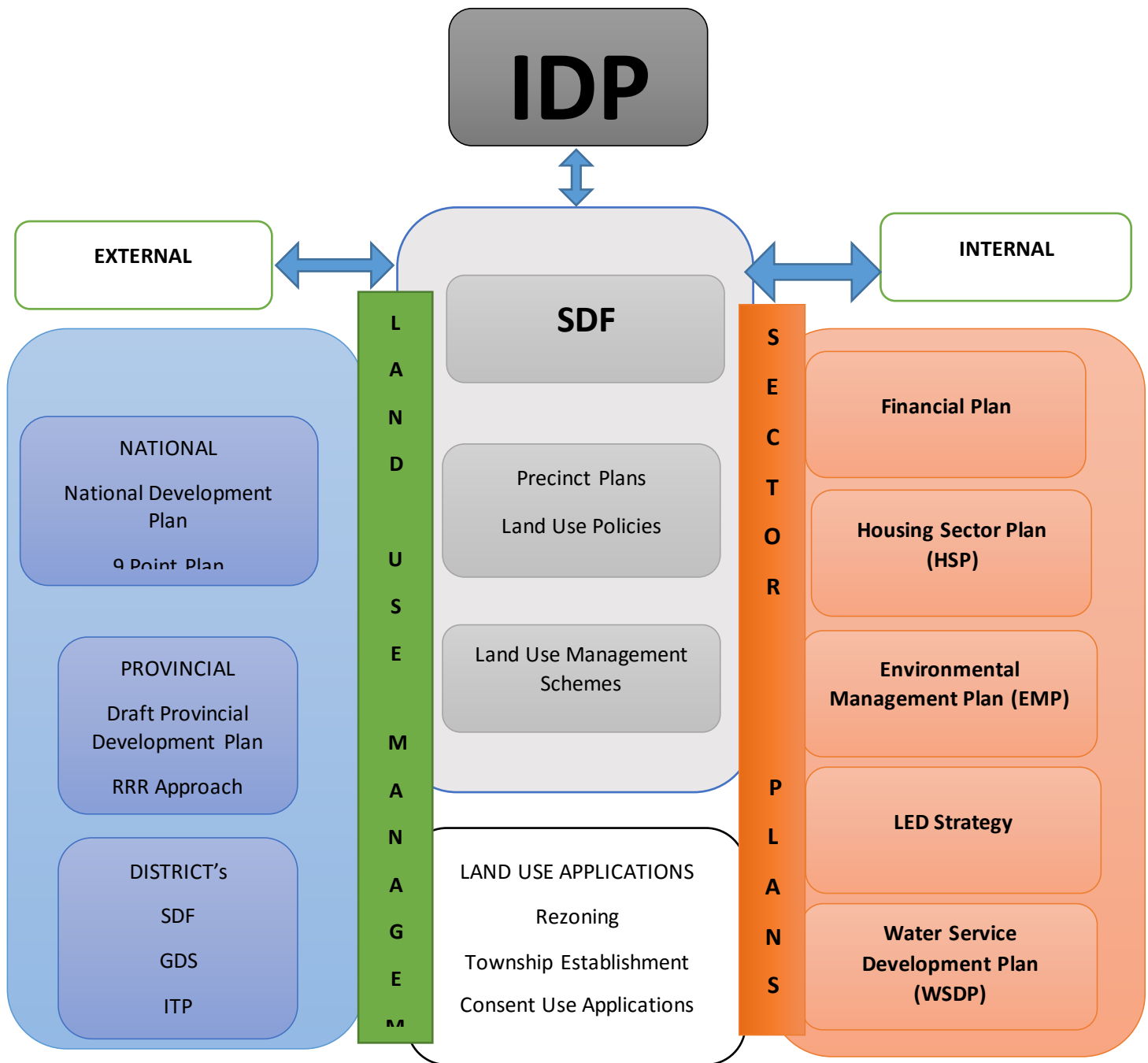
- II. **Spatial Sustainability:** spatial planning and land use management systems must promote the principles of socio-economic and environmental sustainability through; encouraging the protection of prime and unique agricultural land; promoting land development in locations that are sustainable and 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 is indicated below



6.1.5. 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

6.1.6. 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%

Urban Area	Number of Erven	Percentage
Sub-Total	3553	55%
c) Derby	628	10%
Sub-Total	628	10%
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).

6.1.7. 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 Transitional	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
National Housing Board	86	34.13	89	2729.62	175	2763.75

Ownership Category	Erven		Farms		Total	
Republic of South Africa						
Sub-Total	90	34.60	102	7579.74	192	7614.34
c) Provincial Government	6	1.59	-	-	6	1.59
• North West Province						
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						
• 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
	9	1.21	-	1	9	1.21
No Registered	220	23.27	123	8233.59	343	8256.86
Subdivided, not registered						
Sub-Total	242	30.48	131	8795.81	373	8826.29

Ownership Category	Erven		Farms		Total	
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.

6.1.8. 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.

6.1.9. Rural Areas

6.1.10. 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.

6.1.11. 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

6.1.12. 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"> • 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.
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<p>Land Reform</p> <ul style="list-style-type: none"> • 	<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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6.2. LOCAL ECONOMIC DEVELOPMENT

6.2.1. Introduction

Urban-Econ Development Economists (Urban-Econ) was appointed by the Kgetlengrivier Local Municipality (KRLM) to Develop the Kgetlengrivier Local Economic Development (LED) Strategy.

The LED Strategy aims to assist with enhancing economic development for the local municipality (LM) by identifying key economic interventions required to catalyze development towards addressing the triple challenge of unemployment, poverty, and inequality in the region.

6.2.2. Overview of an LED Strategy

LED in South Africa is concerned with the development of local economies, which ultimately contribute to the larger economy. The development of LED strategies in South Africa aims to address specific challenges towards the advancement of Vision 2030 and, from an African perspective, Agenda 2063. These challenges entail:

- High levels of poverty and unemployment.
- Limited public support for sustainable development projects.
- Lack of business support services and inadequate entrepreneurial skills.
- Lack of articulation between the formal business sector and the survivalist emerging business sector.
- Limited private investment in the jobs-rich sectors, despite significant business.
- Unconducive business environment to local economic development (e.g., poor urban planning, lack of access to information, administrative barriers to doing business).
- Weak capacities in government to perform a new developmental role.

Local economic development is a systematic process that incorporates various stakeholders such as the public and private sectors towards achieving sustainable

economic growth and development (COGTA, 2021). It should be noted that an LED is an ongoing process, rather than a single project or a series of steps to follow. Therefore, an LED strategy seeks the effective use of resources to steer growth and development, with considerations of social, economic and environmental impacts on the municipality. Moreover, LED considers infrastructure development, as well as good governance principles.

Ultimately, the development of the LED strategy should permit local people to work together and achieve sustainable economic growth and development, yielding economic benefits and improved quality of life for all residents in the local municipal area (COGTA, 2021). Moreover, growth within a local municipality hinges on a holistic development approach and therefore requires intergovernmental collaboration that is synchronized with the outcomes of the National Development Plan (NDP) and is aligned with the UN Sustainable Development Goals 2030.

Purpose of the Study

The overall **purpose** of this study is:

To assist with the development of the Local Economic Development (LED) Strategy for the Kgetlengrivier LM

- To develop the LED, the following steps will be carried out:
- Identify and organize stakeholders that will become a reference group during the development of the LED strategy.
- Develop a strategy that is compliant with the legislative provisions while ensuring alignment with other municipal policies and strategies.
- Determine the key economic drivers within pertinent sectors.
- Identify opportunities for industrialization within the local area while ensuring that development opportunities have a definite geographic and spatial orientation.
- Develop an LED strategy that addresses the economic development objectives of Kgetlengrivier LM.
- Develop an implementation plan that includes activities and actions, estimated cost, time frame and responsible institution.
- Identify practical programmes for each economic sector that could be used as a basis for proactive economic development initiatives.
- Provide a monitoring and evaluation framework for the implementation of the key projects identified for the region.

6.2.3. Strategic Interventions

The section seeks to list the various strategic interventions (projects) identified. Interventions are categorized based on a pillar, such as “Agriculture” and then divided into

programmes, such as “strategy formulation, which then contain the relevant interventions, accompanied by a description.

6.2.3.1. Pillar: Agriculture

The research conducted in previous chapters revealed that the KRLM agricultural sector is a significant contributor to the local municipality’s economy. Its significance primarily stems from the sector's contribution to jobs, exports and its overall GVA contribution. Therefore, a focus should be placed on further supporting the agricultural activities within the local municipality and in so doing, encouraging its growth. Effective effort aimed at the agricultural sector of the KRLM should lead to increased job creation, which is of paramount importance to LED. Research further revealed that the KRLM has a favorable condition in terms of the arability of its land. However, understanding that an LED strategy investigates the overarching potential within the local municipality, specific agricultural strategies should be developed that provide clear and precise direction to what can and should be cultivated within its borders.

6.2.3.2. Programme: Strategy formulation

Strategy formulation plays a critical role in the efficient development of a local economy. An agricultural strategy should aim to develop a plan of action directed at achieving growth in the agricultural sector of the KRLM. Any strategy that is developed should be formulated in such a way that it is clear and precise and therefore, enables the effective stewardship of resources to achieve greater results.

6.2.3.3. Project: Development of an Agricultural masterplan

The project seeks to encourage the development of an agricultural master plan for the KRLM which should include a detailed analysis, recommendations, and proposals specifically relating to the agricultural potential in the KRLM.

6.2.3.4. Programme: Agricultural support

Agricultural support seeks to provide aid to local farmers and in so doing, increase their operational ability, ultimately leading to greater profits and possible growth opportunities.

6.2.3.5. Project: Development of Road scraping schedules

The project suggests the formulation of a road scraping schedule in KRLM. The schedule should be formulated to chronologically scrape roads specifically when farmers have the greatest need (harvesting). Therefore, collaboration is needed between the local municipality and its farmers to ensure the effective formulation of a road scraping schedule.

6.2.4. Pillar: Mining and Quarrying

Mining and quarrying operations are known to possess the ability to absorb significant quantities of a region’s available workforce. The industry’s ability to do so ultimately stems from the intricacy and the magnitude of most mining operations. These industries are required to employ significant amounts of skilled, semi-skilled and unskilled labour. Research revealed that the KRLM mining industry is losing its ability to do so, as the industry has been

experiencing year-over-year decreasing figures in employment, as well as GVA contribution. The previously mentioned indicates the need for intervention. Research revealed that illegal mining practices are likely taking place in the region. It is important to note that these illegal mining practices compromise the legal mining practice and the agricultural activities in the area. Opposition from the agricultural sector has now emerged as a result, compromising of the expansion of mining and quarrying within the local municipality. Therefore, the local municipality should focus its effort on improving mining practices within its jurisdiction and in so doing, encourage the growth and investment in mining and quarrying operations.

6.2.4.1. Programme: Tightening of law compliance

Mining practices have a significant impact on the ecological conditions of a zone, which could influence the overall health and growth of a local economy. Mining and quarrying are strictly regulated by legal requirements that aim to prevent those impacts and ensuring that those laws are complied with is of paramount importance.

6.2.4.2. Project: Encourage compliance with mining legislation and regulations

The project seeks to encourage the local municipality to take on additional measures to ensure compliance with legal requirements. Additional measures should include bi-laws and compliance officers, as well as collaboration between the South African Police Service (SAPS) and the local municipality. The project should have a particular emphasis on the prosecution of illegal mining activities and mining rehabilitation.

6.2.5. Pillar: Manufacturing

Manufacturing is an important sector to promote as it cannot only significantly contribute to employment but also link the primary to the tertiary sector. However, it is important to consider the negative impacts that manufacturing operations could have on an economy if not managed correctly. Manufacturing industries are known to attract significant quantities of transport vehicles (trucks), due to their logistical needs. These transport vehicles can damage public roads that could lead to compromised road infrastructure and higher municipal spending, as well as compromised town aesthetics. Manufacturing plants themselves, are not always considered aesthetically appealing to residents and tourists. Therefore, manufacturing entities should not be located within or near residential or commercial areas. Ultimately, the aim should be to preserve the aesthetic feel of the town to the best of the local municipality's ability and in so doing, support residential and commercial expansion, whilst facilitating manufacturing. This can be done through effective town planning.

6.2.5.1. Programme: Promotion of special spanning

Spatial planning plays a critical role in the economic development of a town and therefore the larger local economy it forms part of. To further emphasize the importance of thorough and effective special planning, it should be noted that it is mandated by the SPLUMA and a legal act that local municipalities must adhere to.

6.2.5.2. Project: Extension of Koster industrial zone

The project seeks to identify and develop a zone just outside of Koster that centralizes future

industrial development. The zone should offer adequate basic services, road infrastructure, telecommunications infrastructures, as well as increased security surveillance to combat electricity cable theft.

6.2.6. Pillar: Wholesale and retail trade

The wholesale and retail trade industry is regarded as an industry that is generally more reliant on consumers in its direct proximity. This is primarily due to the nature of these businesses, as these businesses directly tend to the needs of those, they wish to sell their goods and services. As discussed in previous chapters, aesthetics have a much larger bearing on the businesses found in this industry, as unappealing aesthetics ultimately discourages trade. One of the key observations made during the research process was the impediment of informal and formal trading in KRLM, because of unappealing town aesthetics in both Koster and Swartruggens. Moreover, it was noted that there is a lack of informal trading facilities in strategic zones.

6.2.6.1. Programme: Feasibility of possible transport practices

Feasibility studies provide an assessment of a proposed prospect and aim to prove or disprove a project's feasibility. Those studies that have been proven feasible, should aim to attract investment to the local economy and in so doing, stimulate economic growth.

6.2.6.2. Project: Encourage the development of a truckstop in Swartruggens

The project seeks to identify a zone within or near Swartruggens that will be most feasible for a truck stop and thereafter encourage its development. The truck stops should offer services such as refueling facilities, repair services and driver amenities. The location of the truck stop should be away from commercial businesses to enhance the aesthetics of those areas.

6.2.6.3. Project: Encourage the development of a truckstop in Koster

The project seeks to identify a zone within or near Koster that will be most feasible for a truck stop and thereafter encourage its development. The truck stops should offer services such as refueling facilities, repair services and driver amenities. The location of the truck stop should be away from commercial businesses to enhance the aesthetics of those areas.

6.2.6.4. Project: Truck stationing prohibitions bi-law formulation and implementation.

The project seeks the formulation and implementation of a bi-law that prohibits trucks from stationing themselves near commercial businesses, specifically along the N4 and R509. Moreover, the project seeks support from traffic law to enforce these by-laws.

6.2.7. Programme: Informal trade facilitation

Informal trade facilitation aims to create opportunities for locals to generate an income through informal businesses and in so doing, improve their quality of life.

Project: Establishment of a Bus & Taxi stop (Mazista)

The project seeks the development of a bus/taxi stop within or near Mazista. The bus/taxi stop

should be well planned to efficiently facilitate logistics, administrative requirements, trade establishments, quality of life perceived by residents and coordination.

Project: Establishment of an Informal trade centre (Mazista)

The project seeks the development of an informal trade hub within or near Mazista. The informal trade hub should provide traders with a minimum of lockers, stands and shelter. Moreover, it is recommended that the informal trade centre should be combined with a bus and taxi stop.

Project: Establishment of an Informal trade centre (Swartruggens)

The project seeks the development of an informal trade hub within or near Swartruggens. The informal trade hub should provide traders with a minimum of lockers, stands and shelter. The informal trade centre itself, should be strategically located along the N4 national road and to the best of its ability, have an appealing aesthetic feel. In so doing, the facility should contribute towards the authentic feel of Swartruggens, the availability of tourism products and ultimately promote informal trade.

Project: Establishment of recycling depots

The project suggests the identification of two feasible zones (Koster and Swartruggens) to facilitate the establishment of recycling centres. These depots should occupy adequate space to house the recyclable refuse, employ locals to sort the refuse and facilities should be erected in such a way that efficiency is enhanced. Moreover, it is believed that the depots should be local near existing landfills to further enhance effectiveness and profitability.

6.3. Pillar: Tourism

Tourism, as previously discussed and acknowledged, is not directly considered an economic sector or industry. This is mainly due to its cross-cutting nature; however, tourism does have a particular bearing on the wholesale and retail trade industry. Wholesale and retail then depend on other industries such as manufacturing, utilities, and construction, which depend on agriculture and mining. Therefore, efforts should be focused on raising awareness of KRLM tourism products and in so doing, attracting tourists to KRLM that will ultimately contribute to holistic economic growth.

Programme: Strategy Development

Strategy formulation plays a critical role in the efficient development of a local economy. A tourism strategy should therefore aim to achieve growth in the tourism sector of KRLM and in so doing, aid the larger economy. Strategies should be developed in such a way that it is clear and precise and therefore, enables the effective stewardship of resources to achieve greater results.

Project: Development of a tourism master-plan

The project seeks to encourage the development of a tourism master plan for the KRLM. The

master plan should include a detailed analysis, recommendations, and proposals specifically relating to the touristic potential in the KRLM, as well as suggestions related to raising awareness of the potential that exists and businesses that currently exist.

Programme: Tourism marketing

Tourism marketing aims to encourage the growth of the tourism sector through specific marketing techniques that promote touristic products and services in KRLM.

Project: Erection of Tourism signage

The project seeks the erection of tourism signage throughout KRLM. The tourism signs should strategically be placed next to roads that facilitate significant levels of traffic, as well as signage that further guides those attracted to the tourism destination.

Project: Establishment of a Tourism website

The project seeks the development of a KRLM tourism marketing web page. It is believed that the website should form part of the municipal website. The tourism section should provide an up-to-date tourism map and a brief overview of what each point of interest entails. Moreover, community engagement is recommended, which should aid with the continuous updating of the website. Collaboration with tourism forums could prove to be beneficial.

Project: Development of a Tourism map

The project seeks the development of a KRLM tourism map. The map should contain all the tourism sites located in KRLM. The map should be updated regularly and be distributed to all tourism and tourism accommodation entities, as well as filling stations and restaurants. Moreover, the map should be available on the KRLM website. Community collaboration is recommended.

Project: Establishment of a Tourism info centre

The project suggests the erection of a tourism information centre in Swartruggens, near the N4 national road. The information centre should be visible to those passing through Swartruggens and provide the tourist with a list, as well as a brief overview of tourism activities available in KRLM. Moreover, the facility should have an appealing aesthetic feel.

Programme: Improvement of Tourism Product

The overall improvement of the tourism products available in KRLM seeks to increase touristic activity and in so doing, stimulate economic growth in KRLM.

Project: Golf course development (Koster)

The project suggests the development of the golf course located within Koster. The golf course should encourage the development of various facilities such as residential areas (golf estate), clubhouses, restaurants, guest housing and spas. The encouragement is believed to mainly stem from the perceived aesthetic feel of the course. Therefore, the golf course should above all else, present a pleasing aesthetic feel to those who make use of it.

Project: Anglo Boer War tourism development

The project suggests the development of tourism sites related to the rich Algo-Boer war history found in KRLM. Tourism sites should be well promoted to enhance touristic activity, should preferably be relatable to other tourist attractions and provide tourists with a pleasing authentic feel.

Project: Establishment of an ATV course

The project suggests the development of an all-terrain vehicle track outside of Koster. The track should facilitate both small and large vehicles, preferably be able to host large events and should be promoted once established.

6.4. Pillar: Enabling Environment

An enabling environment should seek to enable businesses and residents to seamlessly conduct their day-to-day operations. As indicated in the previous chapters, providing an enabling environment is not only a primary objective of local government but of paramount importance to local economic development. Moreover, if a local municipality fails to enable its businesses and residents, it depicts a negative perception of the local municipality, which ultimately discourages investment and therefore economic growth.

Programme: Strategy Development

Strategy formulation plays a critical role in the development of a local economy. A strategy aims to develop a plan of action to achieve a particular goal. Strategies related to enabling the environment should be considered critically important to the local economic development of KRLM, as an enabling environment forms the foundation of economic activity.

Project: Development of Water use master plan

The project seeks to encourage the development of a water use master plan for the KRLM. The master plan should include a detailed analysis, recommendations, and proposals specifically relating to water use and conservation in the KRLM.

Programme: Basic services delivery enhancement

Basic services have a very significant impact on the quality of life perceived by residents and the operational ability of businesses, noting both are crucially important to economic growth. The enhancement of basic services delivery aims to increase the quality of life, operational ability and the overall perception of the local municipality.

Project: Improvement of Water provision services

The project emphasizes and seeks the enhancement of water service delivery in KRLM. Water services should supply a minimum of 25 liters per person per day, within 200 meters of the home. Moreover, downtimes should be responded to and resolved as fast as possible and in so doing, reflect the municipality's commitment to its residents and businesses. Furthermore, the water quality should be considered safe for human consumption.

Project: Improvement of Electricity provision services

The project emphasizes and seeks the enhancement of electricity service delivery in KRLM. Electricity services should provide 50kWh per household per month for a grid-based system for qualifying domestic consumers, and 50W per non-grid connected supply system for all households connected to the official non-grid systems. Moreover, downtimes should be responded to and resolved as fast as possible and in so doing, reflect the municipality's commitment to its residents and businesses.

Project: Improvement of Sanitation services

The project emphasizes and seeks the enhancement of sanitation service delivery in KRLM. Sanitation services should ensure that there are no bucket toilets and provide adequate sanitation for households, schools, and clinics. Moreover, a leaking surge should not be present in KRLM. Moreover, issues should be responded to and resolved as fast as possible and in so doing, reflect the municipality's commitment to its residents and businesses.

Project: Improvement of Refuse removal services

The project emphasizes and seeks the enhancement of refuse removal services in KRLM. Refuse removal services should be done once a week. Based on the previous standard, settlements should be clean and free of litter. Community engagement is encouraged.

Project: Telecommunications and ICT

The project seeks to encourage the establishment of ICT and telecommunications infrastructures in KRLM. Sufficient telecommunications coverage should be readily available throughout all populated regions of KRLM, as well as along its public roads. ICT telecommunications should preferably offer residents and businesses access to fibre optic cables and in so doing, access to stable and sufficient internet connections.

Programme: Educational facility promotion

Education plays a crucial part in local economic growth, as it enables individuals to access greater employment opportunities and growth opportunities. Therefore, education facilities aim to facilitate skills development and growth and in so doing, widen the economic opportunities of those residing in KRLM.

Project: Enhancement of Library services

The project seeks to improve the public library services in Swartruggens and Koster. It is believed that the public library should be selective in which books it houses, as hard copies are less commonly used in today's day and age. Therefore, the library's focus should rather be on providing computer and internet facilities to the local community. Furthermore, the library should provide adequate study space and other amenities for those who may make use of it. As a recommendation, the library should seek to incentivize residents to develop skills.

Project: Establishment of an agricultural school

The project seeks the development of an agricultural secondary school that specializes in agricultural practices and in so doing, enhances the quality of workers available to the KRLM agricultural sector.

Programme: Residential expansion

The residential expansion aims to increase the population levels of KRLM and in so doing, create new opportunities for economic activity.

Project: Residential establishment (near Rustenburg)

The projects seek the identification of a zone near Rustenburg that has the potential to facilitate the development of a residential zone. The project then seeks the expansion of basic infrastructures in that zone. The zone should be close to the N4 and within the KRLM. The site should take into consideration the likelihood of future expansion and development.

Programme: Transport infrastructure development

The development of transport infrastructures aims to improve the facilitation of transport throughout the local municipality and could potentially create new opportunities for economic growth.

Project: Road repairs

The project seeks to address the poor road conditions found in KRLM that are impeding the economic potential. Public roads should be adequate to facilitate the flow of traffic without causing any impediments or hindrances to those who make use of it.

Project: Street lights repairs

The project emphasizes and seeks the repair and upkeep of streetlights particularly on the N4 passing through Swaruggens and in so doing, positively contribute toward the authentic feel of the town. The focus should also be placed on providing street lighting to residential areas which should contribute to crime prevention.

Project: Paving of gravel road north of the N4

The project seeks the encouragement of road paving north of the N4. Paving should be prioritized for road that possesses the greatest potential to catalyze economic activity, understanding that realistically, all roads can't be paved simultaneously. Therefore, the main objective of road paving should be to reduce the damage caused to agricultural goods in transit and to funnel economic activity towards KRLM. Collaboration with the provincial government will be needed.

Programme: Redevelopment of the municipal website

The redevelopment of the municipal website should create opportunities to improve the overall public perception of the local municipality, open opportunities to promote KRLM, increase municipal efficiency and enhance ease of doing business. Redeveloping the website should enable KRLM, its residents and businesses to utilize the benefits presented by the fourth industrial revolution. Recommendations include deed registrations, the payment of water and

electricity bills and the approval of building plans.

Project: Implementation of E-governance

The project seeks the development and incorporation of e-governance practices into the KRLM website. The project should seek to digitalize processes within the KRLM that are currently processed manually. Recommendations include deed registrations, the payment of water and electricity bills, approval of building plans and the acquisition of informal trading licenses. Moreover, the municipality should also seek to digitalize its internal process and in so doing, increase municipal efficiency.

6.5. Pillar: Marketing and Promotion

Marketing and promotion should be considered key to the encouragement of local economic development in a region. The contribution that marketing and promotion can have to LED is primarily derived from the idea of promoting what has been done or simply raising awareness of what exists. Thus, marketing and promotion can aid local businesses by attracting tourists and encouraging investment by informing potential investors of what potential exists.

Programme: Raising Awareness of KRLM

The programme seeks to increase the overall awareness of “what KRLM has to offer”. The previously mentioned refers to methods of marketing that might have the potential to contribute to the public perception of the local municipality, inform investors of potential that may exist, increase awareness of businesses or simply attract tourism.

Project: Eventing

The project seeks to encourage the hosting of events in KRLM, such as marathons, cycling events and festivals. These social events should seek to be unique and in so doing, attract significant amounts of people.

Project: Industry promotion

The project seeks the marketing and promotion of the KRLM industries on the municipal website. It is believed that the website should contain a section for each industry that contains promotional, as well as insightful facts such as feasibility studies, growth figures and successful municipal intervention relating to that industry.

6.6. Performance Management Framework

6.6.1. 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.

6.6.2. 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.

6.6.3. 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

6.6.4. 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:

6.6.5. Balanced Score Card Perspectives

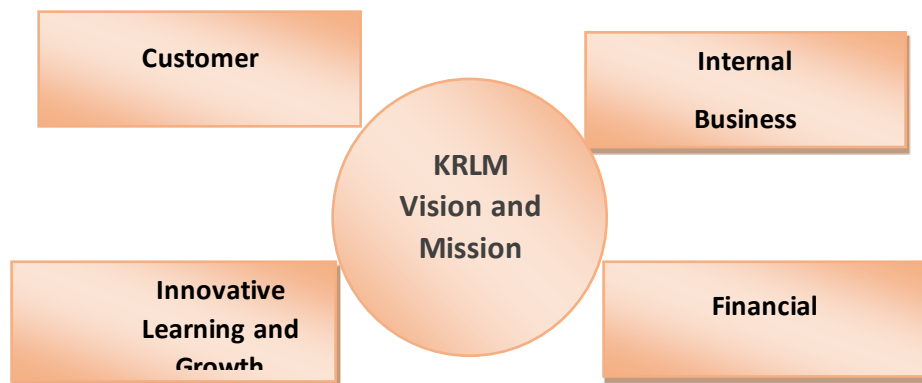


Figure 13: Balance Score Card Perspectives

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.

6.6.6. 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.

6.6.7. 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 Report	Performance	Provides progress update on the implementation of the SDBIP	Within 30 days at the end of each quarter
Mid-Term Report	performance	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.

6.6.8. 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

Rating	Terminology	Description	Guide
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 results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	In the case when 50% to 99% of the 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

6.6.9. 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?

6.6.10. 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.

6.7. Financial Plan

6.7.1. 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.

6.7.2. 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.

6.7.3. 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).

6.7.4. 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

6.7.5. 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.

6.7.6. 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.

6.7.7. 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 9
(months)

Average
household 25
consumption
p/month

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
Average Tariff	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	2382,75
Number of meters installed	150	300	200	200	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	357 413
Meters installed in November 2021	-	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	370 650

Meters installed in January 2022	-	-	-	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	397 125
Meters installed in March-2022	-	-	-	-	-	79 425	79 425	79 425	79 425	317 700
Meters installed in April-2022	-	-	-	-	-	-	79 425	79 425	79 425	238 275
Meters installed in May-2022	-	-	-	-	-	-	-	79 425	79 425	158 850
Meters installed in June-2022	-	-	-	-	-	-	-	-	13 238	13 238
<hr/>										
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

			Client	Information
Name	Number	Meter Serial Nr.	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>72 000 000</u>

New Reagile Township

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

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

6.7.8. 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

6.7.9. Operating Expenditure

Cost cutting interventions

PRIORITY AREA	FOCUS AREA	ACTIVITY	TIME FRAME (start & end)	RESPOSIBILITY/ 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
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Capital Expenditure –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

6.7.10. 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

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		6 318	6 765	7 325	5 050	5 050	5 050	5 050	3 575	3 555	3 595
Service charges		27 622	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	31 953	45 315	45 405
Transfers and Subsidies - Operational	1	103 442	144 549	160 341	95 512	95 512	95 512	95 512	150 772	105 751	110 150
Transfers and Subsidies - Capital	1	16 116	15 093	82	25 392	24 555	24 555	24 555	27 126	47 556	50 209
Interest					1 946	53	53	53	2 113	—	—
Dividends					—	—	—	—	—	—	—
Payments											
Suppliers and employees		(132 904)	(158 006)	(151 785)	(153 280)	(156 898)	(156 898)	(156 898)	(205 379)	(170 292)	(170 535)
Finance charges	1	(3 559)	(4 693)	(5 617)	(1 551)	(1 551)	(1 551)	(1 551)	(1 781)	(1 795)	(1 759)
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	50 465	95 277	95 231
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)	(42 445)	(65 704)	(24 555)	(24 555)	(24 555)	(24 555)	(27 126)	(47 556)	(50 209)
NET CASH FROM(USED) INVESTING ACTIVITIES		(24 037)	(42 440)	(63 802)	(24 555)	(24 555)	(24 555)	(24 555)	(27 126)	(47 556)	(50 209)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short-term loans		—	—	—	—	—	—	—	—	—	—
Borrowing long term/refinancing		—	—	—	—	—	—	—	—	—	—
Increase (decrease) in consumer deposits		—	—	—	—	—	—	—	—	—	—
Payments											
Repayment of borrowing		—	—	—	—	—	—	—	—	—	—
NET CASH FROM(USED) FINANCING ACTIVITIES		(2 546)	577	(1 795)	29 152	37 773	37 773	37 773	23 348	47 721	49 022
NET INCREASE/ (DECREASE) IN CASH HELD		3 457	541	1 473	1 470	451	451	451	1 560	24 900	72 621
Cash/cash equivalents at the year begin:	2	641	1 518	(313)	30 622	38 234	38 234	38 234	24 900	72 621	121 643
Cash/cash equivalents at the year end:	2										

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

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)	59 455	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	—	—	—	—	—	—	—	5 650	9 297	13 258
Other working capital requirements	3	—	123 561	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	5	—	—	—	—	—	—	—	—	—	—
Reserves to be backed by cash/investments		—	—	—	—	—	—	—	—	—	—
Total Application of cash and investments:		27 406	134 561	208 116	180 113	205 116	205 116	205 116	205 771	197 125	185 772
Surplus(shortfall)		(26 765)	(132 555)	(148 961)	(148 063)	(165 453)	(165 453)	(165 453)	(180 871)	(124 505)	(67 129)

6.7.11. 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.

6.8. HUMAN RESOURCES PLAN

6.8.1. Introduction

The White Paper on Human Resource Management, 1997, strongly promotes the development and implementation of Human Resources Plan by National and Provincial Government. The White Paper ensured that human resource management should result in a diverse, competent and well managed workforce, capable of and committed to delivering high quality service to the people of South Africa. That view should be extended to Local Government of which Kgetlengrivier local municipality belongs to. The Kgetlengrivier local municipality is an endeavouring to deliver efficient and effective service to its community and having such a plan will assist in realizing this objective.

Section 4.2 of the White Paper on Human Resource Management in Public Service makes specific reference to Human Resource Planning in terms of what it should accomplish, steps involved, human resource requirements and capacity, succession planning and human resource strategy.

HR Planning/Strategy can be defined as an inclusive and dynamic process that involves the identification of both current and future human resource needs as well as potential challenges in order for the HR Unit to consistently achieve its organisational objectives. It is also the two- way operation link between high level strategy and action-orientated implementation that can regularly monitored and evaluated. Therefore, HR Planning aims to ensure that an organisation has the right people at the right place at the right time, all the time.

Human Resource planning will provide information to help estimate future labour supply and demand by analysing current staffing levels and skill mixes, turnover, promotions and other employee movements like transfer and demotions. Kgetlengrivier local municipality will for the first time conduct a feasibility and desirable organisational strategic intervention that can be considered to convert the plans (IDP and LED projects) to a projected future labour needs.

The above mentioned strategic intervention can either indicate an employee surplus or deficit. The information obtained can then be utilized to develop human resources programmes to balance labour supply and demand. For example, extensive training and development through Learnerships and heightened recruiting efforts could be used to increase labour supply.

6.8.2. HUMAN RESOURCE UNIT

A fundamental role of the Human Resources Unit in delivering operational excellence is to support the municipality in the achievement of HR specific objectives. The Human Resource Department/Unit will inter-alia:

- Develop HRM policies and procedures
- Ensure consistency in the application of policies and procedure
- Drive the organisational HRD culture
- Participate in HRD surveys and feedback mechanisms
- Add value by ensuring that the policies and procedures are translated into strategies and communicate this to the rest of the employees
- Provide expert advisory services
- Display excellent organisational strategic understanding
- Build capacity of employees to perform their respective roles
- Measure and report on the effectiveness of HRD services within the organisation
- Organise and play a leading role in the administration of the local labour forum and he consultative committees.

6.8.3. HUMAN RESOURCE PLAN

However, The Human Resource Plan therefore aims to ensure that the municipality:

- Recruits and retains the quality and quantity of staff that it requires
- Has the human resource capability to deliver on its mandate
- That the workforce has the necessary skills and competencies to deliver on the strategic goals and objectives as outlined in the IDP
- Promotes employment equity
- Optimally utilizes its human resources
- Retain critical skills
- Develops leadership and creates a learning organisation that values the importance of service delivery and hence putting people first
- Progressively and continuously develops staff towards the developmental approach in order to meet the increasing and changing needs of clients and communities

6.8.4. THE PURPOSE OF HR PLAN

The HR plan will be utilized to:

- Guide the municipality in the management of its Human Resources
- To assist with the planning for future human resource that will accelerate the implementation of service delivery
- To look at the size of the organogram and assist in developing/reviewing the organisational structure that is in line with the budget and IDP
- To analyse the gap between the demand and supply and suggest strategies to close gap

6.8.5. SITUATION ANALYSIS AND HR CHALLENGES

6.8.5.1. Qualitative data

Qualitative data/ research can be defined as a recognition of the research process that results in the collection of fieldwork data, which cannot be reduced to quantification and measurement. In broad terms, qualitative data is an approach that allows one to examine people's experiences in details.

A pre-requisite for achieving the sustainability of service delivery is the adequate staff provision of the municipality. It is critical that the municipality first determines the future supply and demand for human resource. The labour supply may come from existing employees (internal labour market) or from outside the municipality (the external labour market). The estimate of the total number of employees needed as well as the skills required is known as the demand forecast.

However, the Human Resource Plan is prepared in such a way that it links with the overall strategic plan and turnaround strategy of the municipality. It informs the municipality of how many Human Resource Units are needed, what kind of Human Resource Units are needed, where they are needed and what they are needed for. In order for Kgetlengrivier local municipality to implement its strategic plan and turnaround strategy, it must look at its structure whether it is capable to deliver on its constitutional mandate as enshrined in the constitution and other local government legislations.

6.8.5.2. Current status quo of positions according to Departments

Name of Department	Total No of approved Position	Total Number of vacancies	Interns
Office of MM	10	4	0
Office of the Mayor	11	1	0
Budget & Treasury	34	5	5
Technical Services	51	10	8
Community Services	52	8	0
Corp Support Services	39	5	0
LED & Planning	15	2	2
Office of the Speaker	4	0	0
TOTAL	202	35	15

The organisational structure indicated that the municipality has **287** proposed positions which were approved by council and only **252** has been filled by the municipality for 2022-2023 financial year.

Recommendations

- That the municipality review the structure
- That the structure be link with the municipal budget and the IDP
- That only critical necessary positions be included in the structure in order to comply with the strategic objectives of the municipality.
- That process plan to fill the vacant positions be developed

6.8.5.3. Management of current and envisage posts

Department	Current financial year (2022-2023)			Future financial year (2023-2024)		
	Post Demand			Anticipated Post Demand		
	Proposed Positions	Approved Positions	Vacant positions			
Office of MM		3	4			
Office of Mayor		1	1			
Corp Support Services		5	5			
Technical Services		10	10			
Community Services		10	10			
LED & Planning		2	2			

6.8.5.4. Human Resource profile by age per department

Age	Departments					
	Office of MM	Office of the Mayor	Corp Support Services	Community Services	Budget & Treasure	Technical Services
20-30	2	2	15	22	23	42
30-40	3	2	10	53	25	60
40-50	2	0	15	56	30	42
50-60	1	0	8	4	4	2
60-70	0	1	4	1	3	6
Total	8	5	52	136	85	152

The municipality has about **18 employees** within the bracket of **60-64** who are at liberty to retire since the employees may retire from age 55 to 65. Some employees are working in crucial positions in their departments, particularly at Finance Department. It is therefore important that the municipality prepares itself on filling these positions as soon as they become vacant to avoid service delivery hampered. One of the interventions could be through internships, training of the junior staff to be ready to contest the senior positions

6.8.5.5. NQF Level qualifications

Highest qualification	Total Number	% total	Number Verified	% Verified
ABET (NQF 1)	30	30%	30	30%
National Certificate (NQF 2-3)	25	25%	20	0
Certificate (NQF 4)	50	50%	0	0
Diploma	42	42%	40	0
Degree	47	47%	30	0
Post-graduate diploma	54	50%	45	40%
Honours	4	4%	0	0
Masters	2	2%	0	0

The Table shows us that majority (50%) of municipal employees have Grade 12 national certificate. The next highest percentage is 42% of employees who have diplomas and that is followed by 50 % of employees who have acquired Diplomas, 47% with degrees, Honours, 2% with Masters and 30% Abet.

Considering the demand presented by the IDP and possible growth of them municipality, there is a lot that is desired in terms of upgrading the skills of the employees. The municipality needs to increase the number with 80% which are mostly the requirement to qualify for senior positions

6.8.5.6. Minimums competency levels for Senior Officials (Section 57 Managers)

Department	Total Number Achieved	In process	Not Achieved
Office of MM	5	1	0
Corporate Support Services	0	0	0
Community Services	1	0	0
Technical Services	1	0	0
LED & Planning	1	0	0
Office of the Mayor	0	1	0
Budget & Treasury	1	0	0
Office of the Speaker	0	0	0

6.8.5.7. Minimum competency for Finance Officials

Finance Units	Total No of Employees	Achieved	Not Achieved	In progress
Supply Chain & Asset Unit	4	3	0	0
Budget & Expenditure	6	2	1	2
Revenue, Debt Collection & Credit Control	14	4	10	3

6.8.5.8. EMPLOYMENT EQUITY TABLE

CATEGORY	A/M	I/M	C/M	W/M	A/F	I/F	C/F	W/F	PWD
Top Management	5	0	0	0	0	0	0	0	0
Senior Management	5	1	0	0	5	0	1	0	0
Mid Management	3	0	0	0	3	0	1	0	0
Professionally qualified	12	1	0	0	10	0	0	0	0
Skilled	22	1	0	0	0	0	0	0	0
Semi-Skilled	54	0	0	1	30	0	0	0	0
Unskilled	60	0	0	0	38	0	0	0	0
TOTAL	161	2	0	1	86				0

6.8.5.9. STAFF TURN OVER

PENSION	RESIGNATION	DISMISSAL	DEATH	MEDICAL UNFIT	
10	7	6	10	1	

6.8.6. PRIORITY HUMAN RESOURCE PLANNING ISSUES/INTERVENTION IN CLOSING THE GAP

INPUT INTO KRLM SERVICE DELIVERY ACTION PLAN: HUMAN RESOURCE FUNCTION: Financial Year							
Strategic Function		Purpose/ Objective of function	Tasks/Activities/ Projects to be undertaken		Approach to mitigate risk and achieve outcome	Time Frame	Responsible Person
1.	Human Resource Planning and Provision	Filling of critical posts like Director Technical and Infrastructure Services and Chief Financial Officer.	Filling of Senior Management positions.		<ul style="list-style-type: none">Positions advertised, shortlisting done, vetting of qualifications pending (SALGA) and interviews to be concluded Mid May 2022, followed by assessments end may the tabling of recommendations for appointment of suitably qualified applicants in June 2022	June	Municipal Manager, Director Corporate Support Service and HR Manager. Director LED Planning, Community Services, CFO and

							Technical Director
2	Review of the organisational structure	To ensure that the structure is in line with the IDP and Budget and that it will pursue the overall strategic objectives of the municipality	Engagements done with Senior Management in mid-May 2022		<ul style="list-style-type: none"> Have the approved organisational structure that will be able to fast-track service delivery 	End June	MM Directorate Corporate Support Service HR Manager and Heads of Department
3.	Training, Capacity Building, and Human Resource Development	Developing Skills and Competencies. Changing Attitudes, Creating Awareness, and imparting Knowledge and Information.	Identification of Training Needs and Development of Training Interventions. Conducting training Courses and Workshops, conducting Wellness events		<ul style="list-style-type: none"> Credible Skill audit conducted January 2022 WSP to submit to LGSETA on the 26th APRIL 2022. Wellness events conducted on regular basis as approved by Council in 2021/2022 financial year 	Ongoing	Skills Development Facilitator and EAP Officer

4.	Employment Equity and Affirmation of Designated Groups	Ensuring Employment Equality and guarding against Unfair Discrimination	Development and Implementation of Employment Equity Plan	<ul style="list-style-type: none"> 2022 EE Report to be submitted to DOL ON January 2023 	Jan 2023	Designated EE Manager/MM /Director CCS
5.	Occupational Health and Safety, and Wellness	<p>Implementation of Health and Safety Plan.</p> <p>Implementation of Wellness Programme</p> <p>Conduct Health & Wellbeing Survey</p>	<p>Conduct Risk Assessment.</p> <p>Compilation of Safety Plan.</p> <p>Wellness Plan Developed and implemented</p> <p>Employee Assistance Programme Policy developed and implemented</p>	<ul style="list-style-type: none"> The OHS Committee re-elected and training to be conduct on their roles and responsibilities. Safety Plan approved by Council end of March 2022 Fire extinguishers have procured and place in all municipal offices and are serviced as per enabling regulations Personal Protective Equipment procured and issued to all municipal employees' March 2022 Health & Wellness Activities conducted regularly and as approved by council. Employee Assistance Programme active 	Ongoing	OHS/EAP Officer
6.	Labour Relations	The Creation of Conducive,	Grievances and expediting of Disciplinary Cases.	<ul style="list-style-type: none"> LLF functional and engaging on issues of mutual interests 	Ongoing	

		Stable and Peaceful Labour Relations Environment	Regular Employer/Employee consultations in departmental meetings. Sitzings of the LLF, as per scheduled dates.		<ul style="list-style-type: none"> Labour Relations Officer to be appointed 		MM/Director CSS/LRO/HR M
7.	Policy Development	Creation of Awareness and Knowledge about the Conditions of Employment. Heightening Employee Morale and elevation of Staff Performance	Binding of approved policies. Review of existing policies. Staff workshops on existing Policies		<ul style="list-style-type: none"> Review of HR Policies and development of other HR Related policies done and are reviewed annually All Staff induction done January 2022 	Ongoing	HR Manager/HR Officer/SDF/ Director CSS
8.	Job Description Writing, Role Profiling and Benchmarking	Definition of Roles and Responsibilities. Fair and Equitable Remuneration. Compliance with SALGBC Agreements	Job-Description Writing and Role-Profiling Project. Benchmarking Initiative/project		<ul style="list-style-type: none"> Further job descriptions to be developed in line with pending organisational structure review 	July 2022	MM

9.	Compliance with Skills Development Act	To develop ATR and WSP to be submitted to LGSETA	Conduct credible Skills Audit and ensure submission of ATR and WSP to LGSETA		<ul style="list-style-type: none"> Credible Skills Audit to be conducted ATR and WSP to be done and submitted to LGSETA end April 2022 	April 2022	SDF
10.	Non-Contributing Staff to Retirement Funds and Medical Aid Funds	To ensure that there is adequate risk cover and benefits for each and every municipal worker in respect of retirement, death, disability And dread disease. Provide for potential withdrawal or preservation upon resignation.	Holding of information sessions and active assistance in effecting applications for affiliation.		<ul style="list-style-type: none"> Meeting with all non-contributing employees to be held and be advised to join pension fund/Medical scheme. 	June	HR Manager
11	Contract of Employment	To ensure compliance with the BCEA and LRA	Meeting held with employees regarding compliance with Labour Legislations on signing of employment contract		<ul style="list-style-type: none"> That all employees to sign contract of employment 	June	HR Manager Director Corporate Services

6.9. DISTRICT DEVELOPMENT MODEL

6.9.1. 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.

6.9.2. 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.

6.9.3. 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:

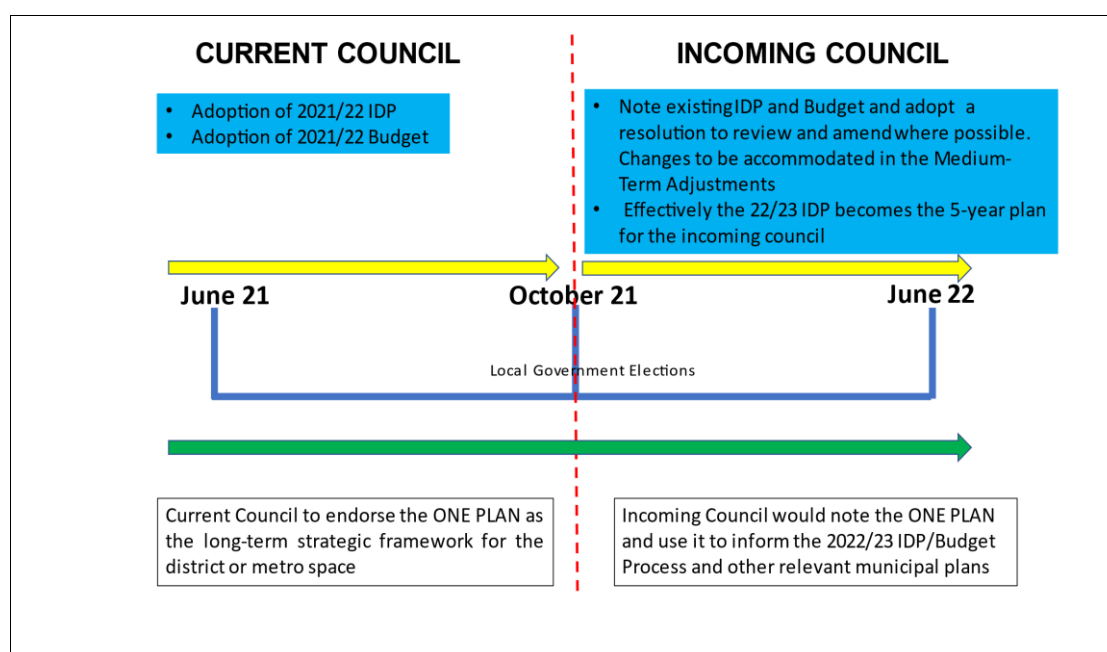


Figure 1: Endorsement of One Plans by current municipal councils

6.9.4. 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.

6.9.5. 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 1: FEW ECONOMIC INFRASTRUCTURE PROJECTS THAT REQUIRE UNBLOCKING

DDM ONE PLAN ONE BUDGET DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY										
GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEADER	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI	GPS COORDINATES
Integrated Services Provisioning:	Upgrading of Koster Main Substation	Provision of electricity	DOE	R 26 000 000,00				2 Years	Kgetliver LM	
	Upgrading of Swart rugge	Provision of electricity	DOE	R12 500 000,00				2 Years	Kgetlengrivier LM	

Enable residents to experience reliable, cost effective, viable, sustainable and seamless provisioning of services in functioning places "	ns Main Substation									

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	LEADER RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/ 22	BUDGET COMMITTED 2022/2 3	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	Kgetlengrivier 06	
	Upgrading of Borololo water storage 0,5 ML	Provision of Clean water	KRLM	R 1 402 741,07	R 1 402 741,07			8 Months	Kgetlengrivier 01	
	Borololo Water Reticulation	Provision of Clean water	KRLM	R13 6 25 822 ,73		R13 6 25 822 ,73		8 Months	Kgetlengrivier KRLM 01	
	Construction of Pre cast concrete toilets with	Provision of sanitation	KRLM		R 16 80 0 000.00	R 17 000 000.00	R 15 07 2 727, 27	3 financial year	Kgetlengrivier 05	

	flushing system in Reagile Extension 8									
	Installation of High Mast Lights in Rats egae	Provision of electricity	Tech	R 910 921.80	R 910 921.80			6 Months	Kgetle ngrivier	

6.10. GENDER BASED STRATEGY

6.10.1. 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.

6.10.2. 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.

6.10.3. 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; 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



6.10.4. 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:

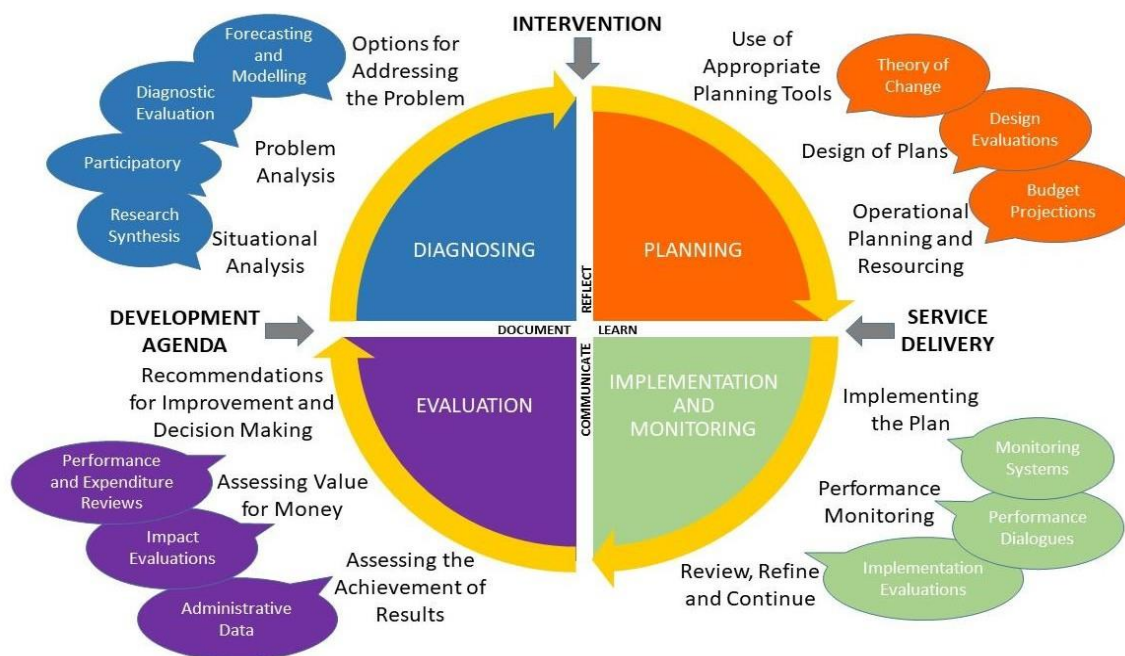
- **Situational analysis**, identification and diagnostic of social problem/s and/or needs assessment;
- Political/ electoral and legislative **mandate** and stakeholder perspectives;
- **Policy prioritization** and policy development based on exploration of policy options;
- Policy priorities to inform **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.

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, prioritization;
- 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.

6.10.5. Institutionalization of gender mainstreaming

GRPBMEA is directly linked to the institutionalization 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.

6.10.6. 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.

6.10.7. 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.

6.10.8. 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.

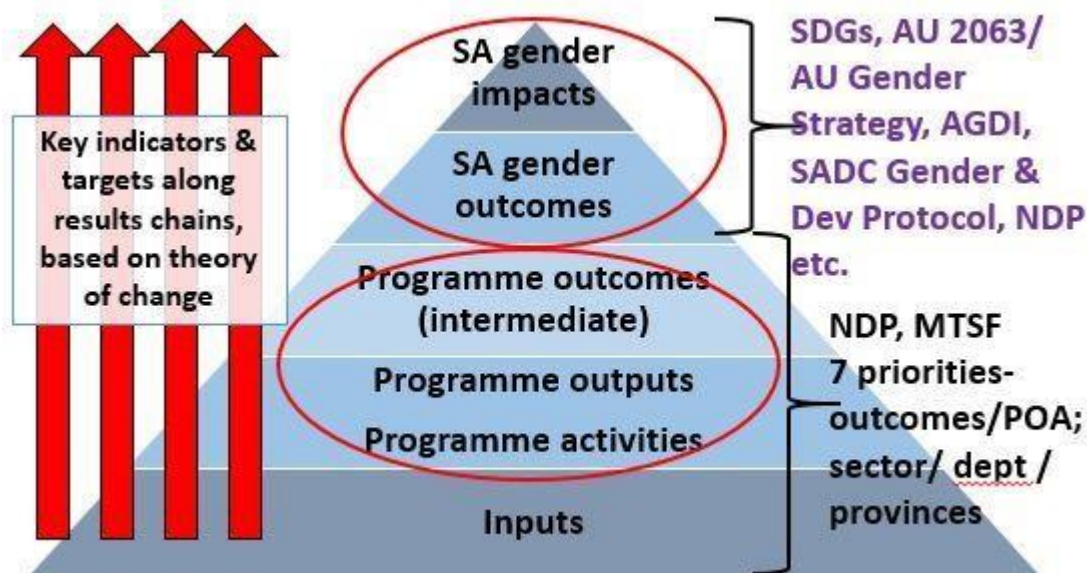
Such interventions may appear to be piecemeal. However, if they are deliberately and appropriately conceptualized and designed to achieve system-wide impact, then they will be advancing the gender transformation agenda. The focus should therefore be on micro-macro transformational mechanisms, where individual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

6.10.9. 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

6.11. 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

SECTION F:

7. STRATEGIC ALIGNMENT

7.1. MUNICIPAL PRIORITIES, STRATEGIES, VISION AND MISSION

Vision	A reliable, people-centred, performance-driven champion of sustainable services
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Mission	To deliver sustainable services to our communities through a committed and highly motivated staff by <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 Water2 Sanitation3 Electricity4 Spatial Planning5 Roads6 Local Economic Development7 Solid Waste and Cemetery
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KRLM Strengths



KRLM Weaknesses



KRLM Opportunities



KRLM Threats

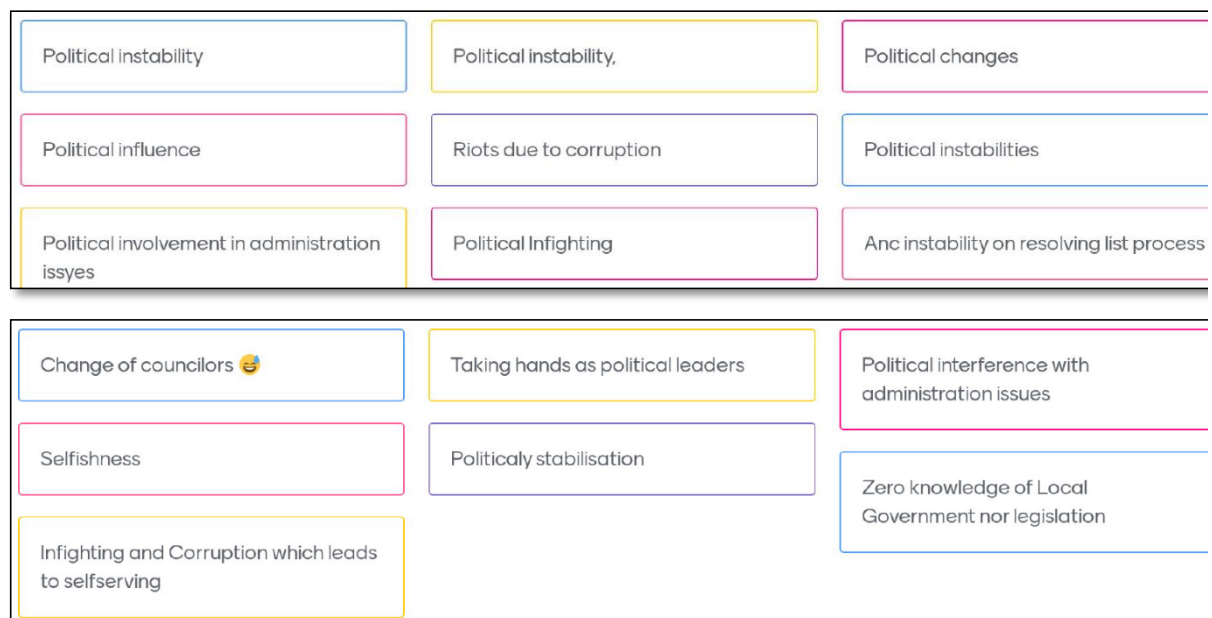


7.3. PESTEL ANALYSIS

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.



Political Implications



Economic Implications

Eskom tariffs	UnemploymentClassification by colour when employing	Investments
Negative it doesn't cater the poor of the poorest which promotes high unemployment rate	Delay on taking decisions on awarding land	Lack of investors
Unemployment		

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

Socio Cultural Implications

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

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	Resources	It remains a challenge to the poor

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

Policies to be reviewed	Not complying with Legislation
Limiting innovation	Constitutional right to basic services
Intervention by other spheres of government	Counter revolution

Environmental Implications

Pollution	Unfavourable weather conditions	Awareness on environmental changes and challenges
Water	CrimeHub of nyaope	Lack of personell
Soil erosion	Whether conditions favoirable to agriculture	Dumpling site waste management

Drought	Lack of resources	Polluting our water by sawerage pillages
Bad weather	No plan for waste management	Illegal dump
Unrealistic environmental strategy	Great	

SECTION G

8. MUNICIPAL STRATEGIC OBJECTIVES AND TARGETS

8.1. 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

8.2. 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 cooperative s	Support plan for Poultry cooperative s	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 cooperative s	Support plan for crop farming cooperative s	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

8.3. 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 Swaruggens	1 fire station in Swaruggens		1 fire station in Swaruggens			

8.4. 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	Implementati on and continuous monitoring of environment	Implementatio n and continuous monitoring of environment	Implementa tion and continuous monitoring of environmen t	Implementa tion and continuous monitoring of environmen t	Implementati on 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 provided to the Council and specific functionaries of administration	An accurate secretarial repository system	An accurate secretarial repository system	An accurate secretarial repository system	An accurate secretarial repository system	An accurate secretarial repository system	An accurate secretarial repository system
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8.5. 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

8.6. 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	Implementatio n of MFMA	% implantation of MFMA	100% on annual basis	100% implementati on	100% implementatio n	100% implementat ion	100% implementat ion	100% implementati on
	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:

9. PROJECTS

9.1. Municipal 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

MIG 2023-24 FY PROJECTS		
ITEM	PROJECT NAME	BUDGETED AMOUNT FOR 2023-24 FY
1	Construction of Precast Flushing Toilets in Reagile Ext 8	R19,853,112.82
2	Construction of Roads in Mazista Phase 2	R9,098,432.27
3	Construction of sewer internal reticulation and a package plant in Derby- Designs	R1,257,454.91
	TOTAL ALLOCATION	R30,209,000.00

MIG 2024-25 FY PROJECTS		
ITEM	PROJECT NAME	BUDGETED AMOUNT FOR 2024-25 FY
1	Construction of Mazista community hall	R8,100,000.00
2	Construction of internal Roads in Mountain View	R12,000,000.00
3	Construction of sewer internal reticulation and a package plant in Derby-(Design and construction)	R11,335,000.00
	TOTAL ALLOCATION	R31,435,000.00

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

9.2. SECTOR DEPARTMENT PROJECTS

DEPARTMENT	HEALTH			
PROJECT	TOTAL ALLOCATION	2022/2023	2023/2024	2024/2025
Maintenance at Koster Hospital	R 17 000 000	R 5 000 000	R 12 000 000	-
Swartruggens Hospital Maintenance	R 16 170 000	R400 000	R4 885 000	R10 885 000
Koster Hospital (Rehabilitation)	R 72 000 000	R4 000 000	R5 000 000	R5 000 000
TOTAL AMOUNT	R 105 170 000	R9 400 000	R21 885 000	R15 885 000

DEPARTMENT	ARTS, CULTURE,SPORTS & RECREATION			
PROJECT	TOTAL ALLOCATION	2022/2023	2023/2024	2024/2025
Borolelo Community Library	R 19 000 000		R 2 000 000	R 11 000 000
TOTAL AMOUNT	R 19 000 000		R 2 000 000	R 11 000 000

DEPARTMENT	COGTA			
PROJECT	TOTAL ALLOCATION	2022/2023	2023/2024	2024/2025
Mazista / Kgetleng Bulk Water Pipeline	R3 000 000	R 3 000 000	-	-
Kgetleng Oxidation Ponds	R 3 000 000	R 3 000 000	-	-
TOTAL AMOUNT	R 6 000 000	R 6 000 000	-	-

DEPARTMENT	EDUCATION			
PROJECT	TOTAL ALLOCATION	2022/2023	2023/2024	2024/2025
NEW BOROLELO SECONDARY SCHOOL	R 50 000 000	-	R 5 000 000	R 5 200 000
Kgetleng Primary	R 35 000 000	R 16 000 000	R 31 000 000	R 32 240 000
Moedwil Combined	R 380 000 000	R 44 000 000	R 50 000 000	R 52 000 000
Moitshoki Mofenyi Primary	R 4 480 000	-	R 3 000 000	R 3 120 000
NEW KOSTER SECONDARY SCHOOL	R 77 333 647	R 20 000 000	R 5 000 000	R 5 200 000
TOTAL AMOUNT	R 546 813 647	R 80 000 000	R 94 000 000	R 97 760 000

DEPARTMENT	PUBLIC WORKS			
PROJECT	TOTAL ALLOCATION	2022/2023	2023/2024	2024/2025
Day to Day Maintenance of all Government Facilities in Kgetlengrivier	R 1 780 000	R 600 000	R 600 000	R 600 000
High Mast Lights at Swartruggens Service Point	R 750 000	-	-	-
Swartruggens Service Point Offices and Workshop	R 1 335 000	R 1 500 000	-	-
TOTAL AMOUNT	R 3 865 000	R 2 100 000	R 600 000	R 600 000

DEPARTMENT	ROADS			
PROJECT	TOTAL ALLOCATION	2022/2023	2023/2024	2024/2025
Special maintenance of sections of road P47/2 including Koster town and sections of road P34/2 approximately 48.1km	R55 000 000	R20 000 000	R5 000 000	R30 000 000
Special maintenance P47/3 from Swartruggens to P34/2 including intersection improvement for approximately 30km (Safety Improvement)	R31 250 000	R25 000 000	R6 249 000	-
Rehabilitation of Road P124/1 from Swartruggens to end tar	R99 485 000	-	R40 000 000	R60 000 000
Rehabilitation of road P34/1(R502) (Koster) to N4(DanMarie) including culvert design at Koster river.	R150 000 000	-	R41 485 000	R60 000 000
Rehabilitation of road P47/2 to N4 starting from Swartruggens to Koster to Magaliesberg	R595 205 000	-	R30 000 000	R40 000 000
Upgrading with (Paving block) of Z483 from road D40 to Nooitgedacht.	R105 000 000	-	R23 500 000	-
TOTAL AMOUNT	R 1 035 940 000	R 45 000 000	R 146 234 000	R 190 000 000

DEPARTMENT	HUMAN SETTLEMENT			
PROJECT	TOTAL ALLOCATION	2022/2023	2023/2024	2024/2025
Kgetleng, Reagile Ext 6&7, 300 - Phase 1(Human Settlements Development Grant)	R673 540	R673 540	-	-
Kgetleng River (Human Settlements Development Grant)	R18 017 318	-	R8 189 840	R9 827 478
Kgetleng LM (Informal Settlement Upgrading Partnership Grant)	R100 667 852	R5 395 762	R77 323 420	R17 948 670
2016/17 Kgetleng Rivier Redirile Ext3(Human Settlements Development Grant)	R6 499 432	R6 499 432	R1 624 858	R3 249 716
TOTAL AMOUNT	R125 858 142	R12 568 734	R87 138 118	R31 025 864

SECTION I:

10. 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.

11. 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.